

## FUNDRAISING QUICK QUIZ

1. How many nonprofit organizations are there in the United States?
  - a) a Bunch
  - b) 250,000
  - c) about a million
  
2. The majority of funds donated to nonprofits comes from
  - a) foundations
  - b) corporations
  - c) bequests (wills, trusts, etc)
  - d) individuals
  
3. What percentage of college educated people in the U. S. die without wills?
  - a) 50%
  - b) 25%
  - c) 10%
  - d) 40%
  
4. What factors should be included in a fundraising plan?
  - a) different fundraising methods
  - b) fundraising goals
  - c) donor input
  - d) all of the above
  
5. According to a national poll, the number one fear of people living in the United States is
  - a) crime
  - b) poverty
  - c) injury
  - d) public speaking
  
6. During the past 5 years or so, what TYPE of special event made more money than most in the U. S.?:
  - a) tribute dinners
  - b) golf tournaments
  - c) raffles
  - d) non-events

7. How do you guarantee success in fundraising?
  - a) test everything you do
  - b) get everything in writing
  - c) set a high goal
  - d) you can't
  
8. How do you guarantee failure in fundraising?
  - a) decide all ideas alone
  - b) don't have a goal
  - c) don't seek others' help
  - d) don't ask
  
9. How much money does your organization need to raise right now on behalf of its clients, the people it serves?
  - a) I don't know
  - b) We don't know
  - c) Depends on how much we can get
  - d) This much \$\_\_\_\_\_
  
10. How many times have you or your Board said "IF ONLY"... "IF ONLY" we had more rich people on our Board. "IF ONLY" everybody gave us money or knew about us?
  - a) Too many
  - b) Rarely

## CLASS11: ALTERNATIVE METHODS FOR RAISING MONEY

### A. Fee for Service

Fastest growing source of income for NPO's over the past 15 years.

Produces unrestricted income, the most difficult to raise from philanthropic sources.

Requires your organization to decide

1. Which services people will pay for,
2. What price people will pay,
3. If you are going to use a sliding scale,
4. How you will market the service,
5. If and how you will modify the services based on feedback from the customers.

### B. Subsidiary Businesses

Newest, hottest source of revenue for NPO's

Name the businesses that are owned by NPO's that you are aware of.

- Girl Scout Cookies
- Hollywood Diner
- Dome Corporation
- Museum book and souvenir shops
- Agape House Catering

Gets the NPO out of dependency on the philanthropic revenue pie. Allows the NPO to enter the much larger revenue arena of the capital market.

Brainstorm the possible businesses that nonprofits might enter.

- Food, clothing, gathering places, printing, consulting, real estate, bookstores, recycling, information services

Discuss the problems with for profits and nonprofits crossing the line into each others territory.

### C. Federated Fundraising and Workplace Fundraising

History

1. Origins of Community Chest, later the United Way.
  - From collections from the wealthy to give to the poor, to collections from working people to give to the poor.
  - War Chest for WWI
  - Evolution to Community Chest, beginning in Denver
2. Influence of Organized Labor
  - Payroll deduction for union dues.
  - Application of same principle for charity/Community Chest.
3. Combined Federal Campaign
  - 1960's allowed international service organizations, national health agencies and United Ways.

#### 4. National Black United Fund

1968 Watts- Walter Bremond, an African American poverty program official, asked LA United Way what their response would be. Their response was "Its your problem Walter." Knowing that many of the United Way dollars were from the African American community, he started The Brotherhood Crusade as an alternative to the United Way of Los Angeles. The concept was that for dollars raised from the African American Community, decisions would be made by that community about where they would go. That was the first Black United Fund. Within 2 years there were Black United Funds in four states. Today there are more than a dozen.

#### 5. Other Alternative Funds

Women's Funds

Environmental Funds

Multipurpose social change funds- Community Share

By 1983 more than 50.

#### Advantages of payroll deduction fundraising

1. Raises 2-3 time as much as other forms of face to face asking
2. Employer subsidizes the cost.
3. Provides opportunity for longterm, sustainable, predictable income.
4. Raises organization's profile to a new set of prospective donors.
5. Organizes you for fundraising.

#### Disadvantages

1. Difficult to get into a workplace. Time consuming to start.
2. Requires cooperation or affiliation in fundraising with other potential competitors.
3. Starts slow with seemingly few results for time invested.
4. May involve your organization in a controversy with United Way, the establishment's sacred cow.

#### Arena's for conducting payroll deduction fundraising

1. Private Workplace- United Way affiliation vs Donor Option
2. Combined Federal Campaign
3. State Combined Charity Campaign
4. City employees campaign



### Required Readings

Davis and Etchart, Profits for Nonprofits, entire.  
Klein, Fundraising for Social Change, Section 4.  
Klein, Fundraising for the Long Haul, Chapter 12.  
Williams Chapters 2, 6.

### Additional Readings

Cook, Steketee and Wenocur, Donor Option, entire.  
Davis and Etchart, The NGO Venture Forum, entire  
Grobman, Grant and Roller, Fundraising on the Internet, entire.  
Matthew Howe, Philanthropic Exclusion in the Workplace, entire.  
Ostrander, Money for Change, entire.  
Rosso, Achieving Excellence....., Chapters 14, 15.  
Seltzer, Sect 2 pgs. 87-88, Chapters 6-7, Section 3 pgs 397-398, Chapter 19.  
Shore, Revolution of the Heart, entire.

## RAISE AS MUCH AS YOU CAN

### SETUP

I'd like to try something, an exercise, which might help us talk about what's involved here.

I need eight volunteers for the exercise, two each for  
Action Alliance of the Aged  
Baltimore Business Boosters  
Child Care Center  
Defenders of the Developmentally Disabled

Get seated around a table with two of you on each side. Each pair represents a single organization. Each organization number a piece of paper 1-10.

### INSTRUCTIONS

The name of the exercise is "RAISE AS MUCH AS YOU CAN." You are to keep that goal in mind throughout all ten rounds.

There are only three rules to remember.

1. Each organization must agree on a single choice for each round [either an X or a Y].
2. Each organization is not to confer with any other organization unless it is given specific instructions to do so. This includes verbal and nonverbal communications.
3. Each organization must insure that outsiders do not know your decision until you are instructed to publicize it.

There are ten rounds in this exercise. Each round will last one minute. Remember that you organization must decide nothing more than to play an X or a Y. If the first and the second round seem a little confusing, that's OK. You will get the hang of it quickly. Are you ready?

1. You have one minute to mark your choice for round one. [At end of round facilitator ask organizations to share their marks. Facilitator announces scores from Cost Benefit Schedule and keeps a master score sheet.
- 2-4. Same.
5. Round five is a bonus round. That means it is different in two ways. First, all organizations will have three minutes for open discussion. You can talk about the weather, sports or what you are doing in this exercise. Second, the results of this round will be multiplied by three.
- 6-7. Same as 1-4.
8. Round eight is a bonus round. You will have a three minute discussion period. The results of this round will be multiplied by five.
9. Same as 1-4.
10. Round ten is a bonus round. You will have a three minute discussion period. Results are multiplied by ten.

Tally results for each organization and for the community as a whole. Point out the community score.

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Shore, Revolution of the Heart, entire.

**Community Organizer Training  
Fundraising as Organizing  
Tuesday, April 16, 2002**

**Workshop Facilitators:** Richard Cook  
Regina S. Alston

Overview of Workshop

Where does Money come from?

Organizing and Fundraising

Critical Fundraising Tasks

Break

Readiness of Organization and Constituency

Fundraising Exercise: Case Statement

Strategy and Methods

Exercise: Individual Asking

Break

Seeking Grants

Exercise: Fundraising Plan

Evaluation

## **FUNDRAISING AS ORGANIZING**

### **SIMILARITIES OF BOTH PROCESSES**

- 1. Feelings of Powerlessness**
- 2. Self-Blame**
- 3. Power Analysis**
- 4. Self to System**
- 5. Picking a Winnable Issue**
- 6. Identifying the Target**
- 7. Selection of Action**
- 8. Engage in Action, Train Leadership,  
and Build the Organization**
- 9. Celebrate Victories and Evaluate**
- 10. Move to Bigger issue**

## CRITICAL FUNDRAISING TASKS

1. Get your organization ready for fundraising.
2. Make sure your constituency is ready.
3. Get the right fundraising leadership.
4. Prepare, train and support the leadership.
5. Set your fundraising goals.
6. Decide who you will ask.
7. Develop the case for giving or the fundraising argument.
8. Develop your strategic approach.
9. Ask.
10. Thank donors and volunteers. Recognize outstanding efforts and increase donor involvement.
11. Celebrate.
12. Evaluate.

# SEVEN STEPS ON THE LADDER TO FUNDRAISING READINESS

7. Readiness

We know what we do well. We know who supports us. We think a \_\_\_\_\_ (e.g. phonathon) makes sense for us. Be we need help in setting it up.

6. Self Evaluation

We're pretty good at events. But we're not so good at getting attendees to join and give more. How do we broaden our skills?

5. Beginning Competence

We tried a fundraiser. It was an awful lot of work. We only raised a little money. What went wrong?

4. Experience

We tried a fundraiser. It didn't raise any money. We won't do that again.

3. Acknowledge of Need & Identification of Obstacles

We all agreed we need to raise money. But our board, or staff or volunteers are afraid of fundraising.

2. Frustration

We have a worthy project. Why doesn't somebody give us money?

1. Dependency

We want to do it. Do it for us.



## ORGANIZATIONAL LEADERSHIP LADDERS

	FUNDRAISING	POLITICAL
8.	Benefactor -----	Sage -----
	Major Donor	Board
7.	-----	-----
	Sustainer-monthly contrib. above certain amt.	Leader
6.	-----	-----
	Regular Contributor	Activist
5.	-----	-----
	Occasional Contributor in addition to membership	Occasional Volunteer
4.	-----	-----
	Member	Member
3.	-----	-----
	Occasional Contributor	Occasional Attender
2.	-----	-----
	Supporter	Supporter
1.	-----	-----

## SETTING THE FUNDRAISING GOAL

1. Total the number of fundraising contacts you expect to make.
2. Multiply that number times the % of those contacts who you expect to make a financial gift. This is the expected number of donors.
3. Multiply the expected number of donors by the expected average gift amount. This will give you your projected receipts.
4. Add your total projected fundraising costs and subtract from your projected receipts. This will give you your projected net receipts.
5. Many organizations reduce their announced goal below their projected receipts to provide additional encouragement to volunteers when they pass the goal.
6. Other organizations set first time fundraising goals in terms of numbers of donors acquired rather than in terms of financial goals.

**Projected Gift table to Raise \$1,000,000**

# Of gifts	Gift level	Gift total at Level	Cumulative Total
1	\$150,000	\$150,000	\$150,000
2	\$75,000	\$150,000	\$300,000
4	\$50,000	\$200,000	\$500,000
8	\$25,000	\$200,000	\$700,000
15	\$10,000	\$150,000	\$850,000
20	\$5,000	\$100,000	\$950,000
50	\$1,000	\$50,000	\$1,000,000
100		\$1,000,000	

### Assumptions

1. There are major gifts available to the Foundation.
2. The top gift will equal 15% of the goal.
3. The top ten donors will generate at least 50% of the goal.
4. The top 20% of donors will generate 75% of the goal.
5. Each donor in the top 20% will generate two additional donors at the next level.
6. The bottom half of the donors will generate 5% of the goal.

## A Donor Bill of Rights

Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To assure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights:

1. To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
2. To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.
3. To have access to the organization's most recent financial statements.
4. To be assured their gifts will be used for the purposes for which they were given.
5. To receive appropriate acknowledgment and recognition.
6. To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.
7. To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.
8. To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.
9. To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.
10. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

## FUNDRAISING TRENDS IN THE UNITED STATES, 2000

### HOW MUCH MONEY IS DONATED?

In 1975, \$28.56 billion was donated to nonprofit organizations in the United States. By 1995, \$143.84 billion was donated. In 2000, over \$200 billion was donated.

### WHERE DO ALL THE DONATIONS COME FROM?

SOURCES	Donated in 1975		Donated in 1995		Donated in 2000		Growth
	\$ in billions	%	\$ in billions	%	\$ in billions	%	\$ in billions
Foundations	\$1.65	5.8	\$10.44	7.3	\$24.5	12.0%	\$22.85
Corporations	\$1.15	4.0	\$7.4	5.1	\$10.86	5.3%	\$9.71
Bequests	\$2.23	7.8	\$9.77	6.8	\$16.02	7.8%	\$13.79
Individuals	<u>\$23.53</u>	<u>82.4</u>	<u>\$116.23</u>	<u>80.8</u>	<u>\$152.07</u>	<u>75.0%</u>	<u>\$128.54</u>
TOTALS	\$28.56	100	\$143.84	100	\$203.45	100.1	\$174.89

### WHICH ORGANIZATIONS BENEFIT FROM THE DONATIONS?

	1995	2000
Religion	44.1%	36.5%
Education	12.5%	13.8%
Health	8.8%	9.3%
Human Services	8.1%	8.8%
Arts, Culture, Humanities	6.9%	5.7%
Gifts to Foundations	5.2%	
Advocacy and Public Policy	4.9%	5.7%
Environment and Wildlife	2.8%	3.0%
International Affairs	1.4%	1.3%
Undesignated	5.3%	15.8%

[Sources Giving USA 2000, AAFRC Trust for Philanthropy and Chronicle of Philanthropy 2001]

## WHAT DO WE KNOW ABOUT INDIVIDUAL DONORS?

- Overall giving approaches 2% of personal income.
- 4 out of 10 who do give feel they should be giving more. Reasons they don't- Didn't get around to it. And no one asked.
- 6 out of 10 prefer to help people in their own communities over national or international causes.
- 8 out of 10 believe everybody should volunteer time, even though only half do.
- Giving as a % of income tends to go down as income rises, with the poor giving the highest % of their incomes.
- Married people tend to give more than single people.
- Giving as a % of income tends to go up with age.
- Members of organized religious groups tend to give more to non-religious charities than non-members of organized religious groups.
- Volunteers tend to give more than non-volunteers.
- The single most effective fundraising method is one person asking another face to face, especially if the two know each other.

