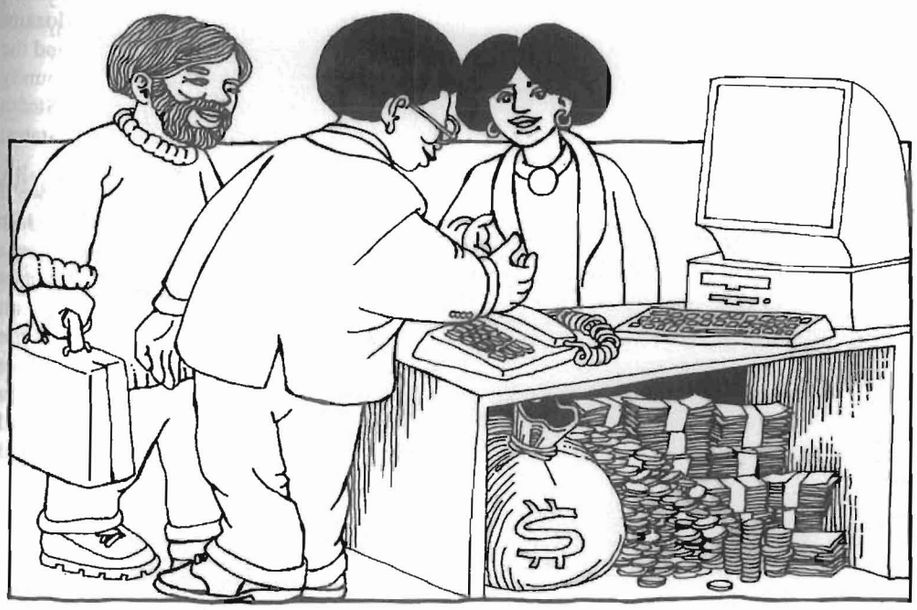
Chapter 15

Approaching Foundations for Support

In today's world, everything concerns everyone. — Vaclav Havel

Foundation giving is both the best-known and the least understood source of funding. While the word "foundation" conjures up the names of some of the world's most prominent families—Rockefeller, Ford, Laidlaw, Bronfman, and Tata, to name just a few—in fact, most foundations are smaller family foundations with names that are rarely so well known.

In the U.S., foundations are nonprofit organizations that have been established expressly to support charitable efforts, as defined by the Internal Revenue Service of the U.S. government. In most cases, their support is made through grants to nonprofit organizations. Foundations represent the philanthropic interests of their founders and the interests of their founders' appointees,



who serve as stewards of the foundation's assets. Most foundations outlive their creators, and so their wishes are likely to be interpreted, amplified, enlarged, and perhaps even changed by the trustees who stand as guardians. The founding mission of some foundations, however, still serves them well. For example, the James Irvine Foundation in California was established in 1937 as a charitable trust of James Irvine, a California agricultural pioneer, "to promote the general welfare of the people of California." It is dedicated to "enhancing the social, economic, and physical quality of life throughout California, and to enriching the state's intellectual and cultural environment." That mission statement applies as much today as when the foundation's trustees originally adopted it more than six decades ago.

Foundations may adjust their priorities to meet society's changing structure and needs. For instance, there are many foundations whose purpose is funding programs to improve the life of children. Foundations established during the early decades of the twentieth century frequently funded orphanages for children without parents, or children whose parents could not take care of them. Today, few children are without someone to care for them, and with appropriate community support, most children can remain with their family or be placed with another. Consequently, foundations that used to fund orphanages now support children's centers, parent effectiveness training programs, foster care placement, community education, and so on.

Another example of foundations addressing changing needs is found in the technology field; many proposals are funded today for the purchase of computers, or system upgrades. These items did not exist and could hardly have been imagined by the donors who, many years ago, endowed the foundations now contributing to the acquisition of this technology.

Foundations exist in most northern countries, and their numbers are growing in southern countries as well. Today there are foundations in countries as diverse as Mozambique (Mozambique Foundation for Community Development), India (India Foundation for the Arts and the National Foundation for India), Colombia (Corona Foundation), Kenya (Kenya Community Development Foundation), Nigeria (Obafemi Awolowo Foundation), and Poland (the Stefan Batory Foundation). The most visible, however, are the private foundations in the United States; this chapter focuses primarily on these.

Support from foundations can be an important part of a nonprofit's funding mix, and, as we'll discuss in the following section, can provide benefits well beyond the actual money received. Additionally, preparing a proposal for submission to a foundation affords an organization's board and managers a valuable opportunity for self-assessment. When describing its programs and their anticipated impact, listing board members and their qualifications, and reporting on finances and fundraising, an organization is brought face-to-face with its performance. If the organization has been thoughtful and diligent, the process of drafting a proposal will reflect its mastery of the nonprofit basics outlined in Section 1 of this book. Writing a proposal also can reveal gaps that need to be addressed for an organization to be effective. This chapter will explain what foundations are, how they operate, which organizations receive their grants, and how they may best be approached to secure funding.

What Are the Advantages of Raising Support from Foundations?

1. Foundations are the only institutions in the world whose mission is to give away money (except for operating foundations, which conduct programs consistent with their own purpose and IRS requirements). Foundations not only want to give away money, but are required to do so if they wish to maintain their tax-exempt status.
2. Foundations tend to give big chunks of money at one time. While $5,000 might represent a large gift from an individual or a business, it is a relatively small grant from a foundation.
3. In the United States, information on foundations is readily available to almost everyone. Foundations must disclose how much they give, to whom they give, who is on their board, and what their assets are. In addition, many foundations (particularly the larger ones) publish guidelines and annual reports that describe their interests, tell when proposals are due, and explain how best to apply. Grantseekers can find much of this information in any number of specialized directories as well as on the World Wide Web, where increasing numbers of foundations maintain home pages.
4. Foundations confer credibility. Individuals—who account for the vast majority of charitable contributions—are often persuaded to make a donation in part because they see that an organization has received foundation support. Foundation funding is like the Good Housekeeping Seal of Approval, and one foundation grant tends to lead to another as well as to gifts from individuals and corporations.

What Are the Disadvantages of Raising Support from Foundations?

1. The very accessibility of foundations makes competition for their limited funding extremely intense. At best, only one out of about 10 to 15 of all grant proposals are funded, and many only partially.
2. It can often take a foundation six months from the time a proposal is submitted to reach a decision.
3. It is extremely rare for a foundation to continue funding an organization beyond three or four years, at which time the organization may have to develop a new program in order to reapply for additional funding, or look to other sources for support.
4. Many nonprofits inadvertently develop projects solely to secure foundation funding. Their case statement becomes, "What do you fund? We can do that." They move away from their original purpose.

5. Grant money may be applied only to the program described in the proposal. Administrative expenses indirectly related to running the program (such as office rental, phone bills, and seeking more funding) must be met elsewhere, either from other funding sources or from foundation grants called "general support grants." An exception would be those indirect costs that are specified in the proposal budget, usually as a percentage of overall costs. Understandably, foundations are fairly strict about how their money is spent.

An Overview of Foundation Giving

The origins of foundations go back to countries like Turkey, where foundations have flourished for close to a thousand years. However, the roots of the modern private foundation can be traced to the Statute of Charitable Uses, enacted in 1601 by the English parliament under the reign of Queen Elizabeth. In England during the 1600s, people of means set aside assets dedicated to supporting a designated institution, such as a school, an orphanage, or a museum, or for more specific purposes, such as the assistance of elderly widows. Foundations were usually established by a benefactor and his or her family, who decided to leave a specified sum of money to be administered by a designated group of trustees for set purposes. Benjamin Franklin, Stephen Girard, and Peter Cooper established such trust funds in the early days of the United States. At the beginning of the twentieth century, Andrew Carnegie and John D. Rockefeller created the prototype of the modern foundation in the United States, as J. R. Tata did in India.

Today the term "foundation"—or "trust," "corporation," "fund," or "charity"—is used to describe a variety of charitable institutions, most of which lend support to nonprofit organizations through grants. Most foundations are endowed; in other words, their benefactors' gifts were large enough to make grantmaking possible over an extended number of years by expending accrued interest only. A *family foundation* is a trust established by one donor or family. *Community foundations* administer a number of individual charitable trust funds set up by different donors; they make most of their grants in geographically defined areas. Some corporations choose to create *corporate foundations* to administer their charitable contributions. Finally there are *public charities*, nonprofit organizations that raise funds each year from individuals and other sources, some of which distribute this money in the form of grants. Note that public charities technically aren't foundations, at least according to IRS regulations. In fact, even community foundations, which manage funds established by many donors, are technically public charities. However, because their primary activity *is* grantmaking, they have long been viewed as part of the foundation universe.

Private foundations receive distinct tax advantages that influence the extent of their benevolence. In return for these advantages, the U.S. government has set requirements for the percentage of money that foundations must distribute in grants each year; since 1986, the rate has been set as the amount equal to 5 percent of the assets of the foundation. While most foundations distribute 5 percent, some occasionally give more.

UPDATE In a survey of 450 U.S. foundations, including the 50 largest independent and 25 largest community foundations, *Giving USA* reported that non-corporate foundations expended

Public Charities and Private Foundations

The Foundation Center defines a private foundation as a nongovernmental nonprofit organization having a principal fund managed by its own trustees or directors, which maintains or aids charitable, educational, religious, or other activities serving the public good, primarily through the making of grants to other nonprofit organizations.

