Chapter 13

Raising Money on the Internet

*No sector of American society will have more influence on the future state
of our social capital than the electronic mass media and especially the
Internet.* — Robert Putnam

With the advent of the Internet, e-mail, e-commerce, e-philanthropy, and other electronic advances, nonprofits have at their fingertips, literally, new vehicles to further their mission. They can enhance their performance in development and fundraising; record-keeping; planning; prospect research; communications with staff, volunteer leadership, and donors; public relations and education; advocacy and constituency-building; and volunteer recruitment, to name just a few areas. While access to the Internet is still largely concentrated among those with sufficient

resources and technical training, the technology has brought countless individuals into contact with like-minded people and causes in a way that has never been seen before.

The Internet enables people to communicate more easily than ever across wide distances, and to discuss and share information on specific topics. It helps individuals and nonprofits to access more readily key information and needed intelligence, and enables them to download application forms and guidelines for proposals without using postage, telephone, or fax. A wide range of free software can be downloaded that makes it possible for an organization's computers to function as telephones and fax machines; to enable organizations' auctions, special events, planned giving, solicitation training, telethons, direct mail, planning, and other types of fundraising; and to improve operations in such areas as scheduling, payroll, financial record-keeping, database management, word processing, graphics and presentations, and planning. By downloading demonstration versions of these and other software programs, organizations can try them before buying. Those programs—as well as books, office equipment and supplies, tickets for travel, and more—can then be purchased on the Internet, usually at a significant savings.

Internet communication technologies make it possible for organizations to accept donations and perform financial transactions on the Web using secure servers that protect donors' credit or debit card numbers. In a survey conducted for America Online by Roper Starch, 29 percent of the 505 participants said they would be interested in making on-line donations to charity. Interest among young people was particularly strong—53 percent of respondents between the ages of eighteen and twenty-four said they were inclined to donate on-line, compared to only 17 percent of respondents over the age of fifty.

It is safe to conclude that there is virtually no area of a nonprofit's operations that cannot benefit from the seemingly limitless supply of information and resources the Internet makes available to any organization at any spot on the globe where people can log on. With some one billion portable Internet connections expected to be deployed around the world by 2005,[1] it is essential that nonprofits become proficient in accessing and utilizing the rapidly expanding wealth of resources available on the Internet, and learning especially how to use this tool in their development efforts.

What Are the Advantages of Using the Internet To Raise Funds?

1. A Web site can use all forms of media—text, graphics, sound, and motion—to deliver an organization's message in a far more powerful way than is possible by mail or phone.

2. In contrast to mail and phone appeals, Internet solicitations are "self-targeting"; that is, they enable prospective donors to go right to information that appeals to them, rather than wade through extensive literature or listen to a generic telephone pitch.

1. Thomas L. Friedman, "Social Safety News," *New York Times* (3 November 1999).

3. The Internet enables organizations to approach, in the language and format of their time, the many prospective donors under forty whose response to traditional mail and phone appeals is decreasing.

4. The Internet opens up a whole new world of volunteer recruitment possibilities.

5. The number of people using the Internet is expected to double every year for the next several years, providing organizations with a reach far exceeding that of any other medium.

What Are the Disadvantages of Using the Internet To Raise Funds?

1. There are millions of Web sites and the number is growing exponentially. To attract people to its site, an organization must have the human and financial resources to plan and design a Web site, to monitor any interactive features, and to update the site continually so that it remains interesting to those who return. The site must also load fast enough to catch people as they surf.

2. While a number of efforts at self-regulation are underway, the Web is still a relatively new phenomenon, and it is unclear how it will be controlled and regulated in the future.

3. Until libraries, town halls, and other public facilities provide easy access for groups such as the elderly and the poor, the Internet will continue to widen the gap between information haves and have-nots. People without Web access will not be reached.

4. The demographics of people who most use the Internet may not correspond to your donor profile.

5. Nonprofits must guard against the tendency to replace personal meetings with electronic interactions. While the latter are faster, easier, and less confrontational, nothing replaces face-to-face meetings as the best way to build the relationships that will secure a gift.

6. The Internet can easily capture the attention of staff members, thus diverting precious energies better spent on delivering programs and raising money.

E-Philanthropy Mini-Profiles

With near-perfect timing, the American Civil Liberty Union's "Keep Cyberspace Free" Web site went live the same week that President Clinton signed the Communications Decency Act, which provided for censorship of the Internet. As a result of an exceptional combination of good timing, an issue with special appeal for heavy Internet users, and the credibility of the ACLU on

the censorship issue, more than $18,000 was raised in the site's first month, mostly via on-line credit card contributions.[2]

Kirk Gardner, Director of Major Gifts at the University of Maryland's Medical System, had to raise money for research on celiac disease, a rare digestive disorder. He contacted the editors of three e-mail newsletters on the disease, hoping to raise between $10,000 and $20,000. No one was more surprised than he was when these newsletters generated $100,000 in contributions! People had forwarded the e-mail newsletters to friends, and printed and distributed them, spreading the word far beyond anything Mr. Gardner could have imagined to "people we had no access to and didn't know existed."

In some cases, significant gifts have been negotiated on the Net. The development office at Northwestern University received an e-mail message from a couple wanting to make a significant gift to the university's capital campaign. The negotiations were carried out almost entirely by e-mail, and within three months a gift of $2 million arrived.

The director of research in the Stanford University's development office, Jerold Pearson, reports, "After the New York chapter of the Stanford Alumni Association started sending e-mail, attendance at fundraising events increased significantly."[3]

When the American Museum of Natural History in New York City created its Hall of Biodiversity, computer terminals connected to the Internet were installed in the exhibit. Through the terminals, museum-goers were able to access information on the major nonprofit organizations addressing issues of the environment and biodiversity, and then e-mail whatever appeared on the computer screen to their home or office computers. As a result, visitors not only learned about threats to the world's biodiversity but also could connect to organizations that offered ways to help.

Coupled with an Internet sell-off, a live auction—Chicago's Cows on Parade—at the Chicago Theatre netted more than $3.5 million for local charities. An on-line auction held earlier the same day netted $1.4 million. One hundred percent of the bids went to charities chosen by each cow's sponsor. "I'm in shock," said Nathan Mason, cow-ordinator for the city's department of public art programs. "We thought we were being bold early on when we estimated we would raise a quarter million. We didn't know what to expect, but this is so far beyond what we ever imagined."