[Sources: Giving and Volunteering in the United States, 1992; Giving and Volunteering in the United States, 1990, Independent Sector.]



# FUNDRAISING FEASIBILITY STUDY

Name \_\_\_\_\_ Position \_\_\_\_\_

Occupation/Affiliation \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Best way to contact \_\_\_\_\_

1. How did you become involved with \_\_\_\_\_ ?

2. How familiar are you with \_\_\_\_\_ ?  
\_\_very \_\_somewhat \_\_not at all

3. What is your overall impression of \_\_\_\_\_ ?  
\_\_favorable \_\_neutral \_\_unfavorable

Explain \_\_\_\_\_  
\_\_\_\_\_

4. What are the three most important things they do?

- 1.
- 2.
- 3.

5. Do you think that \_\_\_\_\_ adequately meets the community needs?

\_\_yes \_\_no Explain \_\_\_\_\_  
\_\_\_\_\_

6. What do you think are the major strengths and weaknesses?

Strengths Weaknesses

14. Can the community support a capital campaign at this time?  
Economy?

Other competing campaigns?

15. Who would you recommend to lead this campaign?

What other three movers and shakers would it be important to involve?

16. Assuming the campaign goes forward, would you be open to taking a leadership position?

Be involved?

17. What strategies or approaches do you think would have a high likelihood of success for this campaign?

18. What kind of public relations would be needed?

19. Looking at the attached Gift Table, do you think the distribution of gifts is appropriate for this community?      YES      NO

If not, how would you change it?

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Can you think of any sources which might be able to contribute at any of the top three levels of the table?

20. REMIND ABOUT CONFIDENTIALITY. If you personally were motivated to support this campaign financially, where would you see your own gift fall?

Do you have any other questions or comments?



7. If you were going to have the organization do anything that it doesn't do now, what would that be?

8. What categories of people receive services from \_\_\_\_\_ ?

9. What categories of people volunteer with \_\_\_\_\_ ? How many?

10. Who contributes financially to \_\_\_\_\_ ?

11. Who might be persuaded to contribute?

12. Is a capital campaign needed for \_\_\_\_\_ ? Why?

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What is the strongest fundraising argument for the campaign?

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What will happen if the campaign doesn't happen or doesn't reach its goal?

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13. The dollar amount for the proposed campaign is \_\_\_\_\_ ?  
Is this a realistic goal to be considering? YES NO Why or why not?

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## Finding Donors

Name \_\_\_\_\_

Home Address \_\_\_\_\_

\_\_\_\_\_

Occupation \_\_\_\_\_

Work Address \_\_\_\_\_

\_\_\_\_\_

Home Phone \_\_\_\_\_ Work Phone \_\_\_\_\_

1. Which individuals do you know will contribute money to your nonprofit organization, even though they may contribute less than you would like? (Consider current leaders, members, donors, family and close friends)

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

2. Which individuals or organizations have some self interest in the success of your nonprofit organization and, if educated and asked appropriately, would be likely to contribute? (Consider clients, their families, professionals in related fields, vendors, supporters)


3. Which individuals or organizations do you think should be supporting your nonprofit organization, but would likely require a great deal of educating and convincing first? (Consider organizations that rely on the well being of the entire community or organizations that contribute to the problems that your nonprofit tries to solve)


# WHY SHOULD ANYONE GIVE MONEY TO YOUR ORGANIZATION?

## 1. Why?

Why is there a need?

What is the crisis? What's wrong?

What will happen if nothing is done?

What underlying causes sustain the crisis?

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## 2. What?

What is missing from the scene which would address the crisis?

What program, activities, solutions do you offer?

What evidence do you have that it will solve the crisis?

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## 3. How?

How do you intend for this solution to come about?

What needs to be done to make it happen?

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4. How Much?

How much will it cost you to bring this solution about? This year?  
Five years?

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5. Who?

Who must take the lead in this effort?  
What makes this organization uniquely suited to lead this effort?

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6. What opportunities do you offer the contributor?

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## General Fundraising Cost Guidelines

### Events

- Break even on cost/return for new materials
- Cost of \$.50/\$1 raised for mature events

### Direct Mail

- Cost of \$1.50/\$1 raised for acquisition assuming a 1% return
- Cost of \$.25/\$1 raised for renewals assuming a 50% renewal

### Phones

- Cost of \$.50/\$1 raised for paid caller acquisition
- Cost of \$.20/\$1 raised by volunteers in renewal effort

### Workplace

- Cost of \$.35/\$1 raised for new campaigns
- Cost of \$.10/\$1 raised for mature campaigns

### Major Gifts

- Cost of \$.15/\$1 raised for mature campaign

### Capital or Endowment Campaigns

- Cost of \$.05-\$.10/\$1 raised



**EVENT LEADERSHIP LADDER**

BOARD OF DIRECTORS

CHAIR EVENT COMMITTEE

ON EVENT COMMITTEE

IN CHARGE OF TICKETS

SUPERVISE A TICKET CREW

SELL A TICKET BOOK

BRING FRIEND

ATTEND

**PHONATHON LEADERSHIP LADDER**

BOARD OF DIRECTORS

CHAIR PHONATHON

ON PHONATHON COMMITTEE

IN CHARGE OF A PHONE NITE

IN CHARGE OF RECRUITING CALLERS

RECRUIT CALLERS

BRING A FRIEND

MAKE CALLS



## FUNDRAISING WITH EVENTS

### Pros

1. They can be lots of fun.
2. They publicize the organization.
3. They attract new members and activists.
4. They give lots of people something to do.
5. They are an excellent leadership training ground.
6. They can raise lots of public awareness about your cause.

### Cons

1. They require lots of time in planning and preparation.
2. They require lots of personpower.
3. They usually produce a low net income in the beginning.

### 10 WAYS TO INCREASE THE FINANCIAL SUCCESS OF YOUR EVENT

1. Make the event **repeatable** so that costly mistakes the first year will turn into income on following years.
2. **Get everything donated!!** Remember that yours is a sweat equity version of selling tickets to a professional event. Materials, food, advertising, sound equipment, space, and person power all need to be donated to make it pay.
3. Start small enough that you can handle it( sell tickets, organize it, do the necessary publicity), but make it attractive enough that people will want to come.
4. Start planning twice as far ahead of time as you'll need.
5. When the event will involve significant advance costs, establish a "break glass" procedure. (In case \_\_\_tickets are not sold by \_\_\_ date we will cancel the event.) Make that date and number of tickets contingent on (a) covering your minimum operating costs, and (b) before your major cost outlay.
6. Use an **Ad Book** or souvenir program as an additional way to raise funds for the event.
7. Make sure that **your organization runs the concession which is most likely to generate high income.**
8. Make sure that a **detail person is in a key leadership role for planning and conducting the event.**
9. Plan to **secure and protect any cash** which changes hands.
10. **Media! Media!! Media!!!**

## THE 12 STEPS IN DEVELOPING AN AD BOOK

1. Organize the Committee.
2. Make the following decisions.
  - a. What type of book will it be?
  - b. How much money will you try to raise? What costs?
  - c. What will you include in it?
  - d. What is your timeline?
  - e. Who is responsible? Coordinator Sales Finances Production
3. Develop the list of prospective advertisers. Who needs you?  
Supports you?
  - a. Businesses.
  - b. Unions and retired worker organizations.
  - c. Churches and religious organizations.
  - d. Hospitals and health care organizations and professionals.
  - e. Service organizations'
  - f. Attorneys
  - g. Senior clubs and organizations.
  - h. Elected officials and candidates.
  - i. Individuals.
4. Decide how much to ask them for. Try to be fair/consistent.  
Consider
  - a. their capability of buying an ad- sales, employees, assets, number of clients.
  - b. the amount of benefits they receive from your organization.
  - c. the amount of their support for your issues and concerns.
  - d. your personal relationship.Decide the ad size you want to ask for. Then start by asking them to consider the next larger ad size than you think they will take.
5. Identify the contact person and send letter describing the ad book and showing the sizes of ads and prices for each.
6. Make an initial contact. Get an appointment.  
Personal approach is best. Phone is OK if you know them well.

7. Prepare

Confirm your schedule with your partner.  
Know what you are going to say and how you will handle questions.  
Bring copy of ad form and prices.

8. Meet and ASK!

9. Layout and Pasteup

10. Printing and Distribution

Make a big deal out of it. Recognize the volunteers.  
Recognize contributors and urge people to patronize your friends.  
Use it as a reference throughout the year.

11. Follow-up

- Mail thanks and copy of book.
- Keep in touch about the organization.

12. Evaluate!!!

Get everybody's advice, suggestions and criticisms.  
Write down everything-how you did it, contacts, recommendations.

## DIRECT MAIL CHECKLIST

### The Outer Envelope. GET IT OPENED!!!!

- 1. Does it resemble a personal letter?
- 2. Does it have a stamp on it rather than a bulk rate imprint?
- 3. Is it different from the rest of your mail?

### The Letter. GET IT READ!!!!!!

- 1. Is the date and the subject current?
- 2. Is the letter personal? Greeting? Tone? Visual impression? Uses you and I?
- 3. Is the message powerfully contained in the first sentence, last sentence and the P. S.?
- 4. Is it easy to read? Space? Logic? Grammar and spelling?
- 5. Are the sentences and paragraphs short and to the point?
- 6. Is it emotional, about real people rather than about statistics?
- 7. Does it ask the reader for a gift?
- 8. Does the signature have any meaning?

### The Response Card. GET IT BACK!!!!!!

- 1. Does it make it easy and clear for a donor to use it?
- 2. Does it give the donor choices of gifts?
- 3. Is there a self addressed return envelope?
- 4. Does the card fit into the return envelope without folding?
- 5. Does it have boxes to check for volunteering?



## TIPS ON HOW TO RAISE MONEY OVER THE PHONE

1. Get lots of names, addresses and phone #'s of people to phone.
  - board
  - committees
  - volunteers
  - members
  - mailing list
  - people you benefit
  - people you do business with
  - friends of board, committee, volunteers
2. Get lots of people to phone.
  - board
  - committee members
  - active volunteers
3. Have everybody phone in one place.
  - peer support
  - image of more activity
  - immediate feedback on quantity of funds being raised
4. Make it fun.
  - food
  - high spirits
  - goal chart with frequent postings
  - sharing funny stories
  - celebratory drinks after the phoning
5. Minimize the paperwork.
  - design the pledge form so that it fits a windowed envelope and saves addressing, and
  - has enough copies that reminders can be sent easily
6. Start your asking high and with confidence.
  - this is an effort to raise serious \$\$
  - tie your asking amount to a concrete outcome
  - let the donor negotiate downward
7. Follow up on pledges.
  - send pledge form out immediately
  - send reminder in a month
  - send second reminder in 2 months
8. Thank the donors and the volunteers.

## RAISING MONEY AT THE WORKPLACE

### ADVANTAGES

1. Raises more money/contributor, 2-3X as much as other face to face solicitation.
2. Costs less. Employees do much of the soliciting, and employers pay for publicity and gift processing.
3. Repeatable. Predictable. Grows over time.
4. Allows you to spread your message, recruit new supporters, raise consciousness, and raise money at the same time.
5. Organizes you for fundraising.  
You prepare and refine your case.  
You develop a prospect list.  
You recruit and train solicitors.  
You plan and coordinate a fundraising campaign.  
You analyze and evaluate your performance in order to increase your proceeds next year.

### DISADVANTAGES

1. It is a long term strategy, not a quick fix
2. Starts slowly with few early payoffs.
3. Complicated and potentially difficult to start.

### THE TASKS INVOLVED

1. Identify employers and employees who are supportive of your cause.
2. Convince those employers to allow you to solicit their employees on the job, and to allow the employees to make their contributions through a system of payroll deductions.
3. Design and conduct a campaign to raise donations at the workplace. Set a campaign goal and theme. Develop materials. Select and train solicitors. Conduct campaign. Celebrate completion of campaign with recognition of leaders and major contributors. Publicize generosity of employer and employees.
4. Use successful experience in one workplace as example to other employers to open up to you as well.

# Fund-Raising at the Workplace

by Stanley Wenocur, Richard V. Cook, and Nancy L. Steketee

Government policies and economic declines in the 1980s have jeopardized the vitality of the voluntary sector. Private nonprofit organizations will lose an estimated \$32 billion in federal support alone between 1982-86.<sup>1</sup> Non-profit social service agencies and community organizations will be hit hardest even as the need for their programs expands enormously.<sup>2</sup> This paradoxical situation has greatly intensified the competition for the charitable dollar.