To understand what a private foundation is, it helps to understand what it is *not*. Every U.S. and foreign charity that qualifies under Section 501(c)(3) of the Internal Revenue Service Code as tax-exempt is a "private foundation" unless it demonstrates to the IRS that it falls into another category. Broadly speaking, organizations that are *not* private foundations are public charities as described in Section 509(a) of the Internal Revenue Service Code. Public charities generally derive their funding or support primarily from the general public, receiving grants from individuals, government, and private foundations. Although some public charities engage in grantmaking activities, most conduct direct service or other tax-exempt activities. A private foundation, on the other hand, usually derives its principal fund from a single source, such as an individual, family, or corporation, and more often than not is a grantmaker. A private foundation does not solicit funds from the public.

$19.81 billion in 1999—10.4 percent of the estimated total giving in the United States from all sources ($190.16 billion). The report points out that, "With the exception of 1994, foundation giving grew well ahead of inflation. Over each of the past four years, foundation grantmaking grew by double-digit amounts and even when adjusted for inflation."[1]

Large foundations such as Ford, W.K. Kellogg, Andrew W. Mellon, Carnegie, Hewlett, Rockefeller, and MacArthur have taken the lead in exploring new international initiatives. Together, as of 1990, these seven comprised more than 70 percent of all international grantmaking by U.S. foundations. In the last decade, U.S. grantmaking for international programs has markedly increased, although as a proportion of total grantmaking, it remained modest.[2]

1. Ann Kaplan, ed., *Giving USA: The Annual Report on Philanthropy for the Year 1999* (New York: American Association of Fund-Raising Counsel, 2000).
2. Loren Renz and Josefina Samson-Atienza, *International Grantmaking: A Report on U.S. Foundation Trends* (New York: The Foundation Center, 1997).

General Characteristics of Four Types of Foundations

Foundation Type	Description	Source of Funds	Decision-making Activity	Grantmaking Requirements	Reporting
Independent foundation	An independent grant making organization established to aid, social, educational, religious, or other charitable activities.	Endowment generally derived from a single source such as an individual, a family, or a group of individuals. Contributions to endowment limited as to tax deductibility.	Decisions may be made by donor or members of the donor's family; by an independent board of directors or trustees; or by a bank or trust officer acting on the donor's behalf.	Broad discretionary giving allowed but may have specific guidelines and give only in a few specific fields. About 70% limit their giving to local area.	Annual information returns (Form 990-PF) filed with IRS must be made available to public. A small percentage issue separately printed annual reports.
Company-Sponsored Foundation	Legally an independent grantmaking organization with close ties to the corporation providing funds.	Endowment and annual contributions from a profit-making corporation. May maintain small endowment and pay out most of contributions received annually in grants, or may maintain endowment to cover contributions in years when corporate profits are down.	Decisions made by board of directors often composed of corporate officials, but which may include individuals with no corporate affiliation. Decisions may also be made by local company officials.	Giving tends to be in fields related to corporate activities or in communities where corporation operates. Usually gives more grants but in smaller dollar amounts than independent foundations.	Same as above
Operating foundation	An organization that uses its resources to conduct research or provide a direct service.	Endowment usually provided from a single source, but eligible for maximum deductible contributions from public.	Decisions generally made by independent board of directors	Makes few, if any, grants. Grants generally related directly to the foundation's program.	Same as above
Community foundation	A publicly sponsored organization that makes grants for social, educational, religious, or other charitable purposes in a specific community or region.	Contributions received from many donors. Usually eligible for maximum tax deductible contributions from public.	Decisions made by board of directors representing the diversity of the community.	Grants generally limited to charitable organizations in local community.	IRS Form 990 tax returns available to public. Many publish full guidelines or annual reports.

Source: David Jacobs and Melissa Lunn, eds., *The Foundation Directory, 2000 Edition* (New York: The Foundation Center, 2000).

Foundations usually make their contributions in the form of grants of money. Grants are given out for a variety of purposes. Considering the diversity of U S. foundations and their distinctive individual characters, it is difficult and perhaps even misleading to categorize grants, but we will attempt to differentiate the major types.

1. *General support grants* support the general work and goals of the organization, as outlined in its proposal and accompanying materials. For obvious reasons, general support grants are desirable, but many foundations are less inclined to make grants of this nature, choosing instead to award funds for specific programs or projects. Grantseekers can strengthen their case for general support by including in their proposals a self-assessment component, which signals to grantmakers that the impact of their grant can be evaluated.

2. *Program grants* underwrite a particular endeavor or project that is of value to an organization's constituency and advances its mission. For example, a school might request support to develop a new math curriculum, or a horticultural society might seek funds to train at-risk youth in urban gardening. In both instances, the program or project is specific and concrete, and its success can be measured.

   In making program grants, foundations might provide seed money—support for new, experimental, or innovative projects that need initial underwriting to get off the ground, test their wings, and establish themselves sufficiently to attract ongoing support from other sources, such as the government or the public. These projects are sometimes described as "pilot programs," or "demonstration projects," because they are designed and implemented as models for replication on a larger scale once they are evaluated. Sometimes an existing foundation supporter might consider awarding a planning grant to help an organization engage in research and development to determine how best to implement the project.

3. *Capital grants* are earmarked for "capital" purposes—for example, renovating or acquiring a building, or purchasing equipment such as computers and software, or elevators, ramps, and special doorframes that provide wheelchair access.

4. *Challenge (or matching) grants* are contingent upon an organization securing funds from other sources. If, for example, an arts organization needs $100,000 to secure a building in which to conduct its classes, a foundation may make a grant of $50,000 provided that the grantee can raise another $50,000 from other sources. The funder's intent in making a "soft" challenge is to encourage the grantee to actively seek out the required matching funds, but the funder is committed to awarding the initial sum in any event. A "hard" challenge means that the grant will become available only if—and when—matching funds have been raised.

In addition to grantmaking, some foundations make *program-related investments* (PRIs): investments of some of their assets directly in nonprofit enterprises with the intent that the funds will be returned at some point. PRIs were pioneered by the Ford Foundation, still the leading PRI provider. They are low- or no-interest loans in such fields as community development, minority business development, rural cooperatives, low-income housing, education, and the arts.

Many of the larger foundations publish annual reports listing their past grantees and specific areas of interest, as well as brochures that outline their application procedures. These are mailed out upon request at no charge, but foundations are not required to do so. However, all United States private foundations are required to file a specific annual tax return with the Internal Revenue Service (Form 990-PF).

Publicly Available Tax Returns

Since 1987, the IRS has required that public charities and private foundations make both their annual tax forms (Form 990 for public charities and Form 990-PF for private foundations) and exemption applications (Form 1023) available to any person who requests that information. All charities must make their 990 or 990-PF forms available in such a way as to make sure they are, in IRS parlance, "widely available": (1) interested parties can examine the materials at the charity's office; (2) the charity must respond to written requests for photocopies of the materials, which can then be mailed or picked up; (3) the charity can post the information on the Internet.

How Do Foundations Operate?

Foundations of sufficient size and scope employ professional staff to provide information on the foundation's interests and procedures, screen potential grantees, assist them in the application process, make recommendations for action to the governing body, and carry out other duties on its behalf. If the foundation is relatively small, these duties may be carried out by the lawyer who handles the foundation's business, or they may not be carried out at all. Applicants tend to gain a better understanding of a foundation's interests and priorities when there is a professional staff.

Grantmaking decisions are usually made by a foundation's board of trustees, or by a distribution committee whose members are designated by the board. When there is a professional staff, in most cases staff members make recommendations for action to the governing body. The board might meet as frequently as once a month or as rarely as once a year to select grant recipients and set general policy regarding the areas of interest of a foundation. These governing bodies usually make the final decisions on grant awards, but some foundations empower their staff to make a limited number of discretionary grants, which are not subject to the approval of a board of trustees or distribution committee. Discretionary grants are usually smaller than the average grants the foundation awards.

Foundations make grants ranging from $100 to more than $1,000,000 and, occasionally, many millions of dollars. Reviewing data on a foundation will reveal the dollar range of grants it makes. Sometimes foundations provide smaller amounts than the grantee has requested, in which case the grantees may then have to secure grants from other foundations, or supplement the grants with revenues from other sources. In fact, when reviewing a project that requires amounts greater than they can offer, or which they do not wish to fund entirely, foundations will generally examine the proposal for evidence of an organization's plans and ability to raise the additional funds needed to fully underwrite the project.

As part of their decision-making process, some foundations initiate personal contact with prospective grantees by mail, telephone, or visits at the organization's offices or at their own. Others may decide without having any contact at all. The presence of professional staff is one indicator that a foundation generally desires some personal contact with an organization during its decision-making process. If the foundation is seriously considering your request, you can expect to meet with one of its representatives to discuss your proposal in greater detail. A foundation staff member may also arrange a "site visit" to gauge in person the capabilities of your organization and your staff.

In many cases, a foundation may receive more qualified requests than it can fund; even the most targeted, deserving request may be rejected for reasons wholly unrelated to its value, or to the merits of the organization submitting it. And as mentioned, a foundation may not even initially provide the applicant with an explanation of the rejection; frustrated applicants can write or phone to request an explanation. The answer will help the grantee whose activity *does* fall within the foundation's concerns to determine whether their prospects for receiving support will improve in the future. This is part of all fundraising. Don't be discouraged—persevere.

Deciding Whether To Approach Foundations for Support

In making this decision, consider these questions: Are you prepared to do the work outlined in the following steps? Can you take the time to write proposals and undertake the necessary research? If not, are volunteers available who would be willing to undertake these tasks?

Be honest with yourself when you answer these questions. Success in winning grants requires careful research, thorough program planning, and conscientious approaches to funders. Typically understaffed and overworked, nonprofit managers may be tempted to skip certain stages in researching and writing a proposal. Unfortunately, there are few ways to cut corners without compromising the quality of your work, and it is wise to wait before approaching foundations if you do not have adequate time and resources.