The Heifer Project International's Most Important Gift Catalog in the World also enables donors to buy cows (actually, water buffalo), but in this case for the purpose of using animals to address hunger and poverty through ecologically sound, sustainable agriculture. Water buffalo "purchased" via the Heifer Project's on-line catalog provide Asian farmers with a life-changing food- and income-producing draft animal "that can slog through mud that would stall a tractor in minutes, and that can take steep mountain plots in stride. They're 'fueled' with readily renewable resources, and they yield milk, manure, and money from the sale of calves."[4]

The Net site Yahoo! Auctions gathered a group of celebrities to contribute items to be auctioned to help Kosovo refugees. Proceeds from the auction went to the American Red Cross, which needed $1 million a week to carry out its work helping Kosovo refugees.

2. Mal Warwick & Associates Web site: www.malwarwick.com
3. Marilyn Dickey, "E-Mailing for Dollars," *Chronicle of Philanthropy* 10 (10 September 1998): 23.
4. From the Heifer Project International Web site: www.catalog.heifer.org/buffalo.cfm

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Case Study

The Red Cross

For many years, fund raising on the Internet remained an empty promise. From its inception, the Internet has seemed the perfect tool for fund raisers: a way to reach uncountable millions of donors at very little cost to the organization. But for most groups, expectations far exceeded results during the 1990s. Now, however, some organizations have finally begun to see substantial amounts of money flowing through online donations.

With the pace of change in online communications moving so rapidly, any snapshot may quickly become dated. So it may seem foolhardy to chart the course of online giving from the fund-raising success of any particular organization. Still, some groups have begun to master the art of fund raising online and their experiences may point toward a rich new resource for charities.

For example, Internet fund raising by the American Red Cross shot up dramatically in fiscal year 1999. Online contributions, which had been $172,000 in fiscal year 1998, rose to $2.5 million the following year. It would be easy to assume that the Red Cross merely benefited from a general trend in the broader environment: as more and more people have become comfortable making purchases online, it could be argued, more of them would also be willing to make contributions to charity through the Internet. But closer examination reveals a conscious effort to improve online fund-raising results at the Red Cross.

Internet fund raising started slowly at the Red Cross. Beginning in 1996, the Red Cross Website was equipped to receive donations from online visitors. But that function was essentially a passive effort, says Robert S. Guldi, director of creative services in the marketing department of the American Red Cross. When Mr. Guldi joined the Red Cross, at the beginning of 1998, he felt the Website "was a real missed opportunity" and he set out to revamp the site to become a more dynamic source of information to encourage visitors to make contributions.

At first glance, Mr. Guldi, a former theme-park designer for the Disney Corporation, might seem an unlikely choice to head creative services for an agency that deals with natural disasters and human suffering. But his past experience was actually very relevant to his efforts on the Red Cross Website, he says. Creating a dynamic charity Website "is a lot like designing a theme park ride," he says. "You begin by bringing the story to viewers impactfully. Then you suspend their outside sensations and shape their entire experience. At the end, you give them a chance to help out by donating, and the feeling of contributing is euphoric," he explains. Put another way, Internet visitors are invited to become emotionally involved, then empowered to help out. Finally, their feelings and actions are reinforced by the images and stories on the Website.

It might also be argued that the severity of disasters and crises facing the Red Cross, such as the enormous human suffering associated with the conflict in Kosovo, provoked the sharp spike in contributions. But Mr. Guldi suggests otherwise. "We had seen the same type of suffering before, but we just took a different approach in communicating what was happening."

The latest burst of donations in fiscal 1999 came in April, when the Red Cross took in about $1.2 million. Of that amount, over $115,000 was given in just one day.

One of the keys to the success for the Red Cross was the fact that there has been a huge increase in the volume of traffic coming to its Website. In 1999, the average number of hits on a normal day reached about 450,000, representing about 100,000 discrete individuals. On a big disaster day, the traffic can spike up to about 900,000. By contrast, prior to the revamping of the Website in 1998 traffic was just 8,000 hits per day. The huge increase in traffic and contributions was not related to a significant increase in staffing, however. During that time the Internet team grew by just one, to six people, says Mr. Guldi.

Rather, the increasing volume of traffic had more to do with improved design of the Red Cross Website and the development of critically important strategic partnerships with major commercial Internet sites. For example, the Red Cross established a close relationship with Excite.com, one of the most popular Internet portal sites. The Red Cross provided fresh original photographs of natural disasters and other crises—around the country and the globe—for publication on the Excite Website. From Excite, interested visitors could go directly to the Red Cross Website, where they could receive deeper information about the crisis in question and ultimately would be able to help out by making a contribution. "They quickly found out that they were not helpless. They saw us as a way they could take action," says Mr. Guldi.

From a management standpoint, the key change was recognizing that Internet fund raising is not merely a matter of streamlined fulfillment, making sure that the online donation form is accessible and functional. Instead, Internet fund raising is much more a function of communications and marketing than a simple development activity, Mr. Guldi argues. At the Red Cross, responsibility for the design of Internet fund-raising activities rests with Mr. Guldi, who serves both as director and creative director of creative services. In other words, he has administrative and creative control of the site.

Obviously, few nonprofit organizations are as large as the Red Cross. And very few charities would have a position as specialized as the creative director of creative services. But the Red Cross approach could nevertheless be instructive for smaller groups that might adopt similar strategies.

—Vince Stehle

Deciding Whether To Use the Internet To Raise Funds

After weighing the advantages and disadvantages of soliciting support on the Internet, an organization should then answer the following questions before launching an Internet fundraising initiative:

- Do staff members have enough time to devote to such an initiative? If not, can your organization recruit volunteers—or hire additional staff members—to run the operation?

- Is your organization's development infrastructure capable of handling several simultaneous revenue streams of contributions and pledges? Does it have the human and financial resources to deliver any benefits to which donors are entitled as a result of their on-line gifts?

- Is the underlying Internet fundraising strategy to expand your organization's donor base and cultivate younger prospects, who are beginning to develop their giving habits and allegiances, as opposed to raising cash quickly—a result that cannot be assured?

If you can answer these questions in the affirmative, then your organization is justified in launching an Internet-based fundraising initiative.

Organizing an Internet Fundraising Program

Step 1. Investigate Federal and State Regulations

As of the writing of this book, there is considerable confusion about what nonprofits that fundraise on the Internet should do to comply with state and federal regulations. Because organizations cannot foresee who will respond to solicitations made by e-mail or via their Web sites, the most pressing issue for U.S. nonprofits is: in which states should they register? Since a request on even a modest Web site will be viewed by people around the world, the matter of registering is not as simple as in the case of solicitations made by mail, on the phone, or in person.