The struggle for philanthropic dollars has brought renewed interest in the workplace as a locus for fundraising. Workplace fundraising costs less and reaches more people more effectively than other methods. Campaigns are conducted largely by employee volunteers who reach employees in groups, usually with the support of management. Payroll deductions, the real key to workplace success, make giving relatively painless. Donors contribute significantly more through paycheck deductions taken in small amounts over a year than they do in one-time payment requests.

Access to the workplace and payroll deductions has been controlled almost

exclusively by United Way federations for many years. This form of monopolization weakens the ability of the voluntary sector to protect pluralistic values, supplement services, and act as a governmental and corporate gadfly. As the pressure to find charitable dollars has increased, two different strategies for "democratizing" workplace fundraising have recently surfaced—the Donor Option Program of the United Way and the creation of independent Alternative Funds. This article takes a closer look at the implications of United Way monopolization and the potential for financing a broad spectrum of nonprofit service and advocacy organizations through each of these approaches.

## THE ORIGIN OF THE UNITED WAY MONOPOLY

The modern United Way is a descendant of the financial federations that blossomed during the 1920s. Aided by the mobilization of the War Chests during World War I, the number of federations of community chests grew from 18 to 330 between 1918 and 1929. Nearly every city of 100,000 or more organized a community chest for charitable fundraising. The timing of this remarkable expansion was closely related to the resurgent influence of private enterprise in government, the phenomenal growth of mass production industries and mass communication technologies, rises in the standard of living, and dominance of major sectors of the economy by a small number of giant corporations.

Beginning with the Charity Organization Society Movement of the 1890s, financial federations were part of a continuing effort by the wealthy to rationalize the machinery of social welfare.<sup>3</sup> Until the 1930s, relief and social services were provided mainly by private charities and local public agencies. Financial federations brought together representatives of the business sector and private social agencies to plan and to raise money for voluntary relief and welfare services.

The success of the community chests, then as now, depended upon the cooperation of business and community leaders in conducting a single, intensive, time-limited, community-wide campaign that reached into the workplace. The approach, proclaiming community cooperation and managerial efficiency, adapted the new mass communications and public relations technologies of business to raise charitable funds. It also spread the base of philanthropic giving from a relatively small number of large donors to a sizeable number of small donors.

As overseers of the communal bank account, the leaders of private enterprise gained firm control of the communal welfare apparatus. They were then able to define social reform as the planning, coordination, and provision of counseling, recreation, and relief. Organizations advocating more fundamental institutional changes—such as settlement houses, or the Consumers' League—were unable to obtain financial support from the community chests.<sup>4</sup>

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## THE PROBLEM OF PHILANTHROPIC MONOPOLY

Today's United Way campaigns are built almost entirely on workplace solicitations at public and private corporations with 20 or more employees in virtually every city in the nation. Close to 70 percent of the nearly \$2 billion that the United Way of America currently raises comes from individual employee contributions at the workplace. The overall campaign provides partial, but critical, support for some 37,000 voluntary social agencies. Impressive as these achievements are, they are also costly if we value the vitality of the nonprofit sector.

The United Way's carefully protected monopoly on workplace fundraising and payroll deductions raises several serious issues. First, the organizations supported by Local United Way Organizations (LUWOs) represent only a fraction of the population of worthy service and advocacy agencies. Hundreds of thousands of nonprofit organizations are excluded from United Way fundraising efforts.<sup>1</sup>

Moreover, United Way support is still quite sensitive to the preferences of its largely white, wealthy, male-dominated boards of trustees.<sup>2</sup> Consequently, LUWO affiliates are generally well-established counseling, recreation, and health organizations that are connected to influential sponsors and do not question dominant social values. Many of the excluded agencies, on the other hand, are younger organizations; those that serve low-power constituencies such as minority groups, women, and gays; and organizations that advocate progressive causes such as neighborhood coalitions, citizen and client rights organizations, consumer and environmental protection groups, and alternative service agencies.

Just as a cartel restrains competition in the economic marketplace, so United Way monopolization of the workplace prevents nonaffiliated groups from soliciting a substantial, organized donor population and using payroll deductions.<sup>3</sup> This restraint constitutes a direct interference with non-United Way fundraising. Pluralism in American society is considerably diminished.

United Way monopolization also compromises the rights of employees to control their working conditions and to

make personal decisions concerning charitable giving. Corporate authorities have decided that employees can hear *only* the case for the United Way. These rights are further undermined when the campaign relies heavily on pressure for employees to conform to employer expectations of giving one's "fair share."

Workers constitute one of the essential constituencies of a movement for social change. Because the workplace presents such a lucrative opportunity for charitable fundraising, its control is also a means of preventing workers from contributing to progressive causes. Deductions from the paycheck fund the labor movement; they could be an important way to fund other progressive causes. Exposure solely to the United Way appeal at the workplace channels employees into supporting a list of organizations screened for them by corporate leaders—organizations unlikely to identify corporate policies as a source of social distress or inequity.

### Access to the workplace and payroll deductions has been controlled almost exclusively by United Way federations for many years.

Six decades of United Way propaganda have successfully shaped the public's concept of charity and associated the United Way with cherished American values. Much of the public therefore incorrectly believes that the United Way actually does "work for all of us," that its members have all been admitted through a rational planning process, and that it is the rightful steward of the community's charitable dollars.<sup>4</sup> This charitable orthodoxy subtly denies many thousands of valuable nonprofit organizations the stamp of legitimacy reserved for United Way member agencies.

Few organizations have had the skill or power individually to effectively challenge United Way's workplace monopoly. Since the late 1960s, however, coalitions of organizations have attacked this monopoly with increasing frequency. These coalitions have taken

different forms, the most threatening being Alternative Funds that compete with the United Way at the workplace. Legal challenges have also slowly begun to open access to the workplace.<sup>5</sup> In response, United Ways have begun to offer Donor Option programs under their own aegis as a way of funneling contributions to non-member agencies. These developments signal a beginning democratization in the charitable marketplace which bears further analysis.

## THE POTENTIAL OF DONOR OPTION

A Donor Option (DO) program is an announced opportunity for United Way contributors at the workplace to designate their gifts, via payroll deduction, to any charitable organization(s) of their choice, *whether or not the organization is a member of the United Way*. Designated non-member organizations usually have to meet certain criteria such as: providing human services, having a tax-exempt 501(c)(3) status, and serving a particular geographic area. Other criteria may be added such as evidence of a certified audit. Donor Option, then, is a United Way controlled program which potentially expands the number of human service organizations that may receive contributions during a United Way campaign.

In February, 1982, the Board of Governors of the United Way of America endorsed the Donor Option concept and urged LUWOs to move in this direction.<sup>6</sup> By the fall of 1983, 47 LUWOs raising \$1 million or more (about 20 percent of the total) had instituted DO programs or were experimenting with them.<sup>7</sup> Three forms of external pressure account for this development: (1) pressure from competing fundraising organizations such as the Associated Ingroup Donors Campaign (AID) in Los Angeles and the Combined Health Agencies Drives (CHAD) in San Francisco, San Diego, and other large cities; (2) pressure from employers and employees, such as Crocker National Bank and United Airlines in California, who operated their own employee-run campaigns and required open designations as a condition for United Way participation; (3) pressure in the form of public con-

troverly from groups whose special needs have been largely excluded from LUWOs—minority groups, women, gays, and neighborhood residents—such as Minorities for a Fair Share in Santa Clara County, CA, and Women's Way in Philadelphia. DO programs reduce all these forms of pressure by lending credence to the claim that United Way does work for everybody so access for other funds is unnecessary.<sup>11</sup>

Donor Option programs do create a potential opportunity for non-United Way groups to profit from LUWO campaigns. But an intensive 1981 study of the established DO programs in California and Pennsylvania, augmented by current experiences in Pittsburgh, Philadelphia, and Baltimore, has indicated that the benefit is limited.<sup>12</sup> For the LUWOs studied during the 1980 campaign year, less than 5 percent of the campaign receipts were designated to non-member agencies. United Way data for 1981 corroborate these findings.<sup>13</sup> However, sizeable numbers of non-member organizations received designated funds through their LUWO's: Philadelphia (780), San Francisco (700+), Sacramento County (600+), Los Angeles (4000+). The more recent 1982 experiences of LUWOs in Pittsburgh (358), Baltimore (900+), and Philadelphia (1300+) show similar results. On the positive side, these findings suggest that donors' charitable interests extend far beyond the agencies in the United Way fold.<sup>14</sup>

On the other hand, the study also found that the vast majority of non-member organizations were designated sums of money much below \$1,000. Few non-member groups received more than \$5,000 in designations. For example, in the 1980 San Francisco campaign, only 1.3 percent of the non-member recipients exceeded that level. In general, the greatest amounts of designated DO dollars actually went to the United Way member organizations, large health organizations, and more established, traditional charities. There were some exceptions such as Women's Way in Philadelphia, which received more than \$100,000, six other women's organizations, and one minority youth program that surpassed the \$5,000 mark. The factors that accounted for these exceptions were: (1) special publicity or controversy

timed to coincide with the campaign; (2) a unique relationship with the LUWO so that the agency was included in its publicity and literature, like the Bay Area Black United Fund in San Francisco; (3) unique access to a particular set of donors in their place of employment; and (4) unique appeal to some particular constituency such as the Sickle Cell organizations. For most non-member organizations, however, DO has not yet produced significant amounts of dollars, nor are these dollars secure from year to year.

Given that DO programs are still quite young, will they yet become a productive source of funds for non-United Way groups? Analysis and experience to date suggest this is unlikely. Many United Way leaders are quite leery of Donor Option. Some fear that their overall campaigns will suffer if DO is offered, though no data has yet provided corroborating evidence.<sup>15</sup> A more serious concern is that if a campaign generates a sizeable percentage of designations, the existing pattern of allocations might be jeopardized. Without a sufficient guarantee of support for member agencies, the federated structure of the LUWO itself could come apart.<sup>16</sup> These types of fears make LUWOs hesitant to fully promote Donor Option even where the program is in place.

Except for promotional activities by non-member groups individually or in coalitions, LUWOs control the variables that most affect donor designations.<sup>17</sup> They include: the amount and nature of the publicity given to the program, eligibility requirements, rules and mechanics of operation, availability and distribution of pledge cards for designations, administrative and shrinkage charges, time frame for transfer of funds, and availability of lists of donors. These and other variables are easily turned into regulatory devices to minimize the number of designations. For example, some LUWOs have issued separate donor option cards in short supply with minimal distribution and have instituted a minimum designation requirement of \$25. One LUWO "inadvertently" omitted \$800,000 worth of separate designation cards from the campaign totals.<sup>18</sup> Such experiences support the suspicion that the real aim of Donor Option is to stifle competition for workplace contri-

butions. Rather than open access, widespread acceptance of Donor Option by non-United Way organizations could spell the abortion of an incipient Alternative Fund movement now underway across the country.

## THE POTENTIAL OF ALTERNATIVE FUNDS

An Alternative Fund is a nonprofit charitable means for raising and re-distributing community dollars to voluntary service and advocacy organizations. Its alternative nature stems from two sources. It is not a United Way fund and therefore represents an alternative system of fund collection and distribution. Also, in many instances it distributes funds to newer, non-traditional, more change-oriented organizations customarily excluded from United Way. Alternative Funds are set up to meet their own priorities, not those of United Way, and they raise money from people who support their goals. Because of United Way's stranglehold on the workplace, in the short run Alternative Funds are unlikely to raise substantial amounts of money. In the long run, as they build experience, credibility, and power, they have the potential for considerable success at the workplace.

The emergence by 1983 of more than 50 Alternative Funds has all the makings of a new, broad-based social movement. These funds include Black United Funds,<sup>19</sup> women's funds, environmental funds, funds of neighborhood advocacy and public interest organizations, as well as more traditional Combined Health Appeals, International Service Agencies, and United Arts Funds.<sup>20</sup> The movement is unified by the common experience of exclusion from the United Way. It is rooted in fundamental values that are at the heart of our national ethic—self-determination, self-reliance, democratic pluralism, competition, free exchange of ideas, compassion, and justice. It is made possible by the increasing use and sophistication of computer technology that makes payroll deduction simple, feasible, and cheap. This emerging movement is already loosening United Way's grip on the workplace.

In 1968 the late Walter Bremond launched the Brotherhood Crusade in Los Angeles, the nation's first Black United Fund.<sup>21</sup> The Brotherhood Crusade funds



groups on a yearly basis with no guarantee of continued support. It requires a simple one-page letter of need from applicant organizations. The Crusade raised over \$1 million last year, the bulk of which came from payroll deductions in places of public employment. Today there are eight Black United Funds in major cities, linked through a national organization, and raising money through payroll deduction. The movement is still growing.

In 1978 community and labor leaders in the Minneapolis-St. Paul area started the Cooperating Fund Drive. The Drive is a membership organization made up of neighborhood-based groups, issue groups, and advocacy organizations. Its purpose is to secure on-going funding for social change efforts: members receive funding year after year. It raised \$113,000 last year from payroll deductions, and additional monies for development costs. Women's Way of Philadelphia, also founded in 1978, is a coalition of eight women-run and women-serving organizations. Women's Way raised \$431,000 last year, more than a quarter of which came from payroll deductions through United Way's Donor Option program.