The good news is that, over time, your skills will develop and expand. You will find that less and less time is required to write solid proposals, and that research will come more easily as your knowledge grows, as you regularly review foundation annual reports, and as you become more aware of their activities through publications and Internet resources. Finally, you will learn to resist the temptation of approaching foundations when you discover that your programs do not fall squarely within their interests, or when your minimum budget exceeds their stated maximum gift.

Securing a Foundation Grant

Step 1. Ready Your Organization

As presented in Section 1 of this book, organizations must complete certain tasks to raise funds successfully. These tasks take on added importance when you are approaching foundations for support. The prospective grantee must: (1) have a clearly articulated vision and mission; (2) be

incorporated and granted tax-exempt status by the IRS, or operate under the aegis of a 501(c)(3) organization; (3) have a functioning board of directors; (4) have a program plan; and (5) have operating budgets for the organization and for those programs for which they are seeking support. These accomplishments should, of course, precede any fundraising activity.

Step 2. Frame Your Needs as Opportunities for Prospective Foundation Supporters

Some foundations, particularly those without staffs, will consider requests for general support, but most award grants for specific projects and programs. The applicant must therefore determine which of its current or projected efforts might be most attractive to prospective foundation supporters. Think in terms of how your program will advance the work of the foundation in achieving its own stated program goals.

A successful proposal will describe in some detail how an organization's activities accomplish a specific set of objectives that are consistent with its mission. Remember that you need to present a funder with more than an idea—even a good idea. You need to present a plan of action that describes precisely how you intend to implement that idea. You also need to demonstrate why your organization and program are needed. What societal problems or opportunities are you addressing? What are the merits of your proposed solutions? Why are you particularly qualified to carry out the program for which you are requesting funds?

By thinking as concretely as possible in terms of potential outcomes, you will be better able to demonstrate to potential funders the importance of your programs. At the same time, you will be developing a valuable program plan for your organization. Use the following worksheet to list your current and projected activities that are, or could be, candidates for foundation funding.

Worksheet

Name of Organization: _____

Date: _____

1. Current Programs and Projects
   a. _____
   b. _____
   c. _____
   d. _____
   e. _____
   f. _____
   g. _____
2. Projected Programs and Projects
   a. _____
   b. _____
   c. _____
   d. _____
   e. _____
   f. _____

Step 3: Rank Your Programs for Possible Submission to Foundation Prospects

Next identify those programs on your list that may be of most interest to prospective foundations. Develop your own list of criteria to help you make this decision, or adopt the following list.

1. *Compatibility with mission.* Is this program consistent with your group's current stated vision and mission, or would its undertaking take your organization in a different direction?
2. *Drawn from acknowledged expertise.* Does the program flow from your organization's experience and expertise, does it require skills or personnel not currently available from within the organization?
3. *Achievability.* If you do secure the needed financial resources, will you be able to accomplish the results that you are promising within a reasonable period of time?
4. *Topicality.* Is the problem or opportunity you are addressing perceived as significant by the public, as evidenced within the last year by media coverage, legislation, speeches by civic leaders, or by some other external indices?
5. *Documentation.* Can you document the seriousness of the problem or opportunity addressed by your project?
6. *Reputation.* Are there other nonprofit organizations that have also established a reputation in this area? Are they more credible than your own or less?
7. *Rationale for foundation support.* Can you illustrate why foundations, rather than other sources of support, would be the most appropriate for this project?

Your answers to the preceding questions will help you decide whether proposals to fund your programs are ready to be submitted to foundations or require further development. If the thrust and intention of the project do not flow from your mission, a funder may question your proposal. If the foundation staffers reading your proposal are not aware of the importance of the issue you are addressing, they may not view it with the same urgency that you do, or they may view agencies other than yours as better vehicles to address it. You, the grantseeker, must consider these factors carefully in advance, and address them directly in your written and oral presentations to prospective funders.

Step 4. Research Likely Prospects

Once you have developed your program(s) and decided that foundations are the most appropriate source of financial support, develop a list of prospects whose interests most closely approximate your own. Not long ago, grantseekers would mail out blanket requests for general support to any foundation they had heard about—the shot-in-the-dark approach. This method would occasionally net a grant, but most grantseekers obtained nothing for their efforts and became discouraged in their search for foundation support.

The real problem with this broadside approach is that it makes life harder for everyone. Foundation staff must spend substantial time reading and rejecting proposals that never had any

chance of success; as a result, more and more foundations are adding to their informational materials the dreaded phrase "grants to pre-selected organizations only—unsolicited applications not accepted." As Andy Robinson, one of the most successful grantseekers in the environmental movement says, "If you choose to be lazy or greedy by sending out proposals at random, you mess things up for everyone." Ellen Furnari, director of the grants program at the Ben and Jerry's Foundation, says, "60 to 70 percent of the proposals we receive don't fit our guidelines, and 50 percent miss by a wide margin. We respond to all submissions graciously, but it costs substantial staff time to reject all the proposals that should not have been sent to us in the first place. We try to limit our administrative costs to 10 percent of our budget but a lot of our time is absorbed in saying 'no'."

Grantseekers should therefore target recipients of their proposals as precisely as possible. This is not to suggest that programs should be tailored to a given foundation's interests by distorting them into something they are not; such an effort will not only prove fruitless but will in the long run reflect poorly on your organization. How, then, do you use your limited time and resources most effectively in identifying the most appropriate foundations? First and foremost, do your research.

Fortunately, the United States has an excellent resource of foundation information: the Foundation Center. The Foundation Center has libraries of resources on all aspects of fundraising, a publishing arm that produces reference works and research guides on foundations, and an excellent Web site (www.fdncenter.org) that, in addition to a wealth of other information, provides access to searchable databases of foundation and grant information. The Foundation Center's most comprehensive resource is *FC Search,* the Center's exclusive database of foundation and corporate grantmakers in a fully searchable CD-ROM format. It contains data the Center has published in its principal reference works: *The Foundation Directory*; *The Foundation Directory, Part 2*; *The Foundation Directory Supplement*; the *Guide to U.S. Foundations, Their Trustees, Officers, and Donors*; the *National Directory of Corporate Giving*; and *The Foundation Grants Index. FC Search* can be purchased from the Foundation Center, or accessed at more than two hundred locations around the country. (See Appendix C for a list of these.)

The *FC Search* CD-ROM offers grantseekers many search criteria for researching profiles of more than fifty thousand U.S. foundations, corporate givers, and community foundations and other public charities. It reduces the time needed to target prospective funders from hours, or days, to seconds. From *FC Search* users with Internet access can link directly to the Web sites of approximately fifteen hundred grantmakers. In addition, *FC Search* includes the names and foundation affiliations of more than two hundred thousand trustees, officers, and donors who make the funding decisions at these institutions. It also describes some two hundred thousand foundation grants reported in recent years.

Grantseekers and fundraisers of all kinds can visit the Foundation Center's field office libraries in New York, Washington, D.C., Cleveland, Atlanta, or San Francisco, and nearly everyone can access all their resources at its cooperating collections at more than two hundred locations throughout the country. In addition, several of their publications are available in the reference section of almost any public or university library in the United States. If you aren't located near one of these facilities, you can accomplish a tremendous amount using the Foundation Center's Web site (www.fdncenter.org).

Whether at the Foundation Center, a reference library, or the Center's Web site, grantseekers may become overwhelmed. Here is a simple way to do research and identify the foundations that may be interested in your work.

The easiest reference to start with is *The Foundation Directory*, whether using the print version, the CD-ROM version, or the searchable online version available by subscription from the Foundation Center's Web site (www.fdncenter.org). Look through the indexes and find the various descriptions that most closely match what you are trying to do. Indexes in *Foundation Directory* reference works include foundation and trustee names, fields of interest (subject areas), geographic location, types of support, types of recipient organization, and population group served.

Your goal is to narrow the list of foundations that might be interested in your work by considering all the categories within which your program might fall. The Foundation Center also publishes specialized guides and, depending on your program area, you may find that the Center has done a lot of research for you. A number of Center publications list grantmakers and the grants they have made in particular subject areas.

Narrow your list of foundations down to fifty, then write to them for a copy of their annual report and grant guidelines. Some of these reports may be available at a Foundation Center field office library or cooperating collection, or groups similar to yours may have them. Also, a growing number of foundations in the United States now have Web sites containing their latest information.

However you obtain information on a foundation, read it carefully. By noting the size of grants they make and the types of organization and programs they fund, you will be able to cut your list in half. With your list narrowed down to the best prospects, ask other organizations similar to yours if they have information on approaching these foundations. Above all else, *follow the directions* provided in the foundation's guidelines. If they ask for a letter of inquiry first, send one—do not call. If they suggest calling first, call first—don't write. If they will not accept a proposal longer than five pages, don't send six. Don't give the foundation an excuse to not read your proposal, and don't give them a reason to think your group cannot even follow simple directions. Seemingly unimportant procedural steps can, if not followed to the letter, provide a foundation with the basis for rejecting your proposal without further consideration.

The following worksheet will help you list your prospects. As you identify foundations that appear to be good prospects, place them in the appropriate section of the worksheet. On the basis of your information gathering and research, you should be able to assess those programs and projects that may be of interest to foundations, and to identify which foundations those might be.