As an example of the Internet's long reach, Jennifer Moore, writing in *The Chronicle of Philanthropy*, reports that, "Even small charities with seemingly local missions have sometimes received money from faraway donors . . . A Girl Scout troop in Honolulu recently raised $35,000 on the Net by selling merit badges. Many of the buyers . . . turned out to be collectors and others who lived in Japan."[5]

Since Internet technology will continue to evolve rapidly—with enterprising nonprofits taking advantage of every new development to friendraise and fundraise—state and federal regulatory laws will become increasingly complex. Organizations are, therefore, urged to consult experienced counsel with regard to their development activities on the Net.

Step 2. Create a Web Site

Creating a Web site is a wonderful way to advertise your organization, provide information, keep people up to date about your activities, recruit volunteers, and solicit contributions. The cost of creating a Web site ranges widely, and, obviously, the more interesting your site is, the more time people will spend there. However, spending a lot of money on a fancy Web site that is never updated is less effective than creating an attractive, easy-to-follow site that is updated frequently, since that will bring people back time and again.

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5 Jennifer Moore, "A Web of Confusion," *Chronicle of Philanthropy* 12 (21 October 1999): 37–39.

Communicating by E-mail

Communicating with Staff and Board Members. E-mail is a wonderful way for staffers to communicate with each other as well as with members of the board of directors. It invites an immediate response; people generally look forward to receiving their e-mail; and reminders sent by e-mail somehow do not carry the nagging tone they might if they were communicated by fax or phone. Additionally, these messages can be easily forwarded to others, or transferred into other documents, thus saving time and avoiding mistakes.

By using e-mail, you can easily and quickly circulate memos, general information, drafts, agendas and meeting minutes, and other documents. E-mailing is not only faster than regular mail or fax transmission, but it saves time as well by facilitating early consensus on issues. Passwords ensure confidentiality, and most programs provide mechanisms for confirming receipt of these communications. Finally, if some of your board members or supporters aren't always available to make solicitations in person, e-mail offers an alternative for communicating their personal testimony and excitement.

Although Marshall McLuhan's famous proclamation, "The medium is the message," was made during the 1950s, it has never been so relevant. The physical, written word has a distinctive feel that sends a slightly different message depending on how it is transmitted. Remember, therefore, that e-mail must not become the norm, automatically replacing memos and letters delivered by regular mail or fax. Be sure to choose the means of communication—with everyone, not just board members—that best sends the intended (unspoken) message. And despite technology that allows people to speak via the Internet and see each other on-screen as they do, phone conversations and personal visits provide the human contact that so many situations demand.

Communicating with Constituencies: Cultivation and Stewardship. Nonprofits are increasingly using electronic newsletters to provide updates on their activities while simultaneously continuing to mail newsletters to those constituents who prefer hard copy. To get the e-mail addresses of your donors, simply ask on the printed requests you send them. You may then want to give the donor or member the option to receive information by e-mail: "Sign me up for your electronic newsletter." Since many Internet users pay for their connection by the minute or by the number of messages received, it's an important courtesy to make sure your constituents want to hear from you by e-mail.

You can also use e-mail to invite donors to events; to share good news such as the receipt of a grant, a major contribution, or an award; or to alert your constituents to upcoming legislation that may impact your organization's area of operations (and to provide the e-mail addresses of their elected representatives so they may contact them). Many organizations now use e-mail to thank donors for gifts and respond to their questions and concerns. Used for these purposes, e-mail enables an organization to increase its cultivation activities by providing effective, inexpensive opportunities to get in touch with donors. Encourage people to contact you by e-mail and you may find, as have many charities, that people will request information about giving and even send pledges by e-mail.

Soliciting on the Net: Where To Register?

One of the most common questions heard these days concerns whether the law as commonly understood requires that an nonprofit organization soliciting online (e.g., on a Web page) register in every state that demands registration from organizations soliciting within its jurisdiction. The short answer is yes. The laws of those states that require registration can be read to mean that solicitations carried through the Internet and presented to people in a particular state are subject to regulation by that state. Even more critically, many regulatory agencies (commonly, but not universally, the state Attorney General's office) have indicated that they will interpret the state law that way, and will enforce the registration requirements upon those soliciting online, even if the organization is located outside their jurisdiction.

However, there have been no examples of state regulators demanding registration from a nonprofit organization located outside its jurisdiction based solely upon the existence of a request for donations on a Web page. This is not because the regulators generally believe that registration requirements don't apply to this activity. The primary reason why there has not yet been any enforcement is because Internet-based solicitations are so new that it's not necessarily clear yet what all the relevant issues may be. Because regulators tend to set precedents by their actions, and are held accountable for them in court, they are initially being cautious. This will not last. Regardless of whether you believe it is fair, right or legal, it is only a matter of time before the states start enforcing registration requirements upon nonprofit organizations that solicit online.[6]

6. Eric Mercer, *Online Compendium of Federal and State Regulations for U.S. Nonprofit Organizations*, 1999; www.muridae.com/nporegulation/.

The Basics

Your first step is to determine the content of the site. Describe your organization, its vision and mission, and the services you offer, and provide contact information. Doing this in a clear and simple way will help capture the attention of people who are used to exploring the Web quickly, who don't want to search for basic information, and who don't want to wait while a highly designed page loads. Make sure that the graphics you use for your Web site are consistent with all your other publications, including letterhead, newsletter, and so on.

Additional Information and Material

Your Web site can also contain other elements, including the organization's newsletters, annual reports, press releases, surveys, event announcements, staff listings and contact information, job openings, and articles and white papers on subjects relating to your mission. Including links to other organizations and resources makes for a richer site, sends the message that your organization has the larger view, and helps promote your site if the organizations whose Web addresses you include will reciprocate.

Positioning Your Organization for Support

Including general news about your field of endeavor positions your organization as one with a broad view and as a key information source. This can help to generate on-line contributions.

A California nonprofit, for example, has joined the list of environmental groups using the Web to distribute information about pollution. The Silicon Valley Toxics Coalition of San Jose, California has established a Web site (www.svtc.org/svtchome) that shows where pollution has occurred in the San Jose area. The site, which took two years to build, is based on about ten databases from the U.S. Environmental Protection Agency and several state government sources.