The Environmental Federation of California, a new Alternative Fund, is made up of groups dedicated to protecting and improving the quality of the en-

vironment. The Environmental Federation is beginning its efforts by soliciting funds from state employees. Alternative Funds similar to these three have been created in as diverse locations as Wisconsin, South Carolina, Massachusetts, Pennsylvania, California, Washington, and Rhode Island.<sup>13</sup>

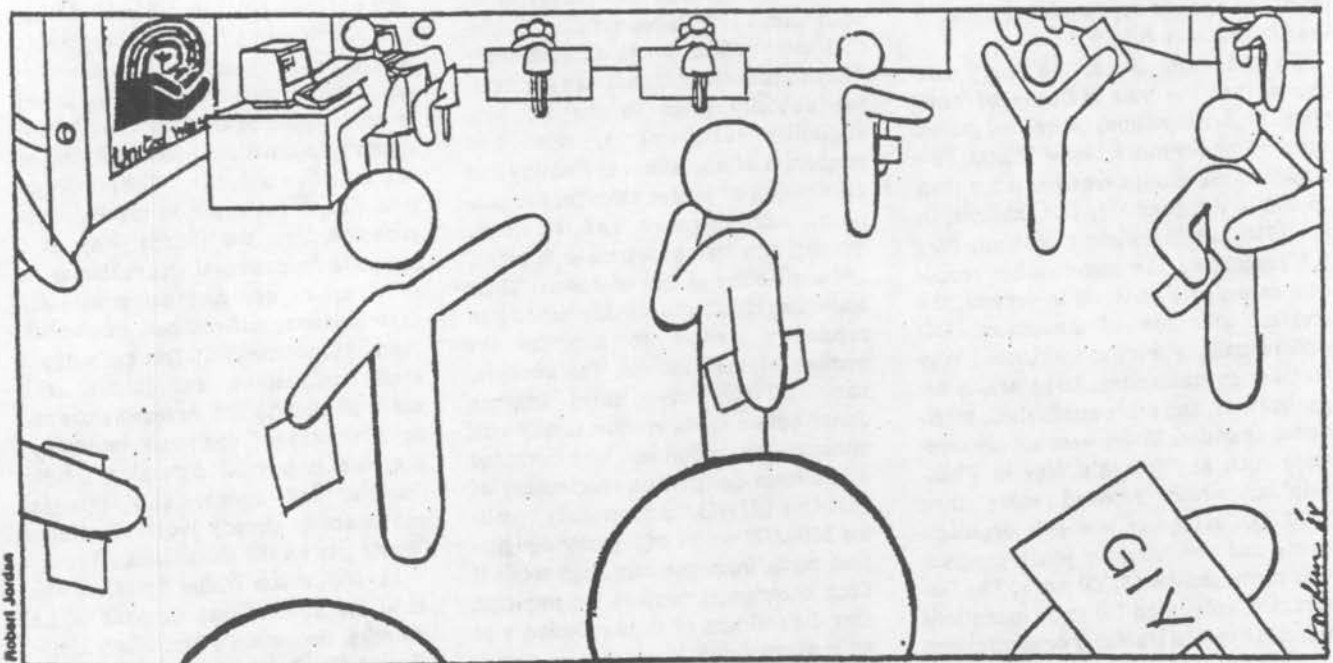
California's Combined Health Agencies Drive (CHAD) is made up of health-related organizations. It has had a long history of battle with United Way over access to payroll deductions. While its members are more traditional organizations, unlike the United Way its allocation process operates entirely on the principle of donor preference. Any undesignated funds are divided among members in exactly the same proportion as the money which is designated. Across the country Combined Health Appeals (CHAs) raised over \$6 million in 1982. Nine United Arts Funds soliciting through payroll deductions raised \$500,000 this way in 1982.<sup>14</sup>

The success of Alternative Funds in opening up the workplace has not harmed United Way. Instead, the total level of giving in the community has generally gone up. In a study of 21 locations, where 27 Alternative Funds competed with LUWOs, three out of four LUWOs increased their revenues at a rate greater than the national increase of 6 percent for all United Ways.<sup>15</sup> Com-

petition evidently makes donors more aware of the need to give, and the United Way may in turn be stimulated into greater efforts.

Alternative Funds are difficult to start and typically take more than a year to gain direct access to their first few workplaces. They invariably encounter opposition from powerful community leaders. Organizations affiliated with Alternative Funds, and the Funds themselves, face temptations of financial cooptation, negative financial threats, media black-outs, and attacks on their reputations to dissuade further participation. United Ways in some communities, for example, induced the Heart and Cancer Funds to leave the CHAs. In some other cities, the LUWO coopted an incipient Black United Fund or formed its own competing United Black Fund to confuse and divide the Black community.

Over time, Alternative Funds have begun to accumulate and share experiences about how to overcome these counter-pressures. They have found governmental agencies more vulnerable to arguments for opening the workplace than private corporations. It is harder for public agencies ethically, politically, and legally to justify discriminatory policies that inhibit a free exchange of ideas about charity and channel funds to a preselected few organizations. Some



private firms are also vulnerable to these challenges, such as those that pride themselves on fair employment practices or that have a sizeable number of minority employees. The Black United Fund, for example, has had remarkable success in opening up private employers such as IBM and Bell Labs to payroll deduction options.

Alternative Funds seeking access need to mobilize an array of political tools and arguments to overcome employers' objections. Ironically, the language and values of business are precisely suited to the arguments for admitting an Alternative Fund. In theory, business opposes the restraint of free trade and values competition and self-reliance. The funds are not asking for grants of money, but for their right to compete in the workplace for charitable dollars that can strengthen the self-reliance of their constituencies. Alternative Funds must also prepare responses to questions about employer cost, computer handling, relationship to United Way, and accountability. Ultimately, Alternative Funds must also sway corporate decision-makers politically by building relationships with employees, with labor organizations, with political officials, with the public media, and with other influential individuals. Legal strategies may be equally important.

As Alternative Funds gain access to the workplace, the conservatizing demands of competition and success could weaken their commitments to institutional change. One pitfall to be avoided is the coercion of employees under pressure of a workplace campaign. Alternative Funds can prevent this through safeguards, such as control of the solicitation by workers' committees rather than by management, and policies assuring donor anonymity and real freedom in designating contributions.

Another danger is a tendency for financial federations to limit admissions of new organizations, as LUWOs have done, in order to maximize the allocation portions of the founding members. Such closure is incongruous among funds that have fought so hard against exclusionary policies. Alternative Funds have tried to counter this tendency in two ways. Black United Funds have adopted a structure of member indi-

viduals rather than organizations. The Fund board then sets annual issue priorities and makes allocations on this basis. No single organization is guaranteed continued funding.

Federated Alternative Funds have set aside percentages of dollars to be allocated to new non-member organizations, as some LUWOs have done. To be effective, this sort of policy must be introduced before allocation patterns become fixed. These safeguards could also be bolstered by making community development an integral part of the purposes and programs of Alternative Funds. Such a commitment would require that Funds "pro-actively" seek out emergent service and advocacy groups and help them develop skills and resources for self-reliance.<sup>14</sup>

### VISUALIZING THE UNTHINKABLE

Changes in the character and composition of the American workforce, the growth of national and multinational corporations, economic pressures, and technological inventions suggest at least two future scenarios for workplace fundraising for nonprofit organizations—a libertarian vision and a democratic liberal vision. While they are not mutually exclusive, only one projects the continuance of financial federations.

Since the 1920s, the proportion of the workforce with a liberal college education has been on the rise.<sup>15</sup> An increase in civic awareness and consciousness of consumer rights in the workforce has been demonstrated by the profusion of public and voluntary service and advocacy organizations. In addition to these tendencies toward pluralism, computers have expanded the flexibility of using payroll deductions for fundraising at the workplace and put the system within reach of the majority of small business firms.

Under such conditions and continued resource scarcity, an argument could be made that the future will bring an end altogether of fundraising at the workplace by financial federations of any kind—Alternative Funds or United Ways. Corporate leaders could well ask why a United Way-type mechanism is needed to collect and distribute charitable dollars. In the past the corporate benefit lay primarily in community prestige for

**Much of the public incorrectly believes that the United Way actually does "work for all of us," that its members have been admitted through a rational screening process, and that it is the rightful steward of the community's charitable dollars.**

a company and its leaders and a strong hand in community welfare planning. Today, the largest corporations operate on a national and international scale and build their corporate images in other ways. Further, the costs of public sector services and benefits are a much more significant target of corporate control than voluntary sector services.

Even more to the point, the increased capacity of computers has given all corporations, large and small, the potential for handling their own collection and distribution of charitable dollars. A company's computers can deduct contributions from each of its employees to any designated nonprofit organization, print out combined monthly checks for each, and mail them out directly. No federation "middle-man" is necessary, and deductions of administrative overhead costs are decreased. The company's prestige would be directly enhanced with each charitable agency to which it sends its check, instead of through its contribution to one federation of a few charities. Some companies, like Crocker National Bank, have actually instituted this sort of system to the great consternation of United Way.

From an employee's point of view, a direct contribution system to any nonprofit organization of their choosing also provides advantages. First, employees experience significantly greater freedom in charitable giving. Secondly, because giving is now such an individualized matter, the external pressure to contribute to a particular

organization or to give a particular amount is reduced. In effect, then, this scenario represents a libertarian alternative in that voluntary taxation for a public good is left entirely to individual decision-making.

Under this same set of conditions another scenario is also possible. It begins with the notion that nonprofits will be forced to do fundraising jointly in order to survive. To accommodate the large numbers of diverse organizations, many different kinds of financial federations will emerge covering different fields of activity. As these cooperative efforts evolve and become more stable, they will in fact turn into Alternative Funds. Continuing economic scarcity and conservative social welfare policies will force these funds to coalesce into a strong social movement, as has already begun to happen in the human service field.<sup>14</sup>

As growth occurs, the United Way will be unable to maintain its workplace monopoly. Access to the workplace for Alternative Funds will be promoted by employees and liberal corporate officials who value the diversity and richness of local community life. The United Way will become one of several types of federated fundraising organizations seeking employee dollars. While United Ways presently have an advantage in this domain, the new circumstances will lead to new governing rules and norms to ensure fairness among these competing federations. These social controls will come from groups of employees in order to regulate the workplace campaign and from the federations themselves. This liberal-democratic scenario assumes a more communal responsibility for voluntary support of charitable organizations both within and among federations and by employers and employees. Whichever scenario prevails, workplace fundraising is likely to work better for all of us in the future. ■

#### NOTES

<sup>1</sup>The Urban Institute, "Serving Community Needs: The Nonprofit Sector in an Era of Governmental Retrenchment," *Progress Report Number 3: The Nonprofit Sector Project* (September, 1983).

<sup>2</sup>Lester M. Salamon, and Alan J. Abramson, *The Federal Budget and the Nonprofit Sector* (Washington D.C.: Urban Institute Press, 1982).

<sup>3</sup>Roy Lubove, *The Professional Altruist* (Cambridge: Harvard University Press, 1965).

<sup>4</sup>Jesse E. Steiner, *Community Organization: A Study of Its Theory and Current Practice* (New York: Century Co., 1925; 1930, second edition, revised; and Judith Ann Trolander, *Settlement Houses and the Great Depression* (Detroit: Wayne State University Press, 1975).

<sup>5</sup>Robert O. Bothwell, *United Way Does NOT Work for ALL of Us!* (Washington, D.C.: National Committee for Responsive Philanthropy, March 6, 1978); Stanley Wenocur, "A Political View of the United Way," *Social Work* (May, 1975a); Stanley Wenocur, "The Adaptability of Voluntary Organizations: External Pressures and United Way Organizations," *Policy and Politics* (June, 1975b); and Deborah Kaplan Pollvy, "A Study of the Admissions Policies and Practices of Eight Local United Way Organizations," Yale University, Program on Non-profit Organizations, Institution for Social and Policy Studies, Working Paper #49 (May, 1982).

<sup>6</sup>Chester W. Hartman and Lynn Thomas, "The Equity Package: Cities, Families, and Schools: Sweet Charity Gone Sour," *Society*, (November/December 1974); Wenocur, 1975b, op. cit.

<sup>7</sup>UW affiliates also give up their right to campaign at the workplace, but since this agreement is in exchange for receiving a United Way allocation, the situation is not comparable. However, as the average percentage of budget support to UW member agencies has fallen to less than 30 percent, the problem of restricted access is becoming a concern for affiliates also.

<sup>8</sup>Robert O. Bothwell, *Fundraising at the Workplace: The New Options for Nonprofit Groups Not Members of United Ways* (Washington, D.C.: National Committee for Responsive Philanthropy, April, 1979); Bothwell, 1978, op. cit.; Stanley Wenocur, "Pluralistic Planning for United Way Organizations," *Social Service Review* (December, 1976); and 1975a, op. cit.

<sup>9</sup>Bothwell, 1979, op. cit.

<sup>10</sup>United Way of America, "Donor Option" (Alexandria, VA, 1982).

<sup>11</sup>United Way of America, "United Way Fact Sheet: Donor Option in the Private Sector" (Alexandria, VA 1983).