Foundation Prospect Worksheet

Local Foundations

1. Community Foundation: _____
2. Family Foundations (staffed; annual report available)
   a. _____
   b. _____
   c. _____
   d. _____
3. Corporate Foundations
   a. _____
   b. _____
   c. _____
   d. _____
4. Unstaffed Foundations
   a. _____
   b. _____
   c. _____
   d. _____

National Foundations

5. Large National Foundations (i.e., assets over $100,000,000)
   a. _____
   b. _____
   c. _____
   d. _____
6. Smaller Foundations
   a. _____
   b. _____
   c. _____
   d. _____

Step 5. Build Your Knowledge about Foundation Prospects

1. Subscribe to foundation trade journals, such as *Foundation News & Commentary* magazine (Council on Foundations, 1828 L Street, NW, Washington, D.C. 20036; tel: 800-771-8187 or 202-466-6512; 6 issues per year, $48), and the newsletter of your local association of grantmakers, if one exists (check the Council's Web site for links to the various regional associations of grantmakers).
2. Read your major local newspaper regularly for news about foundations grants.
3. Network with other nonprofits seeking support from foundations.
4. Seek advice from receptive foundation representatives.
5. Subscribe to *The Chronicle of Philanthropy* and read their "New Grants" feature as well as their "Deadlines," which announces proposal deadlines (*The Chronicle of Philanthropy*, 1255 23rd Street, NW, Washington, D.C. 20037; tel: 800-728-2819; 24 issues per year, $67.50; available for subscription on-line).
6. Examine the files at your local Foundation Center collection regularly for new information. Read their free electronic weekly newsletter *Philanthropy News Digest* at their Web site (www.fdncenter.org) or subscribe to the free e-mail edition.
7. Visit the many Web sites that provide comprehensive information about foundations and grantseeking. (See the Additional Resources section of this chapter for addresses.)

Step 6. Make the Approach

Once you have prepared a proposal, you may be tempted to submit it without considering the following points. Don't.

1. Know thy funder. Be sure you have reviewed all the materials the foundation has published on its grantmaking policies, including brochures, annual reports, grant guidelines, etc. (see the samples that follow). Before applying, be absolutely clear on why the foundation should be interested in your project.
2. Check your organization's files to see if anyone associated with your group has been in touch with the foundation; you should be aware of any such exchanges.
3. Check if you have any personal contacts with the foundation. Do any members of your staff or board know a member of the foundation's staff, or, if the foundation is unstaffed, a member of its board of directors? A pre-existing personal contact might help pave the way for your proposal.

In approaching prospective foundation supporters, you must follow the application procedures they have outlined in their printed materials. Your goal is clear: to make the most persuasive presentation possible of your project. Ideally, you'd like the opportunity to do that in person. Your first contact will most likely be made by sending a letter in which you tell why you are approaching the foundation and outline the general thrust of your project as it relates to the foundation's stated interests. The letter should always include a sign-off such as, "We would welcome the opportunity to meet with you in person to discuss this project in greater detail, and to answer any questions that you might have."

Corporate Foundation Profile

The MONY Foundation, New York, NY

General Foundation Guidelines
Background And Philosophy

About The Company
MONY Life Insurance Company (MONY), chartered in 1842 and now known as the MONY Group, was one of the first companies in America to sell life insurance to the general public, and within its second week of operation, also the first to insure women and members of the armed forces in this country. MONY has since become a leading provider of insurance and retirement programs to individuals and companies, while continuing to demonstrate a strong commitment to social responsibility. As an insurer, investor, and employer, MONY believes that the health of and future of the Company are directly related to the health and future of the communities it serves. As a concerned corporate citizen, MONY regards its philanthropic and business endeavors as valuable investments in the development of those communities.

About The Foundation
The MONY Foundation seeks to apply available resources in specific, well-defined areas of the philanthropic community. At present, our philanthropic efforts are concentrated at MONY's Home Office in New York City, and in Syracuse, NY. In addition, the MONY Foundation partners with MONY's sales offices nation-wide.

MONY's Foundation resources are targeted towards innovative, need responsive projects and programs within our priority areas of funding. Each site has strategic funding priorities, which seek to address the specific needs of the communities where they are located. Foundation and site contributions staff assess and refine principal areas of giving on an annual basis, emphasizing specific programs as opposed to general support grants.

Grant Application Requirements/Guidelines
The MONY Foundation accepts the "New York/New Jersey Area Common Application Form." Alternatively, the MONY Foundation will consider grant applications that include a brief cover letter (1 page), and a concise proposal (4–6 pages) providing the information specified below. Legible copies of the (most recent) documentation listed below are required for all applications.

Organization

- Name and address of organization
- Contact person, title, and telephone number
- History/background and mission of organization
- Geographic area served by organization
- Target population served by the organization

Syracuse, New York Contributions Program
"The Essential Needs of Children & Teens at Risk"

MONY's community leadership is well established, and the commitment to support the area's vital needs continues. Consequently, to address concerns impacting our youth, MONY's primary focus at its Syracuse, NY site is The Essential Needs of Children & Teens at Risk.

Our community is challenged to meet the ongoing and evolving needs of our children and our teenagers—safe, nurturing facilities providing centralized programs for children at risk and for their families; initiatives that impact stress or dysfunction resulting from difficulty of balancing job and family; structured programs that impact a child's development (self-esteem, skills building, and prevention related projects); and coordination of services that respond to the urgent needs of pregnant and other "at risk" teens.

MONY will consider grants to well-managed organizations that address the needs of children and teens at risk. Funding preferences include, but are not limited to:

- Programs which could result in systematic change—enhancing linkages, removing barriers to services, and increasing resources through volunteerism and/or collaboration;
- Pilot projects based on identification of unmet needs;
- Interventions directed at preventing or shortening a crisis situation.

To round out our concern for the quality of life in this community, limited financial, personnel, and in-kind support will be given to other volunteer-civic-health related efforts.

Grants will be made two times a year (May/June and October/November) to agencies that serve the greater Syracuse area. We prefer not to acknowledge multiple-year grant requests.

General Foundation Profile

Guidelines for the Fuller Foundation, Inc.

Mission Statement

The Fuller Foundation, Inc. is a family foundation, inspired by its forward-thinking founder, Alvan T. Fuller. Our purpose is to support non-profit agencies which improve the quality of life for people, animals and the environment. The Foundation also funds the Fuller Foundation of New Hampshire which supports horticultural and educational programs for the public at Fuller Gardens. Our geographic focus area is predominately the Boston area and the immediate seacoast area of New Hampshire. Through our grants we strive to effect change, make an impact on our community, and inspire good deeds.

General Guidelines For Focus Areas:

1. No Capital Projects will be considered unless, in the opinion of the Trustees, the Foundation gift will have a significant impact.
2. Proposals for these grants must follow all current "Application Procedures" as outlined in *The Fuller Foundation, Inc. Guidelines.*
3. Any Grant submitted that is incomplete will not be considered.
4. The Fuller Foundation does not award grants to individuals.
5. Faxed grant requests will not be accepted.

Youth at Risk

In funding *Youth at Risk* The Fuller Foundation, Inc. seeks proposals from qualified agencies that involve youth 18 and under, predominately at or below the poverty line, in programs that will:

- Help prevent youth from experiencing the detrimental effects caused by the use of alcohol, tobacco and drugs through the early education of youth and parents.
- Challenge and empower youth at risk through peer leadership, outdoor adventure education programs, and alternative educational experiences. We fund programs which help youth reach their potential and to lead productive lives. The Foundation favors programs that are year-round, or summer programs which re-enforce values and skills that are learned during the school year.

Wildlife, Endangered Species—Their Environment, and Animals Helping People

In funding Wildlife, Endangered Species—Their Environment, and Animals Helping People, The Fuller Foundation, Inc. seeks proposals from qualified agencies that will:

- Educate the public on wildlife and the adverse affects of encroachment on their habitat.
- Support shelters, animal hospitals, animal habitats, and programs that insure a healthy wildlife population.
- Protect endangered species, their environment and habitat from extinction or unnecessary human encroachment.
- Support programs which improve people's lives by interaction with animals.

The Arts

In funding the Arts, The Fuller Foundation seeks proposals from qualified agencies that carry on the life interests of Alvan T. and Viola D. Fuller in this area. The Foundation expects its grants to encourage, through the agencies, "hands-on" and participatory collaborations between established cultural institutions, artists and communities.

Specific program interests include:

- Art for viewing and listening
- Art education in school
- Art and performing arts festivals
- Art (murals & sculpture) that beautifies or inspires a community
- Programs that bring symphony, opera and theatre to the community
- Adult and/or children's museum education programs

Please note that The Fuller Foundation, Inc. also wants to support "new" and "seed" organizations who do not have a financial history. However, we shall require that these organizations have a sound business plan with an active, contributing Board of Directors. We shall require that any agency "start-up" program, or those programs with a "history," have a financial plan for sustaining their mission and building their funding base that does not continuously rely on Fuller Foundation support.

Application Procedures For The Fuller Foundation, Inc.

With your grant submission we require the following:

- A brief history of the organization's origins and its current programs
- A copy of the IRS letter of Tax Exempt Status 501(c)(3)
- A narrative which describes:
  –goals and objectives of the program/project, organization or capital campaign
  –how it will measure success both short term and long term

–the evaluation process you will use
–how the funding of this program/project will change existing conditions and benefit the constituency it serves

Please Note: The Foundation will require a commitment from the applying organization to provide an "update" on its grant on or before the anniversary date of the grant.

- A list of Board of Directors. Agencies we fund must have representatives of the community they serve on the Board of Directors (please note who meets this qualification).
- Board approved budgets:
  –Organization Operational Budget for all operations
  –Program/Project Budget for the project in question for the fiscal year, and the percentage of project budget that is being requested in this proposal
- List of grants from other Foundations or Corporations and specifying the dollar amounts committed, pending, or requested for this project
- Year-to-date Financial Statement for the current fiscal year
- Independent Audit Report (if required by law) or an Accounts Review

Recent Grants Of The Fuller Foundation, Inc.