Other environmental groups have created similar Web sites. The Environmental Defense Fund's Scorecard site (www.scorecard.org) describes pollution at a variety of locations around the country.

Volunteer Recruitment

The Web has become a powerful force for recruiting volunteers. Virtual volunteering, volunteer work that can be performed anywhere via the Internet, taps into a whole new source of volunteers by facilitating the participation of people previously constrained from volunteering on-site by time pressures, disability, or personal preference.

Soliciting Contributions

In considering the Web as a fundraising vehicle, it's important to determine if the profile of your prospective supporters matches that of regular Web users. For example, it is unlikely that top businesspeople you may have targeted spend much time surfing the Web. Such individuals usually give to, and become involved with, charities as a result of more personal contact. On the other hand, if your organization's purpose or activities have to do with education, then the Internet may be an appropriate fundraising tool, as those involved in education now form the largest Internet user group (replacing people in the computing field).

Organizations wishing to fundraise on the Net must also have a development infrastructure that enables them to deal with multiple sources of contributions and pledges. Because security on the Web is still a developing area, donors that make an on-line pledge may want to pay by sending a check or requesting a pledge card that they can fill out with a credit card number and then mail in (rather than supplying credit card information over the Web). The Pittsburgh Dance Council (www.contrib.andrew.cmu.edu/usr/cd9p/pledge.html) has streamlined this operation by including a contribution form that can be printed out, filled in, and sent to the Council with a check or credit card number.

You will need a "secure area" on your Web site to accept on-line contributions (or purchases); this requires getting a domain name, or using someone else's. People who want to buy or give on-line can go into the secure area, enter their credit card information, and indicate what

Profile of the Internet User

According to the On-line Research Group's survey in 1998 of 1,500 randomly selected Internet users, women made up 34 percent of the Internet-using population. When it comes to household income, the survey pointed primarily to middle-class users, with few very-high and very-low income users. And 43 percent of Internet users had incomes from $35,000 to $75,000 a year; 7 percent of users had household incomes from $100,000 to $150,000; and less than 1 percent had incomes above $200,000 a year. Less than 3 percent of Internet users have household incomes under $15,000 a year and 16 percent had household incomes from $15,000 to $35,000 a year.

Internet users are a younger crowd, according to the survey. The results show that while 15 percent of users fell in the 45 to 54 age range, only 3 percent were 55 or older. The largest age group of users was the 35 to 44 year olds, who made up 25 percent of the Internet crowd. At 20 percent of the Internet-using population, 18 to 24 year olds are well represented.

Very large companies and very small companies are likely to be heavy users. Companies with more than 10,000 employees made up the largest single group (19 percent of survey respondents) who said their employees are "frequent users." But companies with fewer than 50 employees make up the second-largest group, with 18 percent saying their employees are frequent Internet users. And 16 percent of companies employing from 1,001 to 5,000 employees said their employees are frequent users.[7]

7. Sebastian Rupley, "Profile of the Internet User," *PC Magazine,* 15 November 1998.

they want. Groups that both seek new donors and have products to sell will find a secure area to be worth the cost. For ideas, look at other organizations' sites and check the Additional Resources section at the end of this chapter.

When you make your appeal, be sure to enumerate the results made possible by people's contributions, and describe how those who want to help can get more information. Offering Web-related premiums is also a good idea, as Web sites are visited primarily by people who not only have access to the Web, but also enjoy surfing it. Such premiums might include screen savers (with the logo and slogan of your group, of course), mouse pads, CD-ROMs, and icons that can be placed on their own site. Surveys, electronic postcards, quizzes, and the like allow more interactivity and will keep people at your site longer.

Step 3. Create the Physical Page(s)

Impact Online (www.impactonline.org) is an excellent starting point for nonprofit organizations that seek to create a Web presence or want to use the Web to augment their resources. The site addresses a number of topics relevant to nonprofits and the Web, ranging from how to obtain free Internet access to how to use the Web to promote volunteerism at your nonprofit

E-Philanthropy Options

The key to success is to give the surfer what he came to see, then ask him for the support that makes having this resource possible....

When you sell "real estate" on your site, you place a banner ad which links your supporter to one of various e-commerce systems. There they can participate in purchasing anything from books to computer software to luggage. Your organization receives either a percentage of the sale, a commission on the traffic, or both.

The primary advantage of this method is that it requires no administration on your part and so, provides pure profit for you. It works best if your site has a lot of traffic, and your donors are comfortable with e-commerce and marketing.

The most prominent of these companies are igive.com and 4charity.com.

When you list with a donation clearinghouse, such as independentcharities.org and charityweb.com, you provide donors with the opportunity to choose your organization from the list of nonprofits the site serves.

Assume the clearinghouse advertises somewhere to drive traffic to their site so people will give. This way of receiving donations over the Web does have the advantage of needing no administration, and you need not "be present to win." You don't need a Web site to connect with potential donors.

Right now, there are two ways to take donations on your Web site. You can develop an e-commerce system yourself with your own software and customized programming. If you have the expertise and resources (up to $10,000 in set-up costs and a computer specialist on staff), this will allow you complete ownership of the system. You will be able to customize donation options and donation forms and have a seamless system to solicit donations.

For those with more limited resources, there are already established donation systems to which you can link. Those with successful track-records include givetocharity.com and donate.net.

GivetoCharity.com is designed to primarily to take donations. The system is secure, and the form allows your donors to make notes if they wish to specify a purpose for their donation. Donate.net allows you to set up your own donation options. In addition to taking donations, donate.net can sell items, tickets, reports, or e-card greetings designed specifically for your agency.

Each company charges a minimal percentage of the revenue generated, to cover the cost of programming and banking fees. If your organization cultivates your donors and makes your request on your Web site, this method provides the system for you "to walk out with the money."[8]

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8. Eric Miller, "Surfer to Supporter: Fundraising on Your Web Site," *Philanthropy News Online* (26 October 1999).

organization. Visit the Internet Nonprofit Center's Web site (www.nonprofits.org lib/) to learn how to design and build a Web site.

Step 4. Publicize Your Web Site

After creating an attractive, stimulating site that people will want to return to, you must then do everything you can to drive traffic to your site.

1. Put your e-mail and Web site addresses on everything that leaves your office, including letterhead, business cards, correspondence, newsletters, annual reports, press releases, advertising copy, and so on.

2. Make sure your Web site address (or URL, uniform resource locator) is part of your signature on every e-mail you send.