<sup>12</sup>Richard V. Cook, Nancy L. Steketee, and Stanley Wenocur, *Study of United Way Donor Option Program* (Washington D.C.: National Committee for Responsive Philanthropy, October, 1981).

<sup>13</sup>Cook, 1981, op. cit.

<sup>14</sup>Russy D. Sumariwalla, "Donor Option: Some Thoughts on Future Modeling," Confidential UWA Internal Document, United Way of America (Alexandria, VA, March 4, 1983).

<sup>15</sup>National Committee for Responsive Philanthropy, "United Way Donor Option Programs: Opportunity or Diversion for Non-Member Organizations?" (Washington, D.C., Fall, 1981).

<sup>16</sup>Cook, Steketee, and Wenocur, 1981, op. cit.

<sup>17</sup>The concern that member affiliates may suffer shrinking allocations with DO is often masked by a charge that donor designations create an unhealthy popularity contest in the community among charitable agencies. This charge would merit more consideration if LUWO mem-

bership were not so frozen, if allocation patterns were not so fixed, and if workplace access were not so closed.

<sup>18</sup>Sumariwalla, 1983, op. cit.

<sup>19</sup>*Philadelphia Inquirer* (June 24, 1982), p. 5.

<sup>20</sup>King E. Davis, *Fundraising in the Black Community: History, Feasibility, and Conflict* (Metuchen, NJ: The Scarecrow Press, 1975); Earl Palmer, "The United Way and the Black Community in Atlanta, Georgia," *The Black Scholar* (December, 1977).

<sup>21</sup>Richard V. Cook, *Activist's Guide for Organizing an Alternative Fund* (Washington D.C.: National Committee for Responsive Philanthropy, May, 1983).

<sup>22</sup>Davis, 1975, op. cit.

<sup>23</sup>Cook, 1983, op. cit.

<sup>24</sup>National Committee for Responsive Philanthropy, "Record Revenues Collected by Alternative Funds Competing with United Ways for Workplace Contributions" (Washington D.C., April 8, 1983).

<sup>25</sup>NCRP, 1983, op. cit.

<sup>26</sup>Wenocur, 1976, op. cit.

<sup>27</sup>Eli Ginzberg, "The Professionalization of the U.S. Labor Force," *Scientific American* (March, 1979).

<sup>28</sup>Stanley Weisner, "Fighting Back: A Critical Analysis of Coalition Building in the Human Services," *Social Service Review* (June, 1983).

## MOVING?

Please notify us  
8 weeks in advance

Attach address label here

New address:

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_ Zip \_\_\_\_\_

Mail to:

Social Policy  
33 West 42nd Street, Room 1212  
New York, New York 10036



## Asking for Money

### Preparation

1. You need to be able to explain why you are involved.
2. You need to make a financial contribution.
3. You need to be informed about the organization, its goals, its accomplishments, its opportunities, its needs, how much it will cost to reach its goals.
4. You need to know who the leadership is.
5. You need to know what purpose the donors contribution will be used for.

### Fear of Asking for Money

Many volunteers fear asking for money because they associate it with begging. Asking for money your organization needs to achieve its mission is not begging! It is...

1. **an exchange**  
You are asking your supporters to make a contribution for which they will get something back, something they want and something they can't get without your organization being successful.
2. **an opportunity**  
Contributors can participate in making a real difference. They have an opportunity to help create the kind of world they want. They have an opportunity to join with their peers. They have an opportunity to act consistently with their beliefs.
3. **an investment**  
You are asking a donor to invest in strengthening the community. The return on the investment is seeing a stronger community that cares for people in ways that it didn't before.

## Steps Involved in Asking for Money

1. Did you open the conversation by making a connection with your prospect?
2. Did you involve your prospect with questions? Did you make it a two way conversation? Did the prospect talk at least half the time?
3. Did you make a clear, compelling case for giving to the organization and its cause?
4. Did you present your request in terms of donor opportunities rather than organizational needs?  
-grocery store example
5. Were you concrete about what the money would produce?
6. Did you ask clearly for a specific amount or range and then be quiet to let the prospect respond?  
(Explain reasons to ask for a specific amount)  
How much do you want? *As much as you can give.*  
How much do you need? *As much as we can get.*  
How much will you spend? *Everything you give us!*
7. Were you prepared to be turned down?  
Success = Asking!
8. Did you deal with any objections without argument?
9. Did you come back and ask again after the objections?
10. Did you thank the person for their gift or their time and consideration?

## Conditions Which Impact on Donor Giving

### Donors are More Likely to Give if:

1. There is a critical and immediate reason to do so,
2. The donor is personally highly motivated,
3. The donor sees others around her/him making sacrificial gifts of time and money,
4. The donors know that:
  - he/she will be promptly thanked, and
  - appropriately recognized for her/his contributions, and
  - kept up to date on the real progress of the organization.
5. The donor knows exactly what the money will be spent for and is convinced that it will be wisely and prudently spent,
6. The organization is infused with a spirit of excitement and optimism that the program and financial goals will be reached.

# FINDING AND WINNING GRANTS

Dick Cook  
Gren Whitman  
April, 1995

## GENERAL ADVICE FOR SEEKING GRANTS

**Most funders are probably unaware of your organization.**

Unless your organization has an already established relationship with the funder or an established reputation in the community, most funders are likely to be unaware that you exist, let alone know what you do.

**Funders are where you find them.**

While the quickest way to get funding is to seek it from funders who already have an expressed interest in your cause, funders with no expressed interest in your cause might make a grant to *your* organization if *you* cultivate their interest and develop a relationship.

On the other hand, funders with an expressed interest in your cause may not be good prospects for your organization *at the present time* because of previous commitments, funding priorities, or lack of a relationship with you.

**Seeking funds is a highly personal process.**

For you to be successful at getting grants, you will have to spend lots of time and energy *outside and away from your familiar network of friends and associates*. You must develop new networks of relationships among funders. You need to become known among these new contacts both as an individual and as an organization doing important and useful work.

**Seeking funds requires you to be organized.**

As an individual representing an organization seeking funds, you must be disciplined in meeting with and getting to know funders, in making the cultivation of funding relationships *a priority expenditure of your time*, and in planning the way you present yourself and your organization.

Your organization must be incorporated. It must have 501(c)(3) status with the Internal Revenue Service. It must have an active, involved, and effective Board of Directors. It must have program plans, a budget, and a clear process for making organizational decisions.

If you have no local funding contacts, the community foundation in your area is a good place to start.

As a group, community foundations' missions are broadly stated to meet community needs. They tend to respond as new needs emerge. They also tend to be aware of community needs and resources.

If the community foundation in your area doesn't seem to fund your organization's cause of issue, it is likely to know other funders in your community and may be willing to give you valuable advice about where to start, *if you ask*.

## SPECIFIC ADVICE FOR SEEKING GRANTS

Our summary advice is:

- o Have "rock-bottom basics" already in place.
- o Make as many funding contacts as possible.
- o Cultivate the right person in each funding organization.
- o Become more visible in the larger community.
- o Develop and submit proposals.

### Have "Rock-Bottom Basics" in Place

The "rock-bottom" basics" which must be in place before any self-help organization begins to seek grant funding are:

1. Incorporation.
2. By-laws.
3. Documentation of 501(c)(3) status.
4. Clear, compelling mission statement.
5. Active, involved Board of Directors.
6. An annual financial gift from 100% of Board members.
7. Clear description of current programs.
8. Basic fact sheet about organization and program.
9. Income and expense budgets approved by the Board.

Your organization should also be able to quickly produce other materials at the request of a potential funder, such as:

**Your organization's brochure.** Should include mission statement, brief history, basic program(s), organizational structure, major accomplishments, and so on.



**Up-to-date financial information**, including balance sheet, income/expense statement, most recent audit, most recent IRS Form 990, and total expenditures for past three years.

**List of officers and Board members**, their organizational affiliations or occupations, and their responsibilities within your organization.

**Copy of a Board contract**, if any, or a job description for Board members. (A Board contract is the document which a Board member signs and agrees to abide by upon becoming a member of the Board. It itemizes duties and responsibilities and usually specifies the amount of time and money the Board member will contribute annually.)

**Resumes of key organizational members**, i.e., executive director, deputy, program chiefs, etc.

**Table of organization**. (Chart of who reports to who).

**Plan for future funding of the project**. (What the funder will want to see is a plan for continuing "its" project once the grant ends.)

It is helpful to have on file **recent news clippings** about your organization, as well as relevant letters of thanks and recognition.

It is also useful to have **letters of support** for your proposal, but these cannot usually be prepared in advance.

Having these materials on hand will increase your speed in preparing a funding proposal.

In addition, your organization must be able to describe exactly who is being served and the size of your organization's identifiable constituency. Your organization should be able to demonstrate that it is involving more and more people in the community, with measurable results that can be evaluated.

### **Increase Your Personal Contacts**

In playing the hide-and-seek game of proposals-and-grants, you should plan to spend *80% of your grantseeking time* making and cultivating personal relationships with funders and the other 20% actually writing proposals.

One of the biggest myths about preparing grant proposals is that the better a proposal is written -- the better it looks -- the more likely it is to be funded.

Wrong! The truth is, a lot of excellent, worthy, beautifully written, dazzlingly presented proposals never get funded, *but some poor ones do.*

Why is a poor proposal sometimes funded, and a much better proposal turned down?

Because the applicant has learned that *a positive and trusting personal relationship is key to getting funded.*

Whether or not a proposal is approved for funds likely depends on whether personal trust and confidence exists between the funder and the organization requesting support. If a funder believes you can do what you say, the written proposal may be less important. Conversely, if a funder doesn't believe you can do what you say, not even an eloquent proposal is likely to change their mind.

To make and cultivate personal contacts, your overall aim should be to reach out to as many local funders as you can in order to educate, advocate, and draw attention to your organization.

This means finding out exactly which person at each funding organization is responsible for dealing with the subject of your proposal.

For example, in a small funding organization, the "right person" could be the director, or even a trustee. In a larger funding organization, he/she is likely to be a "program officer."

Meet them! Tell them about your cause! Tell them about your organization! Give them information! Answer questions! Follow up and stay in touch! Invite them to your organization's events. Invite funders' staff to speak to members of your organization about an area of their expertise. Involve them! Make them *friends* of your organization! Make them *your* friends!

Be sure to treat every contact with a funding organization as a person. A program officer or trustee can be sensitive to being stereotyped as a "money object" or "banker."

Once your organization has found and cultivated a friendly funder, he/she should be asked to introduce you and your group to other funders.

Put funders on your mailing lists. Seek funders' materials and get your organization on their mailing lists. Attend funders' public meetings and gatherings.

Consider asking your supporters with contacts to become involved with your organization as door openers, advisors, Board members, and "friends of..." Ask these people to help expand your organization's network of personal contacts.

### Be Visible

Be visible! Be present! Be a player!

The key advice here is, "go to everything." Make your organization more and more visible by going to "everything, everywhere" (meetings, conferences, gatherings), and by meeting with everyone possible.

Make sure that what your organization does in your community is visible and publicized. Groups which get dollars are those which are perceived as doing something useful in and for their community.

### Prepare and Submit Proposals

An organization just getting started is in a good position to request start-up funds. Once an organization is operating, it needs operating and program funds. More funders are likely to provide program money instead of operating funds; *they want to pay for a program, not for your phones.*

More funders are interested in service activities than in advocacy and organizing. This depends on the interests of the specific funder.

An advocacy or organizing project is sometimes able to get money from a service-oriented funder when the project is conceived and presented as "public education." To be fundable, both advocacy and organizing need to be specific and measurable, i.e., how many people will be involved? How many will be better off if the issue is won?

Apply for a specific period. Include your overall budget and request. Explain what your organization can raise on its own and what it needs to complete the project.

Another strategy for getting a grant from a funder is to request a "challenge grant" (a grant given to challenge the organization to get other funders into the process) or a "matching grant" (a grant which says the funder will give you \$1 for every \$1 you raise elsewhere).

A challenge or a matching grant can have special attraction for a community foundation because the foundation is often interested in building organizational infrastructure in its community.

These types of grants provide opportunities to increase your membership, to broaden your constituency, to give more visibility to your organization (and to the funder). A grant from a community foundation can be an important first step to open doors to other funders, an early "seal of approval."

Do not send a "cold" proposal! No organization has a bigger strike against it than one which sends a cold proposal to a funder.

### **Other Fundraising Ideas**

Corporations can be approached for donations of executive time -- a "loaned executive" -- for assisting with computer projects, strategic planning, etc. A volunteer executive who learns first-hand about your organization and your program can be an important entry point into his/her corporation's foundation of funding mechanism.

In addition to seeking direct grants, your organization should consider seeking technical assistance in how to ask for money from individuals (so-called grassroots fundraising). This can help you learn how to develop a system to raise money to the maximum extent possible from your organization's various constituents.

No funding possibilities should be overlooked, including civic and service organizations and chapters of national fraternities and sororities.

Your organization should consider raising funds through payroll deductions. You can do this (1) by becoming part of United Way, (2) by getting Donor Choice designations, or (3) by affiliating with an alternative fund or federation.

### **IN CONCLUSION**

There is no magic incantation or hocus-pocus to finding and winning grants. Our summary observation is that funders award grants to people who they know, they trust, they respect, they believe in. They award grants to people, not to organizations or to projects.