Partial List of Organizations Funded

New Hampshire Theater Project
Sexual Assault Support Services
Women's Educational & Industrial Union
World Music
The Portsmouth Music Hall
Boston Public Schools Special Technology Resource Center
Family Services of Greater Boston
Pinewood Acres
Voices of Love & Freedom
Big Sister Assoc. of Greater Boston
Morgan Memorial - Goodwill Industries
Hampton Academy Junior High School
City Year
Thompson Island Outward Bound Educational Center
Rockingham Community Action
Community Education Center
Seacoast Big Brother & Big Sister
Daniel Webster Council, Inc., Boy Scouts of America
Boston Freedom Summer
Bell Foundation
Cambridge YWCA
STRIVE
Hampton Pre-Court Diversion Program
Freedom from Chemical Dependence
The Center for Wildlife
New Hampshire SPCA
The Great Bear Foundation

Grant Proposals are reviewed two times a year.

Submission Deadline	Trustee Meeting
January 15	May
June 15	October

Please submit proposals to:
John T. Bottomley
Executive Director
The Fuller Foundation, Inc.
P.O. Box 461
Rye Beach, NH 03871

Questions please contact:
P.K. Erickson
Program Administrator

Fuller Foundation Trustees

Mindy Fuller Bocko
Stephen D. Bottomley
Ann Fuller Donovan
Peter D. Fuller
Peter D. Fuller, Jr.
James D. Henderson, II
Susanne Fuller MacDonald
John C. Pierce
Melinda vanden Heuvel
John Bottomley

Source: From the Fuller Foundation Web site: http://www.agmconnect.org/fuller1.html

If the foundation requests a full proposal as a result of your initial inquiry, persist in trying to arrange a meeting. Will that come to pass? Will you be able to arrange a meeting with the executive director or a program officer of the foundation? The answer will depend on the volume of requests for such meetings the foundation staff receives. But if you are fortunate enough to have the opportunity to meet a foundation representative in person, be sure to bring along one of your board officers, as well as your project or executive director to present your case. During that meeting, listen carefully to any concerns or questions the foundation representative may raise, and be sure to address them fully in your proposal or in a follow-up letter.

A proposal is akin to a passport to another country. It is the document required to get past the door of a foundation to receive a hearing. But submitting a proposal does not automatically lead to a meeting with the foundation representative, or to money in hand. For guidelines on proposal preparation, review the Proposal Design Chart and the Major Components of a Proposal, both below. Also below are the cover letter and title page of a sample proposal included in *The Foundation Center's Guide to Proposal Writing.*

In the heat of writing letters of inquiry and proposals, be sure to keep in mind one important, simple truth: foundations fund people, not paper. The ability to state your ideas clearly and succinctly is vitally important, but a wise program officer knows that words alone are insufficient; good, talented people are needed to transform ideas into successful projects. Bear this in mind as you allocate your time to the various phases of grantsmanship.

The following chart provides only one example in each proposal category. There might, in fact, be several procedures or evaluation strategies for this same objective. A complete chart, including all major items in a proposal, could be several pages long.

Proposal Design Chart

Need	Goal	Objective	Procedure	Evaluation
To provide alternative learning opportunities for students who do not benefit from the regular mathematics program.	To assist selected high school students acquire independent study skills in mathematics	Forty students selected from the tenth grade will be able to demonstrate newly acquired independent study skills by successfully completing a test on a major segment of the mathematics curriculum every two months. Success will be determined by the students achieving a score of 80 percent or more. The test will be devised by an independent consultant.	A mathematics teacher will provide one hour of orientation instruction each week, pointing out the major areas of information to be covered. Supplementary reading material will be distributed following each session. Students will also be given a set of self-tests for each curriculum component. A tutor will be available during the week to answer questions.	A mathematics teacher will administer the test every two months, grade the exams, and report the results to the project director. The director and an independent study consultant will meet with each student to discuss his or her test results and assist in designing additional independent study to remedy any deficiencies.

Source: Reprinted, by permission of the publisher, from Mary Hall, *Developing Skills in Proposal Writing* (Portland, OR: Continuing Education Publications, 1977).

The Major Components of a Proposal

Topic	Information to be provided
Title Page	Title of project, name of applicant and organization, name of agency submitted to, inclusive dates of project, total budget request, signatures of authorized personnel approving submission from the local agency.
Abstract	(or Executive Summary) Summary of the proposal with at least some reference to the major points in the statement of need, objectives, procedures, evaluation, and dissemination components. Should stress the end products. Usually 250 to 500 words.
Problem Statement (or Statement of Need)	Problem Statement: Clear and precise statement of the problem or opportunity to be addressed, and its solution. Should establish *significance*, *relevance*, *timeliness*, *generalizability*, and *contribution* of the project. *Innovativeness* of proposed methodology may also be substantiated. Usually includes references to previous research or earlier works. Statistical data describing the need is also cited. In research proposals, this component may have a separate section labeled "related research," which includes more lengthy discussion of previous studies.
Objectives	A very specific description of the proposed outcomes of the project stated as objectives, hypotheses, and/or questions, May also state overall goals of project. Should flow logically from the identified needs/problems.
Procedures	How the objectives will be met or the hypothesis/questions tested. In nonresearch projects, this section usually starts with a description of the overall approach and then goes into further details about the methodology, participants, organization, and timeliness. In a research project, one usually describes design, population and sample, data and instrumentation, analysis, and time schedule. This section should end with a clear identification of both the short-term and long-term end products expected.
Evaluation*	Details the means by which the local agency and the funding source will know the project has accomplished its purposes. States purpose of evaluation, type of information to be collected, details on instruments, data collection, analysis, and utilization and tells how results will be reported. Evaluation criteria should be provided for each objective.
Dissemination*	How will products and findings be shared with others? Frequently, this section will detail the reports that the foundation requires from the grantee.
Personnel	Who are the personnel that will work on the project and what will they do? What are their backgrounds and credentials? If new staff are needed, how many and of what type? How will they be selected? In a research proposal, this section may also include a description of the project's administrative organization. Individuals to serve as consultants should also be identified, their backgrounds described, and use justified.
Budget	Cost of the project. Usually divided into categories such as personnel, supplies and materials, travel, data processing, facilities or equipment, and indirect costs.

*These categories may or may not be included in research proposals; if required, they can be discussed as elements of the "procedures" component.

January 1, 1997

Andrea L. Correll
Executive Director
Good Works Foundation
Philanthropic Avenue
New York, NY 10000

Dear Ms. Correll:

I am pleased to contact you to introduce the Good Works Foundation to Mind-Builders' work with young women and their families from the Northeast Bronx and to request support for our **Family Services Center.**

Mind-Builders Family Services Center provides intensive counseling and support services, accessible 24 hours a day, to women at risk of having their children removed from the home and placed in foster care. Family Services Center counselors and assistants work with young mothers to help them learn to overcome problems such as spousal abuse and alcohol and/or drug addiction that threaten to break up their families. The caseloads are kept small (40 girls and women a year) enabling the Family Services Center to provide an effective and cost efficient alternative to foster care services.

Our project budget for this year is $358,281. To date, we have secured a $300,000 lead grant from the Child Welfare Administration and have received one generous commitment of $25,000 for this project from the Alternative Trust. To meet our budget, we must raise $33,281 from the private sector. Mind-Builders has approached a number of foundations to provide this support. A list of requests pending review with amounts requested is included in the appendix to our proposal.

We request a grant of $10,000 from the Good Works Foundation to enable the Family Services Center to help girls and young women rebuild their families and their lives. Enclosed please find a proposal describing our program in detail. Please feel free to call me if you have any questions or if you would like to arrange to visit the Family Services Center.

Sincerely,

Camille Giraud Akeju
Executive Director

MIND-BUILDERS FAMILY SERVICES CENTER

Empowering Young Mothers to Maintain Strong Families

A Request for Funding Submitted to the
Good Works Foundation

by

Camille Giraud Akeju
Executive Director

Mind-Builders Family Services Center
3415 Olinville Avenue
Bronx, New York 10467-5612
(719) 652-6256

Profile:

First Place Fund for Youth: Berkeley, California

How does a brand new organization known to only a handful of people begin to get foundation funding? This is the dilemma that faced First Place Fund for Youth in Berkeley, California. Founded by Amy Lemley and Deanne Owens, First Place Fund for Youth provides loans and other kinds of support to emancipated foster youth. The issue they are addressing is one unfamiliar to almost anyone outside the foster care system. When a foster child turns 18, the state emancipates him or her. This means the state recognizes that this child is now an adult, and as such, expects this adult to become self-supporting. The foster family no longer receives any financial support for taking care of this person, and, in most cases, the former foster youth is on his or her own to find work, to find housing, to go to college.

Amy and Deanne had studied the situation of foster youth as part of a master's degree class and were appalled to learn that many foster youths go from foster care directly to the streets and become homeless youth, or worse, are arrested and go to jail.

The problems emancipated foster youth face are the same faced by the poverty-stricken. How will they get enough money together to make a deposit on a rental unit? Where do they get the money to buy nice clothes to go on an interview? Where do they turn for counseling in deciding whether to go to college or vocational school, take this job or that job, and so on? Amy and Deanne realized that much of what they had taken for granted from their biological families was not so for thousands of these young people, many of whom have more serious problems, such as substance abuse, or emotional scars left from childhood that make maintaining friendships or keeping a job difficult. Amy and Deanne believed, and intended to prove, that with financial and personal support, these young adults could become productive members of society. They simply needed a chance and a helping hand.

In response, Amy and Deanne started a micro-lending program, with a counseling component built in. First Place Fund for Youth makes loans for rent deposits, first year tuition payments, and other types of "front money" these young adults need to get started. Their counseling component provides much of the same information and support as would be present in a functional biological family.