3. E-mail your Web site address to every Web search engine you can find.[9]

4. Incorporate your Web site address into your answering machine message and announce it at speeches, trainings, meetings, etc.

5. E-mail the Webmasters at organizations similar to yours and ask them to link to your site, and offer to reciprocate.

6. Update your site frequently.

7. Announce the launching of—or important changes to—your Web site to your constituents, and send press releases to local print and electronic media and relevant professional associations.

8. Make your Web site interactive: self-scoring quizzes, bulletin boards, opportunities to sign up for your electronic newsletter, and invitations to join your organization are easy to include.

9. List your Web site on relevant Internet news groups, and on electronic bulletin boards.

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9. To register with many search engines with one e-mail, contact: www.submit-it.com.

But Will It Bring In Cash?

It is sometimes hard to know in advance whether your Web site will be used enough to justify its cost. However, looking at the experience of others makes it clear that a Web site can attract and involve people who may not have found your group without it. A case in point is the experience of the Gay, Lesbian, & Straight Education Network (GLSEN), the largest organization of parents, educators, students, and other concerned citizens working to end homophobia in schools from grades K through 12. GLSEN's national field director, John Spear, notes that until last year, his group saw their Web site (www.glsen.org) as more of a frill than a necessity. Updated less than once a month, it was not particularly attractive and consisted mainly of text-only pages. The Webmaster was a volunteer. But a survey showed that three hundred new GLSTEN members—more than 5 percent of the entire organization—had learned about the group from its Web site. The group decided to dedicate more time and energy to the site, and today it gets about 400 visits per day and is updated five times a week. GLSEN has expanded its site to include, among many other features, an on-line bookstore and an on-line conference registration capacity.

Step 5: Train Staff

Giving your staff Internet-equipped computers is the first step, but staff members need training. Having the tools without the training is somewhat akin to receiving a grant to build a facility but not the funds to equip, staff, and operate it. In fact, surveys have shown that lack of training is for many organizations the main barrier to using the Web.

Because Internet technology is constantly developing, this training must be ongoing. Nonprofits must, therefore, take into account the cost of staff and volunteer training if they are to derive maximum benefits from Web fundraising. They should include these costs in any proposals that request funds for purchasing computer equipment or developing a presence on the Web.

While all organizations that engage in fundraising activities on the Internet may not develop new, substantial revenues, any nonprofits that are able to put up a site are likely to benefit from their presence on the Web. An initial goal for Internet fundraising initiatives would be to receive enough contributions to pay for the development and maintenance of the Web site. As security technology develops and people become more accustomed to on-line giving, those contributions will grow.

PTA's Tap Into E-Commerce As a Fund-Raiser for Schools

The workload of thousands of parent volunteers is about to change. In the last year, a number of online versions of scrip sales have emerged. Scrip is a type of gift certificate that has become a fund-raising mainstay for thousands of schools across the U.S.A. Stores sell the certificates at a discount to schools, which then sell them at face value to their supporters.

At Schoolpop (www.schoolpop.com) and Your School Shop (www.yourschoolshop.com), parents use the companies' home pages as portals to national retailers like Amazon.com, J.C. Penney, and Officemax. Each online purchase kicks back a small percentage to the school, and the merchants also pay a small percentage of each purchase to the scrip service. Escrip (www.escripinc.com) also aims to eliminate the hassle of scrip sales by turning them into electronic transactions. With Escrip, participants register their credit and debit cards, and a percentage is sent to a designated charity each time the cards are used at participating businesses.

The merchants that have signed up with Escrip include Budget Rent-a-Car, American Airlines, Payless Shoe Source, and Eddie Bauer. Escrip transfers the rebates electronically to schools, or to charities, and sends each family a detailed list of its monthly purchases, including what percentage of the sales benefited the charity.

Tips

- Don't promise anything on the front end that you can't deliver on the back end. If you have a cyberstore, don't make customers wait six weeks for their product; three days should be the most. When people contribute using a form they downloaded, process the gift and thank them within seventy-two hours.

- Don't let your site stagnate; update and work on it constantly. Simply having a home page that stays the same or has out-of-date information can be more harmful to your group than not using the Web at all.

- Use fundraising on the Web to facilitate and enhance—not replace—your repertoire of fundraising strategies.

Summary Worksheet

for _____

<center>(name of your organization)</center>

Raising Money on the Internet

1. Does you group have an e-mail address?
   _____ yes   _____ no

   If yes, are you able to keep up with the mail you currently receive?

2. Do you have a Web site?
   _____ yes   _____ no

   If yes, are you able to keep it up-to-date (change it or add to it at least once a month?)

3. Do you have a staff member who can devote at least five hours a week to updating the site?
   _____ yes   _____ no

4. How much money can you spend on your Web site? $ _____

   List here the firms you have gotten quotes from on helping you develop a Web site, and summarize what they have offered to do for you.

   Name:
   Quote:
   Proposal Details:

   _____
   _____
   _____

   Name:
   Quote:
   Proposal Details:

   _____
   _____
   _____

   Name:
   Quote:
   Proposal Details:

   _____
   _____
   _____

5. Where might you find money to create and maintain a good Web site?

Foundations: _____

Corporations: _____

Individuals: _____

In-kind: _____

6. If you spend the money needed to create and maintain a good Web site, is there any-thing that won't get done at your organization? Is the trade-off worth it?

_____

_____

_____

_____

_____

_____

_____

_____

_____

Additional Resources

Publications

Abelson, Reed. "Pitfalls for Internet Shoppers with Charitable Bent." *New York Times,* 31 (March 1999). Secs. A, C.

> There has been marked growth in the number of Internet sites that give a portion of proceeds to charity, but charities might not be reaping the benefits. Some sites have encountered computer problems; others have instructions that are too difficult to follow, while some might be scams. Article names several of the sites, and compares their ease of use, disclosure, causes they support, and how the site makes money. GreaterGood.com, 4charity.com, CharityWeb, Igive.com, Mycause.com, and Shop2give.com are among those described.

Abshire, Michael. "To Regulate or Not To Regulate E-Philanthropy Is the Question." *Corporate Philanthropy Report* 15 (January 2000): 11.

> Discusses the possibility of the regulation of Internet fundraising, as well as the taxation of Internet business activities.

Allen, Nick. "Fundraising on the Internet: Using E-Mail and the Web To Acquire and Cultivate Donors." *Grassroots Fundraising Journal* 19 (June 2000): 3–5.

> The author discusses seven ways to raise money on the Internet—and which are working best.