## **HOW TO CUT THE PROPOSAL WRITING TIME IN HALF MATERIALS TO HAVE ON HAND**

[Lessons from the experience of Dick Cook and Gren Whitman]

Have the following materials readily available to speed up the process of preparing and submitting a funding proposal:

1. Your organization's basic brochure or a well written fact sheet about your organization. Should include your mission statement, brief history, basic program/s, organizational structure, major accomplishments
2. Current fiscal year's income and expense budget approved by the Board of Directors
3. Up to date financial information, including balance sheet, income/expense statement, most recent financial audit, most recent IRS Form 990, and total expenditures for past three years
4. Copy of IRS certification of your 501(C)(3) status
5. Names of officers and board members, their organizational affiliations and occupations and their responsibilities within your organization
6. Copy of board member contract, if any
7. Resumes of key members of your organization: officers, executive director, deputy director, program directors. Format them to look the same.
8. Table of organization
9. Most recent annual report
10. Recent news clippings about your organization
11. Letters of thanks and recognition on letterhead stationary



## QUESTIONS YOU SHOULD EXPECT FUNDERS TO ASK YOU

1. Why does your organization exist? What major problem does it address?
2. What does your organization do? Services, activities, programs?
3. How do you do what you do?
4. How many people do you serve?
5. What are your results? How effective are you?
6. What makes your organization unique?
7. Who is in the leadership and what do they bring/contribute to your efforts?
8. What is your annual budget? What are your income sources? What will you do if your income increases? Decreases?
9. What is the number, what are the jobs and what are the qualifications of staff?
10. What do donors/funders get for their investment?

## QUESTIONS YOU SHOULD ASK FUNDERS

### 1. WHAT IS THE NATURE OF YOUR FUNDING ORGANIZATION?

Why did it begin?

When? Under what circumstances?

What else does it do in addition to giving money?

### 2. FOR WHAT PURPOSES DO YOU GIVE MONEY?

What are you trying to achieve?

What kinds of efforts do you fund? Give examples?

What kinds of projects are outside the scope of your organization's funding? Give some examples of projects you have turned down.

### 3. HOW MUCH MONEY DO YOU GIVE?

What is the range of funds you give any one project? Average grant?

For how many years will you fund the same project? Organization?

How much money do you distribute in any calendar year?

How many requests do you get each year?

### 4. WHAT DO WE HAVE TO DO IN ORDER TO GET MONEY FROM YOUR ORGANIZATION?

What kinds of organizations do you fund?

What steps does an organization have to go through in order to get a grant?

Do you have specific forms for applicants to fill out?

What are your guidelines? Requirements?

When do proposals have to be submitted?

Should proposals be mailed? Hand delivered? Faxed? Will you acknowledge receipt of the proposal?

How long after the proposal is submitted will your staff review it? Board review? Final decision?

Will you do a site visit?

Who reviews the proposal for a final decision? Will the reviewer see the entire proposal or a summary? If they will see a summary, will they use the applicant's own summary or will you prepare your own?

When and how will you notify groups of your decision?

5. WHAT IS EXPECTED OF US IF WE ARE APPROVED FOR A GRANT?

How soon will we receive the funds?

Will we receive them all at once? If not how will we get them?

Do you require that they be placed in a separate bank account or simply accounted for separately?

Do you want to be mentioned in publicity about the project?

How often do you want a report on what we are doing? Do you have a special format for the report?

What kind of notification or approvals do you require if we need to modify our original plans?

6. WHAT INFORMATION WILL YOU GIVE US IF YOU TURN DOWN OUR PROPOSAL?

Will you meet with us?

Will you tell us exactly why our proposal was not chosen?

Will you tell us if it is worth reworking and resubmitting?

## TWELVE PARTS OF A PROPOSAL

1. Cover Letter
2. Proposal Summary
3. Introduction
4. Problem Statement
5. Target Population
6. Goal
7. Objectives
8. Methods
9. Evaluation
10. Budget
11. Future Funding
12. Supporting Material

## Proposal Writing Checklist

### PREPARATION

- 1. You have put together a working group to prepare the grant.
- 2. You have considered and can handle the limitations of grant funding.
- 3. You have a 501 (c)(3).
- 4. You have access to typing, a phone, and postage.

### WRITING THE PROPOSAL

#### 1. Cover Letter

- a. It identifies the organization submitting the grant proposal.
- b. It identifies what you are sending them and what you are requesting from them.
- c. It is signed by the top officer of your organization.

#### 2. Proposal Summary

- a. It is less than one page.
- b. It describes the problem you propose to solve, how you propose to solve it, and how much it will cost.

#### 3. Introduction

- a. It describes your organization's history, purpose, structure, scope of service.
- b. It describes your other programs, activities, and accomplishments.
- c. It states why your organization is interested in the subject area of the proposal.
- d. It identifies other funding sources, including non-grant sources.
- e. It mentions the support or acclaim you have received from others.
- f. Assuming you know nothing about the organization, does the Introduction convince you of the organization's credibility, legitimacy, and capability of handling the funds it has requested?

#### 4. Problem Statement

- a. It states exactly and specifically what the problem is.
- b. It identifies the underlying causes of the problem.
- c. It documents the problem and gives evidence for your explanation of it.
- d. It states how serious and widespread the problem is. It states how many people are affected.
- e. It identifies the likely consequences if the problem is allowed to continue.
- f. The problem statement shows that your organization has a good understanding of and handle on the problem.



### 5. Target Population

- a. It states how many of the affected people will be helped by your organization this year.
- b. It identifies which ones.
- c. It argues convincingly why those were picked.

### 6. Goal

- a. It identifies what you want to accomplish.
- b. The goal flows logically from the causes of the problem.
- c. Accomplishing the goal will reduce or eliminate the problem.
- d. It is realistic to try to achieve the goal.

### 7. Objectives

- a. They are specific.
- b. They identify who is responsible for them.
- c. They are measurable.
- d. They state by what date they will be accomplished.
- e. They flow logically from the problem and goal.
- f. They lead to the reduction of the problem and achievement of the goal.
- g. It is realistic to do them in the time specified.

### 8. Methods

- a. They describe how you will accomplish each objective.
- b. They describe who you will hire, with what qualifications, and what they will do.
- c. They identify other methods considered and rejected.
- d. They identify others who will help.
- e. They identify the facilities, equipment, materials needed to operate the program.
- f. They explain how the program will be administered. They explain how it will be coordinated with other activities the organization is conducting.
- g. They explain how the people being served will be able to influence the program.

### 9. Evaluation

- a. The method you will use to evaluate the program is explained.
- b. It describes who will do it. When.
- c. It tells the reader what you will be looking for in the evaluation.
- d. It describes what will be done with the results.

10. Budget

- a. The budget is an accurate reflection of the projected costs and incomes involved in running your program.
- b. The budget compares favorably with those of similar programs.
- c. All the cost items are justified.
- d. It is easily readable.
- e. It adds up correctly.

11. Future Funding

- a. It describes how much financial support will be necessary to keep the program going.
- b. It identifies potential resources.
- c. It makes a case for the likelihood of those resources picking up the financial support of the program.

12. Supporting Material

- a. Letters of support are included from key individuals or organizations.
- b. Other supporting material is included.
- c. Resumes are included for individuals selected to conduct the project.
- d. A copy of your organization's most recent financial statement is included.
- e. A copy of the 501 (c)(3) letter is enclosed.

## FILL-IN-THE-BLANK INTRODUCTION

\_\_\_\_\_ is a 501(C)(3) organization,  
[Name of the organization]

that was started \_\_\_\_\_ to \_\_\_\_\_  
[When?] [Purpose, what you set out to

\_\_\_\_\_ accomplish]

for \_\_\_\_\_  
[Who did you set out to serve?]

Policy for \_\_\_\_\_ is set by \_\_\_\_\_  
[Name of organization] [Governing

\_\_\_\_\_ that consists of  
structure, such as board of directors]

\_\_\_\_\_ [Describe people, with what affiliations, experience, stature.]

\_\_\_\_\_ has developed programs  
[Name of organization]

in \_\_\_\_\_ consisting of  
[Name the programs.]

\_\_\_\_\_ [List the program activities.]

During its \_\_\_\_\_ of operation, \_\_\_\_\_  
[# of years] [Name of organization]

has \_\_\_\_\_  
[List major accomplishments, statistics on # served, impact on

\_\_\_\_\_ the people you wanted to help.]

\_\_\_\_\_ on \_\_\_\_\_ said, " \_\_\_\_\_  
[Name of person, position] [Date] [Quote in support of your  
\_\_\_\_\_."  
work or service to the community.]

An article in \_\_\_\_\_ on \_\_\_\_\_ stated, "  
[name of publication] [Date]  
\_\_\_\_\_  
[Quote in support of your work]

We have received \_\_\_\_\_ requesting \_\_\_\_\_  
[# calls, letters] [What service?]

in the past \_\_\_\_\_ is  
[Length of time] [Name of supporting organization]

interested in \_\_\_\_\_ because  
[Problem addressed by the proposal]

\_\_\_\_\_  
[Give reasons for their interest.]

## PROBLEM STATEMENT WORKSHEET

1. What is it that is so wrong in the world, society, your community that some intervention is called for? Be specific. Say it the way you want it said.

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2. How do you know that this is a problem? Give some facts and examples. Show that others recognize it.

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3. How serious is the problem? Describe the consequences. Document for whom it is a problem. Explain how widespread it is.

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4. What is likely to happen if the problem is allowed to continue unchecked? Explain why it is important to stop it now?

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5. What do you believe is the cause of the problem? Explain and justify.

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## BUDGET WORKSHEET

Description	Total Costs	In-kind or donated from other sources	Total requested
<b>PERSONNEL</b>			
Salaries			
# of persons, title, % of time on the project, # of months employed during year			
Fringe Benefits			
Unemployment Compensation			
FICA			
Health Insurance			
Other Insurance or Retirement			
Consultants and Contract Services			
Audit, Legal, Program Assistance, Training			
<b>NON-PERSONNEL</b>			
Space			
Purchase, Lease, Rental of Equipment			
Include costs of service			
Consumable Supplies			
Travel			
Out of town			
In town			
Communications			
Phone, Fax, Postage, Fed Ex			
Printing and Copying			
Dues and Subscriptions			
Insurance			
<b>INDIRECT COSTS</b>			
Project Management			
Bookkeeping			
Insurance			
Space			
Equipment/Service			
<b>TOTAL</b>			

## WHAT GOES INTO THE FUNDRAISING PLAN?

### 1. The Leadership

Board

Fundraising Committee

Others

How to engage the leadership?

planning session, retreat, fundraising training, outside consultant, fixed fundraiser

How will they be organized? Leadership structure- campaign pyramid, task teams

### 2. Goal

Overall goal. Subgoals for each method- \$ and #'s of donors

Amount to be asked for with each method

### 3. Methods

What do you want to achieve?

How much do you need to raise?

Who do you intend to ask?

What is likely to work with your cause and constituency?

Do you have the resources to do it?

### 4. Targets of solicitation for each method

Which constituency? Rationale

### 5. Costs broken down by method

Out of pocket and in-kind

### 6. Volunteers needed for each method

#'s of volunteers

Major tasks/activities they will perform

### 7. Training of volunteers

kinds of training needed

materials

outside expertise

### 8. Recognition/celebration

### 9. Evaluation

Write down everything you did, every step, every person involved

Seek advice from everybody involved

### 10. Timeline including key activities for each method, dates for cash to come in



## GLOSSARY OF TERMS

**ANNUAL GIFT** - a yearly contribution of money by a donor to a nonprofit organization.

**APPEAL** - short for "appeal letter," a written request for donations.

**BEQUEST** - a contribution to a nonprofit organization which a donor leaves in his or her will.

**BUDGET** - an estimate of income and expenses for a nonprofit organization.

**CASE FOR SUPPORT** - an argument or rationale about why a prospect should make a contribution to a nonprofit organization.

**CORPORATE GIVING** - corporations may choose to give money by means of a company foundation or a separate corporate-giving program, and give goods and services as well.

**CULTIVATION** - a process of educating and involving a prospect in a nonprofit organization.

**DIRECT MAIL** - a method of soliciting contributions by appealing to a prospect through a letter.

**DONOR** - someone who makes a contribution to a nonprofit organization.

**DONOR BASE** - the complete list of all donors. The most useful donor base is segmented so names can be retrieved by the donor's address, area of interest (such as village development), size of gift, political party, giving history, and involvement in the organization.

**ENDOWMENT** - an amount of money set aside to provide income for an organization or one of its programs. The principle amount of the endowment is untouched, and the interest from it may be used as income.

**FUNDRAISER** - someone who assists nonprofit organizations to obtain money.

**FUNDRAISING** - the activities involved in obtaining money for a nonprofit organization.



**FUNDRAISING PLAN** - an organized set of guidelines for how a particular nonprofit organization will raise the money it needs: includes the specific amount of money the organization aims to raise, the specific methods which will be employed to raise the money, when each method will be employed, and who is responsible for each aspect of the plan.

**GIFT** - a voluntary contribution made to a nonprofit organization; usually refers to contributions from individuals.

**GRANT** - a contribution to a nonprofit organization which comes in response to a formal written proposal; usually refers to contributions from government, foundations, or corporations, which are to be used during a specified period of time.