As First Place Fund for Youth grows, Amy and Deanne plan for it to become self-supporting through gifts from young people who have been helped, from foster parents, and from those in the foster care system who see the need for what they are doing, as well as some government support. With friends, they have organized houseparties and small mailings to raise some money, but as a new group they face some of the problems that the young people they want to help also face.

They also researched a number of foundations that funded youth programs, or whose guidelines stated their interest in young people. Amy and Deanne developed and submitted excellent proposals, received a number of rejection letters, and quickly realized that a good idea and a well-written proposal weren't enough.

As part of their masters program, they had taken a course in fundraising and marketing, and they knew that the most successful fundraising method is face-to-face soliciting. They approached one of the teachers of that course for help and she suggested that they speak to several people who might be able to open some doors for them. One person was Boona Cheema, the Director of Building Opportunities for Self-Sufficiency (BOSS), a multi-million dollar 26-year-old program in Berkeley serving homeless and near homeless people. Boona agreed that BOSS would become their fiscal sponsor to give them an established institution to use in their foundation approaches, and would also provide free office space.

Because they were able to use their teacher's name in calling these people (who, in turn, let them use their names in calling others), Amy and Deanne were able to arrange meetings with some foundation staff. In these meetings, they were able to explain their vision and their plans. They are compelling and competent young women, and since some of the 'sell' of this program had to be convincing foundation staff that they were capable of running this program, personal meetings were imperative. They were then invited to submit proposals, which they did, and, as a result, received several grants; and with each grant, their legitimacy increased. As one foundation officer told them, "Once you get one grant, you will get more. Foundations look at each other to learn which are good programs to fund."

As of this writing, their largest grant was $30,000. This, along with a handful of $5,000 and $10,000 grants, money raised from family, friends, and an increasing, responsive mailing list, has enabled Amy and Deanne to pause in their fundraising and focus on program delivery. Without an excellent program, they will not continue to get funding, and without funding they will not be able to build their program.

They have realized that organizational development and fundraising is a circle, and are careful to monitor where they are on that circle on a regular basis. They have invited seven people to serve on their advisory board, and are pursuing their own nonprofit tax status. They have made their first loans, and have ongoing group and one-to-one counseling. Some of their board members are adults that were foster children and know first hand how difficult the transition can be, some are graduates of Amy and Deanne's program, and others are interested volunteers. They have been able to build a board of people who know that fundraising is part of their responsibility and this in turn, enabled them to answer the inevitable question from foundations, "How do you intend to support yourselves after our grant is spent?"

First Place Fund for Youth knows that they will probably receive grant funding for a few years, and then will need to have an individual donor program in place. By working on building their individual donor strategy and foundation and government funding fronts at the same time, they will not become overly dependent on any one source. By recognizing the role personal contacts can play in opening doors, they will not approach any foundation without an introduction or contact.

— Kim Klein, with thanks to Amy Lemley and Deanne Owens

The Yes

Let's assume that you have carefully targeted your foundation prospects, prepared your written materials conscientiously, and presented your organization skillfully in your face-to-face meeting with the foundation's representatives. Your hard work may well be rewarded with a grant! If so, be sure to express your appreciation promptly in a letter and make careful note of—and put on your calendar—any reporting requirements requested by the funder.

Then share your good fortune with any other foundations that are considering proposals from your organization. If your first funder has not fully underwritten the cost of your project, other prospective funders will be influenced by support from one of their peers. Thus, your first grant will help you to "leverage" other foundation support. Make sure to let your constituents know about your success, too.

The No

Foundations often reject proposals for reasons completely unrelated to a project's merits. They may have received more applications than they can respond to, or they may be overcommitted. If their reasons for declining to fund your proposal are not stated in their letter, write or call whoever has signed the rejection letter and politely ask for their reasons. Inquire whether there were any ways in which you could have strengthened your proposal or program design. Ask for advice and weigh any you receive carefully. If the reasons were directly related to your organization's efforts, you will want to assess whether the foundation will be receptive to a revised proposal, or whether your mission and the foundation's interests simply do not coincide at all. Be sure to review your own operations in light of their feedback.

Remember that securing foundation support is a process that may only begin with the first proposal you submit. Many nonprofits have found that ongoing research, targeted approaches, and persistence pay off. Cultivating and building relationships is just as important when fundraising from foundations as it is when soliciting individuals.

Pitfalls and Lessons

Now that it has a stake in your success and future, a foundation that has given you support will be interested in the progress you make toward the goals you've articulated in your proposal. Make sure you mail progress reports (both financial and program), press clippings, invitations to events (open houses, conferences, etc.), and newsletters; don't let the foundation hear from you only when you need funds again. Build the relationship. If a foundation is not in the position to renew its support immediately, you may find a new project in the years ahead that might again fall within its interest areas.

At the same time, beware of the danger that too much success in foundation fundraising can pose for an organization. Suppose your work was so appealing to foundations that numerous grants enabled you to hire new staff and considerably expand the scope of your organization's

efforts. It does not necessarily follow that you can count on the same level of foundation funding in the years ahead.

Start to plan now for that probability and devote some of your resources to developing other sources of income so that you will be prepared. Use some of your hard-earned foundation goodwill to receive a grant that will broaden your fundraising efforts targeted at individuals, corporations, or government, for example.

Tips

- Research, research, research. Target, target, target. Be sure to research your prospects carefully, and target your requests appropriately.
- When you meet with a prospective foundation supporter, seize the opportunity to learn more about the foundation's priorities and procedures than is stated in its public materials.

Summary Worksheet

for _____

(name of your organization)

Approaching Foundations for Support

Building on Past Foundation Support

1. Have any foundations ever supported your work in the past?
   _____ yes _____ no

   If yes, which ones?
   a. _____
   b. _____
   c. _____
   d. _____

2. What characteristics do these funders share? How do their interests correspond to each other?

   _____
   _____
   _____
   _____

3. What is your sense of what they valued in your organization's work?

   _____
   _____
   _____
   _____

4. Which ones can you approach again for future support?
   Definite Ongoing Prospects:

   _____
   _____
   _____
   _____

   Untested (further information needed):

   _____
   _____
   _____
   _____

Finding New Foundation Supporters: Research and Networking

1. Using the Foundation Center's *Foundation Directory*, *Foundation Directory Online*, *FC Search,* or other specialized guides, list the categories your work falls under:

_____ _____
_____ _____
_____ _____
_____ _____

2 List the names of some other organizations similar to yours in mission and in scope, in your own community and in other parts of the country. Which ones have been successful in securing foundation support? Place a check mark next to those that have.

a. _____
b. _____
c. _____
d. _____

3. Now, based on your own knowledge or on discussions with representatives of these groups, find out what you can about their funders. List and describe them below.

Name of foundation	Description (i.e., local, national, etc.)	Grant amount
a. _____	a. _____	a. _____
b. _____	b. _____	b. _____
c. _____	c. _____	c. _____
d. _____	d. _____	d. _____
e. _____	e. _____	e. _____
f. _____	f. _____	f. _____

For what purpose	To which organization
a. _____	a. _____
b. _____	b. _____
c. _____	c. _____
d. _____	d. _____
e. _____	e. _____
f. _____	f. _____

4. Below, list those foundation prospects that you have uncovered from your research and networking. Limit your listing to the ten most likely supporters of your organization, in other words, your ten "best bets."

a. Type of Foundation	b. Their Stated Areas of Interest that Relate to Your Work	c. Appropriate Contact: Person, Address, and Phone
Family Foundation		
Community Foundation		
Other Local Foundations		
Local Public Charities		
National Foundations		
International Foundations		

d. Any Personal Contacts	e. Your Program(s) that Correspond to Their Interests	f. Grants to Similar Organizations

Making the Match

For each prospect on the previous list, complete a worksheet like the following

Foundation name: _____

Its stated areas of interest that pertain to your work (Draw from their annual reports, reference books, newsclippings, etc.):

_____ _____
_____ _____
_____ _____
_____ _____

Write one or more short sentences demonstrating how the work of your organization reflects the interests of the foundation.

_____
_____
_____
_____
_____
_____
_____
_____

Finding Assistance and Counsel

Name five or more individuals who might be able to advise you on how to most effectively approach the foundations on your best bets list (other organization directors, consultants, members of professional organizations, etc.).

a. _____
b. _____
c. _____
d. _____
e. _____

Assessing the Likelihood of Securing Foundation Support

On the basis of what you have learned, how would you rank your chances of securing support from foundations?

___ Very Good __ Possible __ Unlikely __ Still Unknown

Additional Resources

Publications

Briggs, Eli, and Gerard Holmes, comps. *1998 Grantmakers Directory*. 5th ed. San Diego: National Network of Grantmakers, 1998. vi, 219 p.

Reference tool and working document for members of the National Network of Grantmakers (NNG), an organization of progressive funders, as well as for their grantmaking programs and grantseekers. Fifth edition features 159 grantmaking institutions and 19 related organizations. Entries include contact information, mission, primary areas of interest, priority grants and limitations, application process, and financial data. A chart details specific issues funded for each entry. Also includes entries for affinity groups, regional associations of grantmakers, and related members. Indexed by name, grantmaking interests, target population, and geographic area.

Brisbois, Matthew W., and Pamela M. Kalte. *The Directory of Corporate and Foundation Givers, 2000.* 9th ed. Detroit: The Taft Group, 1999. 2 vols.

Descriptive profiles of approximately 8,000 philanthropic programs. Covers private foundations with assets of at least $1.8 million or $250,000 in grants paid. Also covers 1,575 corporate foundations, and 2,000 direct giving programs. Indexed by headquarters and operating locations, types of support, recipient type, products/industry, officers and directors, and grant recipients.