Allen, Nick, Mal Warwick, and Michael Stein, eds. *Fundraising on the Net: Recruiting and Renewing Donors Online.* Berkeley, CA: Strathmoor Press, 1996.

> Focuses on how nonprofits can acquire new donors through the Net. Topics discussed include on-line tools, translating direct mail and telephone fundraising techniques to an electronic medium, fundraising opportunities on-line, and useful Web sites for fundraisers. Includes a glossary of Net-related terms.

Balog, Kathy. "Internet Fundraising: Should Your Organization Do It?" *Volunteer Leadership* (Spring 2000): 34–37.

Barber, Putnam. "Getting Started: Whom Do You Trust?" *Advancing Philanthropy* 8 (May-June 2000): 36–37.

> Barber offers five questions that nonprofits should ask themselves before a substantial investment in Web fundraising.

Bayne, Kim M. *The Internet Marketing Plan: A Practical Handbook for Creating, Implementing and Assessing Your Online Presence.* New York: John Wiley & Sons, 1997, 400 p.

Billitteri, Thomas J. "Technology and Accountability Will Shape the Future of Philanthropy." *Chronicle of Philanthropy* 12 (13 January 2000): 10, 16, 20.

Various observers predict how new technology, including the Internet, will change the daily work of nonprofits and foundations, and their relationships with each other. Leaders will be expected to be smart about the uses of technology for fundraising and management. For charities, donor expectations will increase, the Internet will somewhat replace direct mail and telemarketing for delivery of information, and will make available to a wide public more information about the practices and finances of the nonprofit than ever before. As competition for support increases, more charities may establish for-profit ventures, continuing the commercialization of the sector. Competition will also encourage increased collaborations within the field. For foundations, technology will enhance a greater openness with grantees and contribute to their ability to communicate with each other.

Corson-Finnerty, Adam, and Laura Blanchard. *Fundraising and Friend-Raising on the Web.* Chicago: American Library Association, 1998. viii, 122 p.

Intended for library administrators, but with approaches that will succeed for any nonprofit, book offers advice on such topics as developing and measuring the impact of a Web site; creating donor recognition in cyberspace; delivering your site directly to potential donors on disk or CD-ROM; and fundraising with digital cash. Throughout, provides examples currently on the Web. Includes a CD-ROM disk.

Deulloa, John R. *The Step by Step Guide to Successfully Promoting a Web Site.* Escondida, CA: PromoteOne, 1999, 93 p.

Dickey, Marilyn, and Holly Hall. "The Pitfalls of Mining the Internet." *Chronicle of Philanthropy* (23 September 1999): 29, 32.

Discusses current issues surrounding prospect research on the Internet. Experts remark that although the Internet is making it easier and less expensive to obtain information on potential donors, many charities are not utilizing it as effectively as they could be. The increasing involvement of professional researchers in fundraising efforts and the issue of donor privacy are also discussed.

Dickey, Marilyn, comp. "Internet Sites that Click for Charity Researchers Seeking Donors." *Chronicle of Philanthropy* 11 (23 September 1999): 30–31.

Listing of Web sites useful to fundraisers.

Eckstein, Richard M., ed. *Directory of Computer and High Technology Grants.* 3rd ed. Loxahatchee, FL: Research Grant Guides, 1996. 116 p.

Provides information on more than 500 foundations and corporations that grant funds or donate equipment to nonprofit organizations seeking computers, software, and related technology. Includes four essays: "A Grant Seeker's Guide to the Internet: Revised and Revisited" by Andrew J. Grant and Suzy D. Sonenberg; "Proposal Writing Basics" by

Andrew J. Grant; "Computers and the Nonprofit Organizations" by Jon Rosen; and "Take Nothing for Granted" by Chris Petersen. Indexed by name and subject.

Ensman, Richard G., Jr. "Turn Small Shops Into Big Shops via the Internet." *Fund Raising Management* 28 (June 1997): p. 18–19.
Details myriad ways that smaller nonprofits can utilize the Internet to reach large audiences of potential donors, volunteers, and clients.

Foundation Center. *The Foundation Center's Guide to Grantseeking on the Web,* 2nd ed. New York: The Foundation Center, 2000. xv, 520 p.
A comprehensive manual including an introduction to the World Wide Web; use of Web browsers; how to locate foundation, public charity, corporate giving, and government funding information through the Web; databases, on-line journals, and interactive services of interest to grantseekers; and an in-depth tour of the features of the Foundation Center's Web site. The book also serves as a directory to hundreds of funders that have Web sites; a CD-ROM version is also available which includes live links to all those funders, for those with Web access.

Grobman, Gary M., and Gary B. Grant. *The Non-Profit Internet Handbook.* Harrisburg, PA: White Hat Communications, 1998, 216 p.
Basic work on getting connected to the Internet, why Net applications are useful, and a review of Web sites of interest to nonprofit organizations. Indexed.

Frenza, JP, and Leslie Hoffman. "Fundraising on the Internet: Three Easy Strategies for Nonprofits." *Nonprofit World* 17 (July–August 1999): 10–13.
The suggested strategies are to become a nonprofit beneficiary of one of the "shop for a cause" Web sites; establish a simple but secure Web page with a one-page form for collecting donations; and create an on-line catalog to sell products.

Fuisz, Joseph. "Internet Causes Dramatic Changes in Fund Raising World." *Fund Raising Management* 30 (October 1999): 22–24.
Discusses the impact of the Internet on fundraising, and explores the possibility of partnerships between nonprofits and on-line commercial enterprises.

Greer, Gayle. "Online Fundraising: The Time Is Now." *Fund Raising Management* 30 (August 1999): 26–29.
Encourages nonprofit organizations to utilize the Internet as a fundraising tool and a means of building relationships with donors.

Hair, Dr. Jay D. "Fund Raising on the Internet: Instant Access to a New World of Donors." *Fund Raising Management* 30 (October 1999): 16–18.
Discusses the advantages of having an on-line shopping village attached to a nonprofit organization's Web site.

Hall, Holly. "Making Sure that the Clicks Stick." *Chronicle of Philanthropy* 12 (27 January 2000): 1, 21–23.

Many charities are reaping the rewards of their holiday on-line fundraising efforts. The article describes the approaches used by Toys for Tots, America's Second Harvest, and WNYC Public Radio. Not only have on-line techniques provided quick returns, they have reached new donors.

Hall, Holly. "States Are Split on How To Protect Donors from On-line Fraud." *Chronicle of Philanthropy* 11 (9 September 1999): 31.