**GRASS ROOTS FUNDRAISING** - asking for money in your own community and from the people you serve. Dependable, renewable, internally-controlled money.

**HOUSE PARTY** - a method of fundraising in which an individual hosts a small event for a nonprofit organization in their own home, and during the event an appeal for contributions is made.

**IN-KIND SUPPORT** - a contribution of something other than money, such as equipment, supplies, space or staff time.

**LIST** - a record of the names, addresses and phone numbers of donors and prospects.

**MAJOR DONOR** - someone who makes a major gift to a nonprofit organization.

**MAJOR GIFT** - a contribution of a large amount of money from an individual to a nonprofit organization. The size of the contribution varies from one nonprofit organization to the next. The amount which qualifies a gift as "major" is decided by the governing board. But it frequently ranges from one to several days pay.

**PHONATHON** - an organized solicitation of prospects in which volunteers make phone calls to ask for money.

**PLEDGE** - a promise to make a contribution at a specified time in the future.

**PROPOSAL** - a formal written request for money for a specified period of time, usually made to government, foundations or corporations.

**PROSPECT** - a person that an organization has identified as a potential donor.

**RECOGNITION** - the way that an organization acknowledges and commends an individual for their contribution or effort.

**BALTIMORE**

**NEIGHBORHOOD**

**COLLABORATIVE**

**ORGANIZER TRAINING**

**Fundraising As Organizing**

**SOLICITATION** - the act of requesting a gift to a nonprofit organization.

**THANK YOU** - an expression of gratefulness for a gift or effort on behalf of a nonprofit organization.

**WORKPLACE SOLICITATION** - a request for a gift to a nonprofit organization which is made at a prospect's place of employment.

## THE PEOPLE'S LAWS OF FUNDRAISING

1. People give money to **people**.
2. People give money because **they want to**.
3. People don't give money unless or until **they are asked to give**.
4. People don't give large donations unless **they are asked for large donations**.
5. People give money to **opportunities**, not needs.
6. People give money to **success**, not distress.
7. People give money to **make a change for the good**.

**MAKING THE FUNDRAISING CASE:  
WHY SHOULD ANYONE GIVE YOUR ORGANIZATION MONEY?**

**1. WHY?**

Why is there a need?

What is so wrong that something should be done about it? Is there a crisis?

What underlying causes sustain this situation?

What will happen if nothing is done?

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**2. WHAT?**

What is missing from the scene which, if it were present, would address this problem/crisis?

What program, activities, solutions do you offer?

What evidence do you have that your solution will solve the problem/crisis?

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**3. HOW?**

How do you intend to bring this solution about?

What needs to be done to make it happen?

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4. HOW MUCH?

How much will it cost to bring this solution about?

This year?

Five years?

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5. WHO?

Who must take the lead in this effort?

What makes your organization uniquely suited to lead this effort?

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6. WHAT OPPORTUNITIES?

What opportunities do you offer the contributor?

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UNIVERSITY OF MARYLAND  
**(714) DEVELOPING YOUR ORGANIZATION'S  
FUNDRAISING CAPACITY**

**April 3, 2001**

**Leader: Dick Cook, MSW**

8:30 - 9:00 Registration and Coffee

9:00 - 10:30

**WELCOME**

**INTRODUCTION OF PRESENTER, PARTICIPANTS, AGENDA,  
MATERIALS**

**RESOURCE EMPOWERMENT: A DEFINITION**

**OVERVIEW OF FUNDRAISING: TRENDS AND SOURCES**

- **How much money is raised? Who gives it? Who gets it? Changes over time.**
- **Implications for How to Approach Fundraising.**

**HOW FUNDRAISING ATTITUDES INDICATE READINESS TO  
RAISE \$\$**

**WHAT YOU NEED TO HAVE IN PLACE IN ORDER TO RAISE  
FUNDS**

10:30 - 10:45 Break and Refreshments

10:45 - 12:15

**CRITICAL FUNDRAISING TASKS**

- 1. Get Your Organization Ready**
- 2. Make Sure Your Constituency is Ready**
- 3. Get the Right Leadership**
- 4. Prepare, Train and Support the Leadership**
- 5. Set the Fundraising Goals**
- 6. Decide Who You Will Ask**
- 7. Develop the Case for Giving**

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**8. Develop Fundraising Strategy, Select the Appropriate Fundraising Methods**

12:15 - 1:00

Lunch

1:00 – 2:30

**CRITICAL TASKS (Continued)**

**9. Ask**

**10. Thank, Recognize and Increase Donor Involvement**

**11. Celebrate**

**12. Evaluate**

2:30 - 2:45

Break

Ice Water on Bridge  
Vending Machines on 1<sup>st</sup> Floor

2:45 - 4:15

**HOW TO LOCATE GRANT FUNDING SOURCES**

**HOW TO CUT GRANT PREPARATION TIME IN HALF**

**HOW TO APPROACH FOUNDATIONS**

**HOW TO PUT IT ALL TOGETHER INTO A RESOURCE  
EMPOWERMENT PLAN**

**APPLICATION OF IDEAS PRESENTED TO MY ORGANIZATION  
OR AGENCY**

**EVALUATION**

**GOOD LUCK!!!!!!**

4:15

Adjournment

## Selecting the Right Method:

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Does the method generate:

1. Public education/awareness.
  2. New prospective donors/increased membership.
  3. Increased commitment/contribution of existing donors.
  4. Large financial return on time invested.
  5. A minimum of volunteer/staff time to carry out.
  6. Reasonable fundraising costs.
  7. Money which is renewable year after year.
  8. Money with fewest limitations/conditions.
  9. Sufficient time for staff and volunteers to maintain work on organization's mission.
  10. Good volunteer and staff morale.
  11. New leadership or strengthen existing leadership.
-

# United Way exceeds goal

SUN  
3/14/01

\$43.1 million raised in 2000 is 5 percent more than in 1999

'Phenomenal growth'

By ALICE LUKENS  
SUN STAFF

United Way of Central Maryland has exceeded its 2000 campaign goal, raising \$43.1 million, 5 percent more than the previous year, campaign officials will announce this morning.

"The citizens of Maryland have shown they care deeply about each other and their community," said Jim Sellinger, vice president of technical sales support for IBM Americas and chairman of the board of directors for United Way of Central Maryland. "The success of this breakthrough campaign allows United Way to focus even more funding on programs in our four areas of impact, helping even more people in need."

Sellinger said the campaign has experienced "phenomenal growth" since he ran it in 1995, when it raised \$34.8 million. In 2000, its formal goal was to raise \$43 million for health and human services for the needy in Baltimore and in Anne Arundel, Baltimore, Carroll, Harford and Howard counties.

He attributed the growth of more than 20 percent since 1995 to the strong economy and a successful marketing campaign over the past year and a half that has focused on the Community Safety Net, a vast network of agencies funded by the United Way.

"We have a consistent theme about the importance of the community and giving," he said.

A relatively new emphasis on major [See United, 4a]

# United Way exceeds 2000 campaign goal

[United, from Page 1a]

gifts has also made a difference, said Carrie LeBow, director of major gifts and planned giving for United Way of Central Maryland. Eleven percent of the campaign total came from 336 people who each gave \$10,000 or more, she said.

The 2000 campaign also drew the first \$1 million gift in the history of United Way of Central Maryland. It came from Baltimore Orioles owner Peter G. Angelos and his wife, Georgia.

The campaign also recorded three new members of the "Millennium Club," designed to attract pledges of \$100,000 a year for three years. They are Ravens owner Art Modell and his wife, Pat; philanthropists Robert and Jane Meyerhoff; and a donor who wishes to be anonymous.

Donors who gave \$10,000 or more, known as the Alexis de Tocqueville Society, grew by a record 106 new members to the 336 total.

The secret to getting so many large gifts, LeBow said, is simple: Ask for them. Although United Way officials here began the Alexis de Tocqueville Society in 1987, she said, it has grown substantially since the United Way decided to place an emphasis on major gifts about four years ago.

In the 2000 campaign, United Way officials decided to focus for the first time on major gifts from women. Traditionally, they said, many women have been volunteers and donated money in their husbands' names, but a new effort was made to increase gifts of \$10,000 or more by, or in the names of, women.

Although many women were wary at first of giving independently of their husbands, the initiative more than doubled expectations this year, with 46 people pledging a total of \$528,300, said Melanie Sabelhaus, a retired entrepreneur and director of the women's initiative. Thirty-one of those gifts were new, she said.

"We think the new frontier is where women get involved not only with their hearts and heads," Sabelhaus said. "We like to say we're looking for time, talent and treasure."

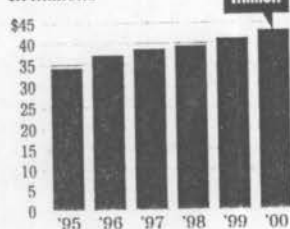
Much of the money from the women's initiative will fund efforts to help children and youth, Sabelhaus said. The money will go to reduce infant mortality and help children with special needs, homeless children and teens in trouble.

Despite the new efforts to focus on major gifts, United Way still brings in the bulk of its donations from its annual workplace campaigns.

For many years, Constellation Energy Group has been the local leader in such campaigns. For the second year in a row, the company raised more than \$2 million.

## United Way Campaigns

In millions



SOURCE: United Way of Central Maryland  
SHIRDELL MCDONALD; SUN STAFF

Johns Hopkins Institutions came in a close second, said Julie Lincoln, spokeswoman for United Way, at \$55,000 short of \$2 million.

Reaching \$1 million for the first time this year were Allfirst Financial Inc., Legg Mason Inc. and T. Rowe Price Associates Inc.

The other \$1 million accounts were Bethlehem Steel Corp., the United Steelworkers of America, the Johns Hopkins Institutions, Deutsche Banc Alex. Brown, the National Security Agency, Northrop Grumman Corp. and the Social Security Administration.

Companies ran their campaigns in a variety of ways. One sponsored a bike race. Another held a cardboard boat regatta. Thomas Schweizer Jr., who headed this year's Alexis de Tocqueville effort in Central Maryland, said he approached people at his company, Deutsche Banc Alex. Brown, to ask them to give at least \$10,000.

All three of United Way's public sector campaigns exceeded expectations, officials said. Federal employees raised more than \$5 million, 6 percent more than in 1999. State employees raised \$3.7 million, an increase of 28 percent. The citywide Combined Charity Campaign, involving Baltimore city employees, hit \$1 million for the first time last year, 18 percent more than in 1999.

"It's no coincidence that our community's strongest and most respected companies also run the best United Way campaigns," said Michael E. Waller, publisher and chief executive officer of The Baltimore Sun and chairman of the 2000 Community Campaign. "Companies that support United Way demonstrate to the public — their customers, shareholders and employees — that they care about their community."

"We're building a great foundation for future campaign growth," said Larry E. Walton, president and chief professional officer of United Way of Central Maryland.



## Job Description for a Development Committee

The purpose of a funding development committee is to lead the board in efforts to attract money and services that are necessary to carry out the mission of the organization.

The duties of the board development committee are to:

- ✓ *Define the short-term and long-term funding needs of this organization with the help of the full board and administrator.* Funding appeals will be ineffective if we can't tell prospective donors exactly what our nonprofit needs the money for.
- ✓ *Train the full board.* Little training is required to hold a modest fund raising event--but most nonprofits need far more money than small events raise. The committee must become knowledgeable about planned giving, corporate solicitation, lobbying government bodies, grant-writing and marketing.
- ✓ *Involve all board members in fund raising.* Each board member has the responsibility to do all he or she can to raise money for your nonprofit. The development committee must organize fund raising activities to take into consideration each board member's unique talents.
- ✓ *Review progress on fund raising goals--and inspire the full board.* The committee must not only report on the status of fund raising efforts, it must be coach and cheerleader to the entire fund raising team.
- ✓ *Make personal financial donations--and encourage your fellow board members to do likewise.* The best way to convince members of your community to give is to lead by example. Donations by the committee and other board members demonstrate that we believe enough in our nonprofit's mission to put our money where our mouths are.
- ✓ *Identify, cultivate and enlist community leaders to serve on the funding development committee.* There may be a reservoir of untapped fund raising talent in our community. The committee is responsible for finding it and putting it to good use.

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# Americans give record \$190 billion to charity

## Clinton announces 'Youth Giving Project'

ASSOCIATED PRESS

WASHINGTON — President Clinton praised Americans yesterday for charitable giving that is growing with the economy and challenged young people to "discover the rewards of generosity."

Americans contributed a record \$190 billion to charitable causes last year, a 41 percent increase since 1995, the president said in his weekly radio address, noting a report by his Council of Economic Advisers.

Seven in 10 American homes made at least one charitable contribution last year, and even half of all Americans who make less than \$10,000 a year had at least one charitable contribution.

The money helped feed hungry people, immunize children, build homes for the poor, tutor immigrants, restore parks and send disaster relief to people at home and around the world, Clinton said.

Clinton, seeking to appeal to the idealism of young Americans, announced a \$2 million privately funded initiative that will train young people to identify charitable needs in their communities, teach them how to raise and distribute money, and build leadership skills.

"We need to help younger people recognize their own capacity to do good, and help them discover the rewards of generosity," the president said.

He said he wanted to tap into the spirit he said is displayed by the more than 150,000 young people who last year joined AmeriCorps, the volunteer community based service agency.