Cantarella, Gina-Marie, ed. *New York State Foundations: A Comprehensive Directory.* 6th ed. New York: The Foundation Center, 1999. xxxiv, 1252 p.

Lists 5,883 independent, company-sponsored, and community foundations that are currently active in New York State. Arranged alphabetically by New York counties (including the five boroughs of New York City). A separate section includes 1,260 out-of-state foundations with funding interests in New York. Each foundation entry includes address; telephone number; principal donor(s); financial data; fields of interest; types of support; limitations; publications; application information; names of officers, trustees, or directors; and a listing of selected grants, when available. Indexed by donors, officers, and trustees; geographic location; types of support; subjects; and foundation name. Introductory material includes tables showing aggregate fiscal data of New York foundations, the fifty largest New York foundations by assets and by total giving, and fiscal data of New York foundations by county. Published biannually.

Castelli, Susan. "Site Visits: The Make It or Break It Decision." *Grassroots Fundraising Journal* 16 (October 1997): 5–8.

Explains the purpose of site visits and why they are one of the most important steps in the grant application process. Provides suggestions to help nonprofit organizations and funders prepare for a site visit.

Council on Foundations. *Foundation News & Commentary*. Washington, DC: Council on Foundations.

A bimonthly magazine that focuses primarily on grantmakers, grantmaking activities and trends with some information on philanthropy in general. (Free to members; $48 per year for nonmembers. Order from: Council on Foundations, Inc., 1828 L Street, N.W., Washington, DC 20036.)

Europa Publications. *The International Foundation Directory: 2000.* 9th ed. London: Europa Publications, 2000. xiv 918 p.

This edition includes information on more than 1,500 organizations in approximately 100 countries. Arranged alphabetically by country, each entry notes the foundation's name in its native language followed by an English translation, year founded, and founding person or organization; activities, publications, and finances if available (assets and grantmaking expenditures in native country's currency); board of trustees; officers; address with e-mail; and telephone, telex, and fax numbers. Contains selected bibliography, alphabetical index, and index of main activities. Introduction has an overview of the evolution of foundations in Europe from the Middle Ages to the present.

Feczko, Margaret Mary, ed. *Foundations of the 1990s: A Directory of Newly Established Foundations*. New York: The Foundation Center, 1998. xl, 1345 p.

A comprehensive listing of foundations created in the United States after 1989. Organized by state, the book provides descriptive entries for 9,158 foundations that together held assets of $16.8 billion. Tables analyzing assets and total giving are presented in the introductory statistical material. Indexed by donors, officers, and trustees; geographic location and preference; international giving by country; types of support; subjects; and foundation name.

Garonzik, Elan, and Susan Wood, eds. *European Foundation Centre Profiles: One Hundred and Twelve Profiles of Foundations and Corporate Funders Active in Europe or Intercontinentally*. Brussels: European Foundation Centre, 1995.

Geever, Jane C. *The Foundation Center's Guide to Proposal Writing*, 3rd ed. New York: The Foundation Center, 2001. xviii, 200 p.

Guides the reader from pre-proposal planning to post-grant follow-up. Incorporates excerpts from actual grant proposals and interviews with foundation and corporate grantmakers about what they look for in a proposal. Includes chapters on researching, contacting, and cultivating potential funders, as well as a sample proposal and a selected bibliography on proposal development.

Golden, Susan L. *Secrets of Successful Grantsmanship: A Guerrilla Guide to Raising Money*. San Francisco: Jossey-Bass Publishers, 1997. xx, 165 p.

Provides a step-by-step method for navigating the grantmaking process. Offers strategies for conducting effective prospect research; making initial conversations with grantmakers;

and preparing, submitting, and following up on grant proposals. Includes bibliographic references and index.

Government Information Services. *Winning Strategies for Developing Grant Proposals.* Washington, DC: Government Information Services, 1999. iv, 96 p.

Presents general guidelines for writing proposals, and specific instructions for creating proposals for private sector sources and federal agencies. Actual successful proposals are given for each type.

Hale, Phale D., Jr. *Writing Grant Proposals That Win.* 2nd ed. Alexandria, VA: Capitol Publications, 1997. 213 p.

Covers the major elements in any proposal: needs statement, objectives, activities, personnel description, evaluation plan, and budget. Also discusses the difference between applying to federal and private sector funders, writing for the reviewer, and dealing with the politics of grantseeking. Appendices include list of federal and private funder Web sites, resource list, sample federal application forms, and a list of contacts in state governments.

Holcombe, Randall G. *Writing Off Ideas: Taxation, Foundations, and Philanthropy in America.* New Brunswick, NJ: Transaction Publishers, 2000. x, 284 p.

The author posits that unlike the government and business sectors, foundations are accountable to no one. He notes that in recent times, foundations have funded analysis of public policy issues and ideas, rather than maintain the grantmaking modes of the earlier part of the twentieth century. Chapters are devoted to the history of foundations, the impact of various federal tax regulations over time, donor intent, trends in foundation giving, and the role of foundations in the economy, among other issues, concentrating on "how tax laws affect the ideas that are financed by nonprofit foundations." Other potential means of fostering greater accountability are discussed in the conclusion. With bibliographic references and an index.

Jacobs, David, ed. *The Foundation Directory: 2001 Edition.* 23rd ed. New York: The Foundation Center, 2001. xliv, 2500+ p.

This annual publication provides information on the finances, governance, and giving interests of the nation's largest grantmaking foundations. Contains entries for 10,000 private and community foundations. Arranged alphabetically by state, entries provide foundation name, address, and telephone number (when supplied by the foundation); foundation type; financial data (assets, total number and amount of grants paid, and high and low grant amounts); fields of interest; types of support; limitations; application information; names and titles of officers, principal administrators, and trustees or directors; Employer Identification Number; and selected grants, when available. Appendices list foundations from the previous edition which no longer qualify for inclusion, as well as private operating and non-operating foundations excluded from the *Directory*. Indexed by

donors, officers, and trustees; geographic location; international giving; types of support; subject; foundations new to this edition; and foundation name.

Jacobs, David, and Melissa Lunn, eds. *Guide to U.S. Foundations, Their Trustees, Officers and Donors.* 2001 ed. New York: The Foundation Center, 2001. 2 vols.

This annual publication provides a comprehensive listing of currently active grantmaking foundations in the United States. The Guide contains over 50,000 entries arranged alphabetically by state, and within each state in descending order by total grants paid. Entries may include foundation name, address, telephone number; application address and contact person; e-mail and Internet address; establishment date; donor; latest complete financial information; geographic limitations; publications; officers, trustees, and/or directors; and codes which indicate the other Foundation Center publications in which an entry also appears. Volume two also contains three indexes: a comprehensive name index of all the trustees, officers, and donors affiliated with the foundations; an alphabetical listing of the foundations with their state location and the codes indicating which other Foundation Center publications contain additional information; and an index and locator for community foundations.

Jankowski, Katherine E., ed. *America's New Foundations.* 13th ed. Detroit: The Taft Group, 1998. xxi, 1628 p.

Profiles approximately 3,000 private, corporate, and community foundations created since 1988. A full profile contains the foundation's address, telephone number, establishment year, type, contact person, and employer identification number (EIN). An analysis of charitable giving follows, including principal charitable interests, typical recipients, and grant types. Gives application procedures when available; presents fiscal data; and ends with a list of up to ten recent grants made by the foundation. Indexed by headquarters, state, grant type, recipient type, officers and directors, and recipients by location.

Johnson, Pattie J., and Margaret Morth, eds. *Foundation Fundamentals: A Guide for Grantseekers.* 6th ed. New York: The Foundation Center, 1999. xv, 259 p.

A primer designed to clarify the grantseeking process and to help grantseekers utilize information resources in locating appropriate funders. The first three chapters provide a context for understanding foundation giving, and the remaining chapters and appendices introduce the grantseeker to the resources of the Foundation Center, and outline a number of research strategies designed to help grantseekers develop a list of potential funders. Accompanied by illustrations and worksheets throughout. With bibliographic references, list of state charities registration offices, the Foundation Center's grants classification system, and glossary of type of support terms.

Jones, Francine, Michelle Kragalott, and Georgetta Toth, eds. *The Foundation 1000: In-Depth Profiles of the 1000 Largest U.S. Foundations.* 2000-2001 ed. New York: Foundation Center, 2000. xxxiv, 3070 p.

The 2000-2001 annual edition includes information on the following: foundation name, address and Internet address if available, telephone and fax numbers, and contact person; purpose; limitations of giving program; specific programs and areas of interest; financial data consisting of fiscal year, assets, contributions received, amount of grants paid, grants made to individuals, employee matching gifts, loans to individuals; grants authorized and outstanding future payments; officers, board members, and principal staff; size of staff; sponsoring company; historical information; types of funds; policy and application guidelines; publications; subject area; recipient type; type of support for grants of $10,000 or more; population group for grants of $10,000 or more; geographic distribution for grants of $10,000 or more; and sample grants. Indexed by donors, officers, and trustees; subjects; types of support; geographic location; and international giving.

Kaplan, Ann E., ed. *Giving USA: The Annual Report on Philanthropy for the Year 1999.* 45th ed. New York: American Association of Fund Raising Counsel Trust for Philanthropy, 2000. 171 p.

An annual statistical analysis of charitable giving contributions, distribution, donors, recipients, sources of philanthropy, and areas of philanthropic opportunity; this edition covers 1999. Sources analyzed include individuals, bequests, foundations, and corporations. Areas of philanthropic opportunity that are compared for the period of 1969-1999 are religion; education; health; human services; arts, culture, and humanities; public/society benefit; environment/wildlife; and international affairs. A separate section reviews giving worldwide. Contains numerous charts, lists, and statistical tables. Of particular note are the listings of gifts of five million dollars or more by individuals. Among the statistical tables are total giving, uses of contributions, the growth of contributions, and inflation-adjusted giving. Includes a resource guide and a table of the National Taxonomy of Exempt Entities.