Discusses the findings of a new study of charity regulators in the U.S. which reveal that as on-line solicitations grow more popular, state officials are divided regarding the best way of protecting donors from fraud. Also discusses the growing divide between the technological "haves" and "have-nots," and the way that this affects not only individuals, but charities as well. In addition, profiles the efforts of Natasha van Bentum, director of planned giving at Greenpeace Canada in Vancouver, who has designed a new Web site to help charities use the Internet to seek gifts from elderly donors.

Hamilton, Brownie S., ed. *200 Terrific Web Sites for Nonprofit Organizations.* Virginia Beach, VA: Grantsmanship Service, Inc., 1998. xi, 57 p.

Brief descriptions of corporate, government, foundation, and other Web sites of interest to the nonprofit community. Includes search instructions, information about listservs, and an index.

Jamieson, Doug. "Building Relationships in the Networked Age: Some Implications of the Internet for Nonprofit Organizations." *Philanthropist/Le Philanthrope* 15 (January 2000): 23–32.

Discusses the implications of the Internet for Canadian nonprofit organizations.

Johnston, Michael. *The Fund Raiser's Guide to the Internet.* New York: John Wiley & Sons, 1998. xiv, 235 p.

A nontechnical guide to optimizing use of the Net for nonprofit publicity and grantseeking. Includes specific recommendations for design of an effective Web presence, including how to secure on-line donations, interactivity, and copyright issues, Net security, members-only areas, and using listservs. Provides numerous real-life examples. Includes disk. Indexed.

Johnston, Michael. *The Nonprofit Guide to the Internet: How To Survive and Thrive.* 2nd ed. New York: John Wiley & Sons (Nonprofit Law, Finance and Management Series), 1999. xvii, 240 p.

Surveys the hardware and software needed to get on-line and discusses reasons for nonprofits to utilize the Internet. Explores and gives examples of fundraising, and fundraising research, on-line. Explains how to use a Web site for marketing and public relations purposes. Includes a resource list, glossary, and index.

Lake, Howard. *Direct Connection's Guide to Fundraising on the Internet.* London: Aurelain
Information Ltd., 1996. 130 p.

> British guide to fundraising on the Net. Covers such topics as how to get on the Net, Net
> demographics, building a fundraising Web site, and finding fundraising information on the
> Net. Provides a directory of Net resources for fundraisers. Includes a glossary,
> bibliography, and index.

Lipman, Harvy. "Big Charities Have Raised Very Little Online So Far." *Chronicle of
Philanthropy* 12 (15 June 2000): 38.

> Although the American Red Cross has been successful in raising substantial amounts of
> money on-line, a survey by the Chronicle indicates that the charity is the exception rather
> than the rule. Of the 250+ nonprofits that were queried, only about one-third had raised any
> funds through the Internet. A list of the charities that raised more than $100,000 on-line in
> 1999 is given.

Moore, Jennifer, and Grant Williams. "Internet Appeals and the Law: State Charity
Regulators Issue Guidelines on When Charities that Solicit Online Must Register Locally."
Chronicle of Philanthropy 12 (7 September 2000): 21–23.

> Article describes proposed guidelines by the National Association of State Charity
> Officials (NASCO) on the monitoring of on-line fundraising appeals. The conditions under
> which nonprofits and fundraisers must file registration forms with states when asking for
> donations on the Internet or by e-mail are outlined.

Mudd, Mollie, ed. *The Grantseeker's Handbook of Essential Internet Sites.* 4th ed.
Gaithersburg, MD: Aspen Publishers, 2000. xi, 243 p.

> Contains descriptions of more than 750 Internet sites of interest to grantseekers. Each
> description includes the resource's address and login or subscription instructions where
> applicable. Sites are arranged in the following categories: corporations, foundations and
> associations, government, research, and resources. Includes indexes by site name, and by
> major giving category for corporations and foundations.

Pulawski, Christina A. "The Effects of Technological Advances on the Ethics of Gathering
Information in Support of Fundraising." *New Directions for Philanthropic Fundraising* 25
(Fall 1999): 69–79.

Reis, George R. "Fund Raising on the Web: Why Having a Dot-Org Web Site Isn't Enough."
Fund Raising Management. 30 (January 2000): 22–24, 26–27.

> Profiles WeGo.com, a Palo Alto company whose mission is to help nonprofit organizations
> create or expand their Web sites, and use their Web sites to increase their effectiveness in
> terms of involving their members and engaging prospective donors. The company provides
> its services to nonprofits free of charge.

Roufa, Mike. "Can Nonprofits Really Raise Money on the Internet?" *Nonprofit World* 17 (May–June 1999): 10–12.
    Article explains what e-commerce is and how nonprofit organizations are using the Internet to raise funds.

Sellers, Don. *Getting Hits: The Definitive Guide to Promoting Your Website.* Berkeley, CA: Peachpit Press. 1997, 200 p.
    Begins with an overview of what resources you can use to build up the number of hits, or visits, to your Web site. First covers search engines and how they work, providing tips on how to get your site in the higher rankings on search engine lists and how to get listed with the top search engines, such as Yahoo!, AltaVista, and Excite. Then moves on to discuss links, showing how setting up hundreds of links can increase traffic to your site but noting that a few high-quality links can also make vast improvements in the number of hits. Sellers' lessons on "netiquette" in newsgroups and mailing lists are helpful for newcomers to these areas of the Web.

Stanek, William. *Increase Your Web Traffic In a Weekend,* rev. ed. Roseville, CA: Prima Publishers, 1998, 368 p.

Sonnereich, Wes, and Tim MacInta. *Web Developer.Com Guide to Search Engines.* New York: John Wiley & Sons, 1998, 456 p.

Tillman, Hope N., ed. *Internet Tools of the Profession: A Guide for Information Professionals.* 2nd ed. Washington, DC: Special Libraries Association, 1997, 249 p.

Zeff, Robbin Lee. *The Nonprofit Guide to the Internet.* New York: John Wiley & Sons (Nonprofit Law, Finance, and Management Series), 1996. xxii, 250 p.
    Surveys the hardware and software needed to get on-line. Includes bibliography, glossary, and directory of nonprofit-related Web sites and addresses.

Internet

This list cannot be exhaustive, but many of these sites contain excellent link libraries that will lead you to other useful sites.

Benton's Best Practices Toolkit (www.benton.org/Practice/Toolkit)
    Benton's Best Practices Toolkit provides "tools to help nonprofits make effective use of communications and information technologies." Site has a comprehensive list of links to on-line resources, including items about technology, funding, and basic communications issues.