"With the help and guidance of several major philanthropic organizations, we developed a national blueprint to do just that — the Youth Giving Project," he said.

It will be coordinated by a non-profit coalition of experts on youth programs who can provide local groups with training materials, access to a comprehensive Web site and expert advice.

Clinton said the relatively modest investment can produce enormous dividends because members of the baby boom generation stand to inherit \$12 trillion from the World War II generation and will likely pass on even more to their children.

Clinton credited a strong economy and rising incomes, as well as Americans' generous spirit, for the rise in charitable contributions.



## UNIVERSITY OF MARYLAND

Spring 2001

We welcome you to Continuing Professional Education at the University of Maryland School of Social Work and to our workshop program for March – June 2001. Whether you are a clinician, advocate, manager, or policy-maker, we strive to meet your needs for added knowledge and skills to better serve clients.

In addition to our workshop program this Spring, we are very pleased to announce a **new Certificate Program in Divorce Mediation** that will take place in May and June. This **80-hour program** is designed specifically for social workers and other mental health professionals who, we believe, will be especially effective in delivering divorce mediation services because of strong grounding in the psychosocial aspects of human relationships and knowledge of family systems. A brochure describing the program is available at the registration table or by contacting our staff.

We also have certificate programs in **Child and Adolescent Treatment (64 hours)** and in **Human Services Management (72 hours)**. We are currently accepting applications for these programs, which will begin in Fall 2001 and conclude in Spring 2002. Brochures are available at the registration table or through our staff.

We hope you will also join us for our special **Public Service Forum on "Public Health Initiatives in Baltimore: Challenging the Status Quo"** on April 19, 2001. Baltimore City Health Commissioner Peter Beilenson, MD, MPH will be our featured speaker.

Thank you for looking to us for your continuing education needs. We hope you enjoy your day and we look forward to serving you again soon.

Julee H. Kryder-Coe, MSW  
Assistant Dean

Deborah Jones  
Administrative Assistant

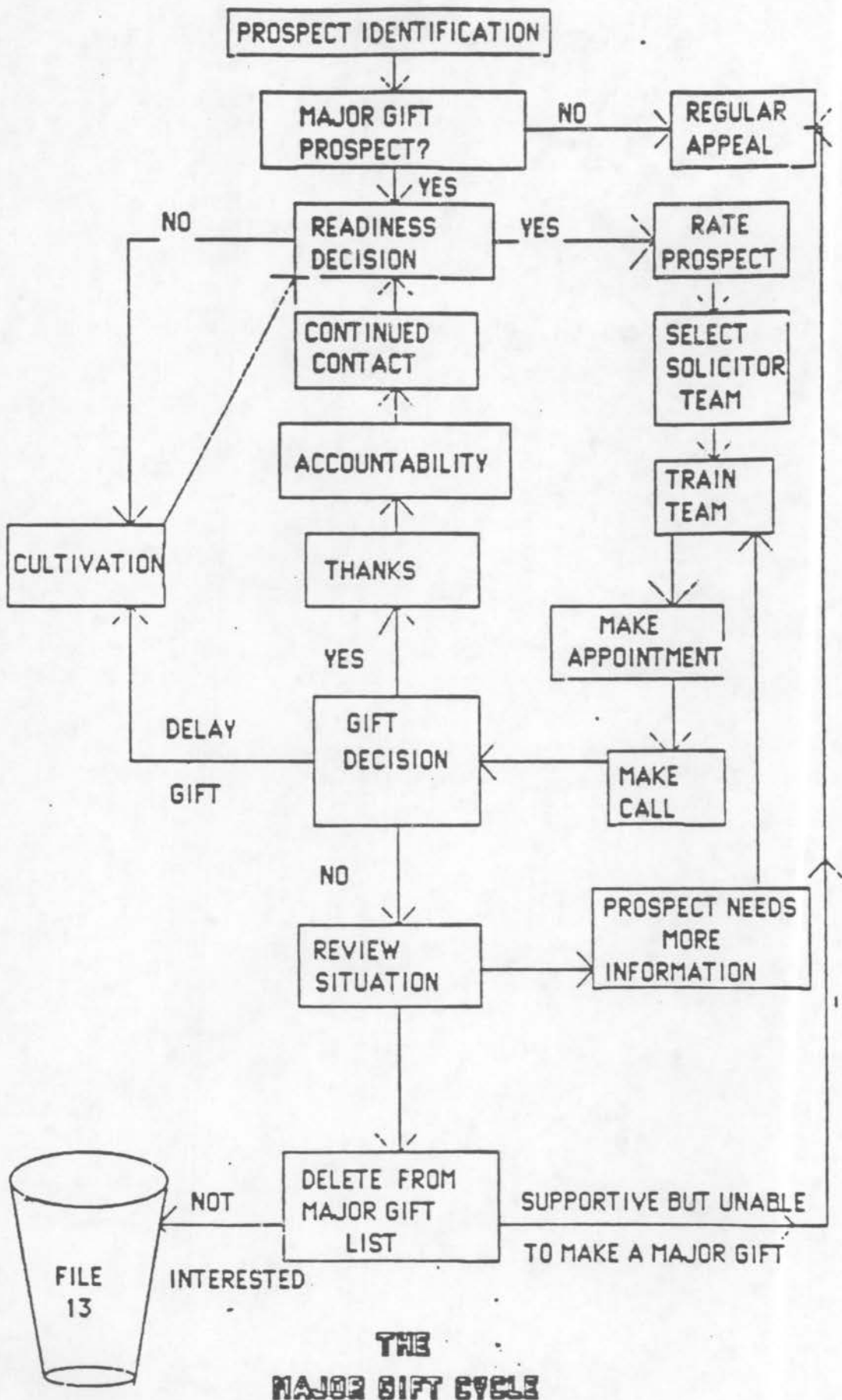
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**THE  
MAJOR GIFT CYCLE**



"I HATE ASKING FOR MONEY!!"

"I GIVE MY TIME, WHAT MORE DO THEY WANT??"

What's the money for, anyway??

"I didn't join this board to raise money!!"

WHAT ABOUT ALL THOSE RICH BOARD MEMBERS WE'RE SUPPOSED TO BE GETTING?

"I HATE CANNED SCRIPTS, THEY'RE SO PHONY!"

"I HATE FUNDRAISING!!"

How come the staff's not doing this??

"Isn't there ANY OTHER way to do this??"

Can't we just HIRE somebody to do this for us??

"WHAT ARE WE PAYING STAFF FOR, ANYWAY??"

"Just because they PLEDGE, how do we know they'll really contribute??"

"Oh, you do it, I'm no good at asking for money!"

"I CAN'T HANDLE REJECTION..."

"How much do these plans cost anyway?"

"I'll just make calls from home on my own timetable!"

"ME, I HATE BEING CALLED AT DINNER TIME!"

"How come nobody ever just gives us money?"

"No way will I ask a poor person for money!"

"Why don't we just write a proposal and get a grant??"

"I HATE PEOPLE WHO ASK FOR MONEY"



FUNDRAISING AS ORGANIZING

DICK COOK  
REGINA S. ALSTON

CHALK '91



## **FUNDRAISING AS ORGANIZING**

### **SIMILARITIES OF BOTH PROCESSES**

- 1. Feelings of Powerlessness**
- 2. Self-Blame**
- 3. Power Analysis**
- 4. Self to System**
- 5. Picking a Winnable Issue**
- 6. Identifying the Target**
- 7. Selection of Action**
- 8. Engage in Action, Train Leadership,  
and Build the Organization**
- 9. Celebrate Victories and Evaluate**
- 10. Move to Bigger issue**

# **FUNDRAISING AS ORGANIZING**

## **TYPICAL ORGANIZER QUESTIONS ABOUT FUNDRAISING**

- 1. How can I minimize the time and energy I spend fundraising, so I can maximize my time for organizing?**
- 2. Is there a way I can fundraise and organize at the same time?**
- 3. Does it make sense to ask our low and fixed income constituents for financial support?**
- 4. Does it make sense to invest in training and developing our constituents as fundraisers? Or should we just hire a fundraiser to do it for us?**
- 5. How much should we expect to spend on different approaches to fundraising?**
- 6. What methods are best for what purposes?**
- 7. How do we get started?**

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7. How do we get started?

### SIMILARITIES BETWEEN ORGANIZING AND FUNDRAISING

1. Both begin with feelings of powerlessness.
2. In both processes the constituents go through a period of self-blame. In fundraising they say, "We just aren't smart enough. We don't know any of the right people. Our folks don't have any money."
3. The task of the organizer is to move people from self-blame to analysis of the system.  
What is the system doing in the world of fundraising? How much money was raised by nonprofit organizations last year? Where did it come from? Who got it? What do we know about the ones that got the most? What do we know about the ones that give the most?
4. Knowing what we know, what does that mean for how our organizations have to change the ways they go about raising money, or change the systems that distribute money?
5. Select a fundraising equivalent to a winnable issue in order to encourage the leadership to take on bigger issues.  
Select a fundraiser that you know will raise money in order to encourage your leaders to continue and take on bigger fundraising goals.
6. Identify target for action.  
Who is it that you are going to ask for money?

7. Select the appropriate action designed to move the target in the desired direction.

Describe fundraising pyramids as a way to help your organization figure out which fundraising action you want to take.

8. Engage in the action. Train the leadership. Build the organization.

Ask! Train people to ask, including why asking is so hard and what we have to do to get over it.

9. Celebrate the success and evaluate what you've learned, including how it could have been better.

10. Move up to a bigger issue/bigger fundraising goal.

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## ABOUT FUNDRAISING

### What is Fundraising?

Fundraising is **not** simply about getting money. It is about identifying and developing friends of the organization, people who believe in its mission, people who want to help and participate in achieving its goals. Fundraising is also about developing the organization in such a way that it invites and welcomes the participation of all who share its hopes and dreams.

When we have an organization made up of committed and enthusiastic people, fundraising becomes one way that people can participate and make a real difference to its future success.

## GLOSSARY OF TERMS

**ANNUAL GIFT** - a yearly contribution of money by a donor to a nonprofit organization.

**APPEAL** - short for "appeal letter," a written request for donations.

**BEQUEST** - a contribution to a nonprofit organization which a donor leaves in his or her will.

**BUDGET** - an estimate of income and expenses for a nonprofit organization.

**CASE FOR SUPPORT** - an argument or rationale about why a prospect should make a contribution to a nonprofit organization.

**CORPORATE GIVING** - corporations may choose to give money by means of a company foundation or a separate corporate-giving program, and give goods and services as well.

**CULTIVATION** - a process of educating and involving a prospect in a nonprofit organization.

**DIRECT MAIL** - a method of soliciting contributions by appealing to a prospect through a letter.

**DONOR** - someone who makes a contribution to a nonprofit organization.

**DONOR BASE** - the complete list of all donors. The most useful donor base is segmented so names can be retrieved by the donor's address, area of interest (such as village development), size of gift, political party, giving history, and involvement in the organization.

**ENDOWMENT** - an amount of money set aside to provide income for an organization or one of its programs. The principle amount of the endowment is untouched, and the interest from it may be used as income.

**FUNDRAISER** - someone who assists nonprofit organizations to obtain money.

**FUNDRAISING** - the activities involved in obtaining money for a nonprofit organization.

**FUNDRAISING PLAN** - an organized set of guidelines for how a particular nonprofit organization will raise the money it needs: includes the specific amount of money the organization aims to raise, the specific methods which will be employed to raise the money, when each method will be employed, and who is responsible for each aspect of the plan.

**GIFT** - a voluntary contribution made to a nonprofit organization; usually refers to contributions from individuals.

**GRANT** - a contribution to a nonprofit organization which comes in response to a formal written proposal; usually refers to contributions from government, foundations, or corporations, which are to be used during a specified period of time.

**GRASS ROOTS FUNDRAISING** - asking for money in your own community and from the people you serve. Dependable, renewable, internally-controlled money.

**HOUSE PARTY** - a method of fundraising in which an individual hosts a small event for a nonprofit organization in their own home, and during the event an appeal for contributions is made.

**IN-KIND SUPPORT** - a contribution of something other than money, such as equipment, supplies, space or staff time.

**LIST** - a record of the names, addresses and phone numbers of donors and prospects.

**MAJOR DONOR** - someone who makes a major gift to a nonprofit organization.

**MAJOR GIFT** - a contribution of a large amount of money from an individual to a nonprofit organization. The size of the contribution varies from one nonprofit organization to the next. The amount which qualifies a gift as "major" is decided by the governing board. But it frequently ranges from one to several days pay.

**PHONATHON** - an organized solicitation of prospects in which volunteers make phone calls to ask for money.

**PLEDGE** - a promise to make a contribution at a specified time in the future.

**PROPOSAL** - a formal written request for money for a specified period of time, usually made to government, foundations or corporations.

**PROSPECT** - a person that an organization has identified as a potential donor.

**RECOGNITION** - the way that an organization acknowledges and commends an individual for their contribution or effort.

**SOLICITATION** - the act of requesting a gift to a nonprofit organization.

**THANK YOU** - an expression of gratefulness for a gift or effort on behalf of a nonprofit organization.

**WORKPLACE SOLICITATION** - a request for a gift to a nonprofit organization which is made at a prospect's place of employment.