CharityChannel (www.charitychannel.com/forums/)
    The American Philanthropy Review maintains this site on which approximately twenty discussion forums may be joined or searched. These forums, or e-mail discussion lists,

cover topics ranging across the fundraising field (capital campaigns, special events, board development, software, etc.). As an example of how the list system works, someone wrote to one of the forums on the site asking about how corporate sponsorship works. Responses came from as far away as California and Italy, from other members of the list who wished to share their perspectives. Some responses offered other Web sites and discussion groups as additional resources that could be checked.

Charity Village (www.charityvillage.com)
A major Canadian site for the nonprofit sector, featuring an extensive list of useful links. The site is distinguished by a particularly outstanding collection of links to e-mail discussion lists, mostly American, but many Canadian as well, and with international participation. The lists are a form of discussion and exchange; it is possible to review the archives to find discussion on many topics of interest written by members, who tend to be practitioners in the field. The lists frequently include embedded links to other relevant resources.

The Chronicle of Philanthropy (www.philanthropy.com)
A key Net resource for nonprofits focusing on significant news, trends, and legal issues related to nonprofits in the areas of fundraising, governance, and Web resources.

Communications Catalyst (www.catalystcommunications.com/)
Communication Catalyst's mission is "to assist the nonprofit community in using the full resources of the 'information superhighway." There are three main activities: 1) track federal government and other information about communications grants and policy; 2) distribute the information widely; and 3) provide technical assistance to nonprofits in developing, managing, and evaluating model projects involving the information superhighway.

The Foundation Center (www.fdncenter.org)
This site, accurately called "your gateway to philanthropy on the World Wide Web," contains a wealth of information, publications, resources, and links, including those to grantmakers on the Web. It also includes *Philanthropy News Digest,* the longest running on-line news service concerning philanthropy, with a searchable archive going back to 1995. At the site you can subscribe to a number of services, including e-mail bulletins of news and job opportunities. You can also search a number of free and fee-based databases of foundation funding prospects.

Fund-Raising.com (www.fund-raising.com)
A fundraising service of the American Philanthropy Review with excellent articles and links.

Fundraising Online (www.fundraisingonline.com)
Provided by Mal Warwick & Associates, a fundraising company in Berkeley, California, this site shows nonprofits how to use e-mail and the Net in fundraising.

Give to Charity (www.givetocharity.com)
The largest on-line donation processor. Site describes its secure on-line donation service, which enables organizations to accept donations via the Internet.

Impact Online (www.impactonline.org)
An excellent starting point for nonprofit organizations seeking to establish a Web presence or hoping to use the Web to increase their resources. Addresses a number of relevant topics related to nonprofits and the Internet, ranging from how to obtain free Internet access to how to use the Internet to promote volunteerism at your nonprofit organization. The VirtualVolunteering section provides examples of how to use the Internet to mobilize volunteers for your organization.

Internet Alliance (www.internalliance.org)
Internet Alliance is a "leading association devoted to promoting and developing on-line and Internet services worldwide." The site, which provides useful standards and a guide to public policy issues related to the Internet, could help a nonprofit frame answers to ethical questions it has about marketing itself or spreading its message via the Internet.

Internet Nonprofit Center (www.nonprofits.org)
Extensive information, resources, and advice on all areas of nonprofit practice. Take some time to explore this site, in particular, the part of the extensive Nonprofit FAQ section regarding Internet use.

Internet Prospector (www.internet-prospector.org)
Provides the current and back issues of the Internet Prospector, a free monthly electronic newsletter that offers news, advice, and links to Web sites that help fundraisers "mine" the Net for information about foundations, corporations, and individuals in the United States and abroad. To receive the newsletter via e-mail, send a blank e-mail message to chlowe@uci.edu. In the subject field, type "Subscribe Net Prospector."

The Management Center (www.tmcenter.org)
Set up to support nonprofit organizations in northern California, the Management Center maintains an extensive set of very useful links of interest to nonprofit organizations regardless of their location. The site contains a nonprofit library divided into technology, advocacy, and fundraising resources; with annotated links to sites that provide technical information, services, and library resources to nonprofit organizations. Links range from the National Society of Fund Raising Executives to Independent Sector and the Nonprofit Tech library.

On-Line Directories

People and Businesses

555-1212 Searcher (www.555-1212.com)
   Find e-mail addresses, telephone numbers, area codes, etc. Includes reverse directory.

AnyWho at AT&T (www.anywho.com)
   Yellow and white pages.

FirstWorldWide.com World Yellow Pages (www.worldyellowpages.com)
   Business searches.

Infobel (www.infobel.com/)
   Many international telephone directories.

Infospace (www.infospace.com)
   Searches for people, companies, and more.

Internet Address Finder (www.iaf.net)
   Finds people and businesses.

Switchboard (www.switchboard.com)
   Finds people and businesses.

TelDir (www.teldir.com)
   Index of on-line yellow and white page international directories.

True Yellow Pages (www.trueyellow.com)
   Business listings.

Where2go (www.where2go.com)
   Business searcher.

WhoWhere at Lycos(www.whowhere.lycos.com)
   Finds people, businesses, telephones numbers, e-mail addresses, etc.

Yahoo! (www.people.yahoo.com)
   People searcher.

FAQs and Listservs CataList (www.lsoft.com/lists/listref.html)
   Catalog of LISTSERV lists at L-Soft International, Inc.

Deja.com (www.deja.com)
   Searches for Usenet articles by topic; can also search posters.

FAQs for Usenet Newsgroups at Ohio State University
(www.cis.ohio-state.edu/hypertext/faq/usenet/FAQ-List.html)
List of Lists at Impulse

www.webcom.com/impulse/list.html
A "one-stop information resource about e-mail discussion groups or 'lists,' as they are
sometimes called."

Publicly Accessible Mailing Lists (paml.alastra.com/)
Internet mailing list directory served by NeoSoft.

Other Resources and Lists of Resources

Argus Clearinghouse (www.clearinghouse.net)
Contains many subjects in document categories with extensive resources. Can be searched.

December, John (www.december.com/cmc/info/index.html)
Computer-mediated communication articles and other internet-related information.

Kovacs, Diane (www.n2h2.com/KOVACS)
A directory of scholarly and professional e-conferences; discussion lists, newsgroups,
mailing lists, interactive Web chat groups, etc.