Kiger, Joseph C. *Philanthropic Foundations in the Twentieth Century.* Westport, CT: Greenwood Press, 2000. viii, 222 p.

A comprehensive treatment of the growth of foundations in modern times. Provides a narrative of the worldwide historical antecedents to the growth of modern foundations. Details the numerous investigations of the field, including the Walsh Commission in 1915, the Cox Committee in 1952, the Patman Investigation that began in 1961, and the Filer Commission, whose results were published in 1977. Discusses the expansion of the field, the characteristics of governance and personnel, supervision by governmental bodies, international activities, and the development of the third sector abroad. With bibliography and index.

Kiritz, Norton J. "Hard Data/Soft Data: How They Help You Build Strong Proposals." *Grantsmanship Center Magazine* (Winter 1997): 4–5, 7, 9–10.
Explains how to use "hard data" (statistical information) and "soft data" (anecdotal evidence) to give substance to a proposal.

Kosztolanyi, Istvan. *Proposal Writing*. English ed. Baltimore: Johns Hopkins University Institute for Policy Studies, 1997. 28 p.
Outlines the standard elements of a grantseeking proposal, and includes a handy checklist. Pamphlet specifically developed for nonprofit managers in Central and Eastern Europe. This title is also available in Bulgarian, Czech, Hungarian, Polish, Russian, Slovak, and Slovenian languages.

Lagemann, Ellen Condliffe, ed. *Philanthropic Foundations: New Scholarship, New Possibilities.* Bloomington, IN: Indiana University Press, 1999. xviii, 420 p.
Chapters contributed by various specialists. Part I: Foundations as Organizations. "Resolving the Dilemmas of Democratic Governance: The Historical Development of Trusteeship in America, 1636–1996" by Peter Dobkin Hall; "Foundations in the American Polity, 1900–1950" by David C. Hammack; "Private Foundations as Public Institutions: Regulations, Professionalization, and the Redefinition of Organized Philanthropy" by Peter Frumkin. Part II: Case Studies in Early-Twentieth-Century Foundation Philanthropy. "Constructing a New Political Economy: Philanthropy, Institution-Building, and Consumer Capitalism in the Early Twentieth Century" by Meg Jacobs; "Selling the Public on Public Health: The Commonwealth and Milbank Health Demonstrations and the Meaning of Community Health Education" by Elizabeth Toon; "Constructing the Normal Child: The Rockefeller Philanthropies and the Science of Child Development, 1918–1940" by Julia Grant; "Mary van Kleeck of the Russell Sage Foundation: Religion, Social Science, and the Ironies of Parasitic Modernity" by Guy Alchon. Part III: Foundations and Recent Social Movements. "The Ford Foundation and Philanthropic Activism in the 1960s" by Alice O'Connor; "The Ford Foundation's War on Poverty: Private Philanthropy and Race Relations in New York City, 1948–1968" by Gregory K. Raynor; "Grassrooting the System? The Development and Impact of Social Movement Philanthropy, 1953-1990" by J. Craig Jenkins and Abigail L. Halcli; "When Grantees Become Grantors: Accountability, Democracy, and Social Movement Philanthropy" by Susan A. Ostrander; "The Ford Foundation and Women's Studies in American Higher Education: Seeds of Change?" by Rosa Proietto. Part IV: Writing the History of Foundations. "Going for Broke: The Historian's Commitment to Philanthropy" by Barry Dean Karl; "In Search of the Ford Foundation" by Richard Magat; "The History of Philanthropy as Life-History: A Biographer's View of Mrs. Russell Sage" by Ruth Crocker; "Local Philanthropy Matters: Pressing Issues for Research and Practice" by William S. McKersie; and "The Future of Foundation History: Suggestions for Research and Practice" by Lucy Bernholz. Includes bibliography and index.

Lawrence, Steven. *Family Foundations: A Profile of Funders and Trends.* New York: The Foundation Center, 2000. xiii, 55 p.

Published in collaboration with the National Center for Family Philanthropy, the report provides a comprehensive measurement of the size and scope of the U.S. family foundation community. Through use of objective and subjective criteria, the report identifies the number of family foundations and their distribution by region and state, size, geographic focus, and decade of establishment; and includes analyses of staffing and public reporting by these funders. Also examines trends in giving by a sample of larger family foundations between 1993 and 1998 and compares these patterns with independent foundations overall. An appendix presents a discussion of the issues now affecting family foundations.

Lawrence, Steven, Carlos Camposeco, and John Kendzior. *Foundation Giving Trends: Update on Funding Priorities.* New York: The Foundation Center (Foundations Today series), 2000. xi, 84 p.

The successor to "Foundation Giving," this is volume one of "Foundations Today," a five-part annual publication on the current state of foundations and their giving. This report presents a picture of how 1,000 of the top U.S. foundations distributed their grant dollars in 1998. Within broad major fields of education, health, human services, arts and culture, public/society benefit, environment and animals, science, international affairs, and social science, funding trends from 1980 through 1998 are given. Analyses of giving for various types of support and for special populations are made, and trends for independent, corporate and community foundations are discussed. A special analysis of family foundations is given. Accompanied by numerous charts and graphs.

Lawrence, Steven, Carlos Camposeco, and John Kendzior. *Foundation Yearbook: Facts and Figures on Private and Community Foundations.* 2000 ed. New York: The Foundation Center (Foundations Today series), 2000. xi, 98 p.

Documents the growth in number, giving, and assets of all active U.S. foundations from 1975 through 1998. Provides comparisons of foundation activities by foundation size; breakdowns of foundation resources by geographic location and grantmaker type; and a brief history of foundation development since the early 1900s. Data about the largest 50 independent, 50 corporate, 25 community, and 10 operating foundations is presented in charts.

League, V.C. *The Proposal Writer's Workshop: A Guide To Help You Write Winning Proposals.* Sacramento: Curry-Co Publications, 1998. xvii, 202 p.

Lunn, Melissa, ed. *The Foundation Directory Part Two.* 2001 ed. New York: The Foundation Center, 2001. xxxviii, 1,900+ p.

This annual publication provides information on 10,000 mid-sized foundations. Arranged alphabetically by state, entries provide foundation name, address, and telephone number (when supplied by the foundation); foundation type; financial data (assets, total number

and amount of grants paid, and high and low grant amounts); fields of interest; types of support; limitations; application information; names and titles of officers, principal administrators, and trustees or directors; Employer Identification Number; and selected grants. Introductory material contains tables showing aggregate fiscal data by foundation type, and by region and state. Includes rankings of the 100 largest mid-sized foundations by assets and by total giving. Indexed by foundation name; geographic location; types of support; subject; and donors, officers, and trustees.

MacLean, Rebecca, and Denise McLeod, eds. *The Foundation Grants Index 2001: A Cumulative Listing of Foundation Grants Reported in 1999*. New York: The Foundation Center, 2000. 3,000 p.

This annual publication provides access to the actual grants of major foundations by subject area, geographic focus, types of support, and the types of organizations that receive the grants. Covers more than 100,000 grants of $10,000 or more awarded by almost 1,000 foundations. The grants are arranged by 28 major subject fields; within each major subject field foundations with qualifying grants are arranged alphabetically by state. Grants are indexed by recipient name, subject, type of support/geographic location, recipient categories, and name of foundation.

Miner, Lynn E., Jeremy T. Miner, and Jerry Griffith. *Proposal Planning and Writing*. 2nd ed. Phoenix, AZ: Oryx Press, 1998. vii, 174 p.

Covers the proposal development process for federal government, private foundation, and corporate funding sources. Answers twenty-five basic questions frequently asked by both inexperienced and experienced grantseekers. Presents many examples taken from successful proposals. Also gives suggestions on using computers to simplify the grant development process. Includes a bibliography and an appendix of publishers and vendors. Indexed.

Morth, Margaret, and Sarah Collins, eds. *The Foundation Center's User-Friendly Guide: A Grantseeker's Guide to Resources*. 4th ed. New York: The Foundation Center, 1996. 42 p.

Primer introduces novice grantseekers to funding resources and the fundamentals of identifying appropriate funders. Answers grantseekers' ten most commonly asked questions: how to begin the search process; how to secure tax exemption; how to find out about grants for a specific subject or field of interest; how to discover more about grantmakers in a specific city, state, or region; where to find further information on foundations; what types of organizations grantmakers fund and the types of grants available; the types of information grantmakers provide about themselves; grants for individuals; proposal development; and what information is available electronically. Includes annotated bibliographies, hints for using Foundation Center publications, and a glossary.

New, Cheryl Carter, and James Aaron Quick. *Grantseeker's Toolkit: A Comprehensive Guide to Finding Funding*. New York: John Wiley & Sons, 1998. xvii, 248 p.

A thorough grantseeking handbook, with the stated goal of helping readers achieve competitive applications. Begins with the design of a project to solve a problem, then focuses on the research process for locating potential funders interested in the project. Covers funding research sources in federal, state, and local government, foundations, and corporations. Provides details on crafting a winning proposal, with examples. Includes numerous worksheets. Accompanying computer disk provides exercises and templates.

Orlich, Donald C. *Designing Successful Grant Proposals*. Alexandria, VA: Association for Supervision and Curriculum Development, 1996. 134 p.

Presents the standard elements of grant writing, with checklists at the end of each section. Includes a copy of a funded proposal, and a reading list.

Orosz, Joel J. *The Insider's Guide to Grantmaking: How Foundations Find, Fund, and Manage Effective Programs*. San Francisco: Jossey-Bass Publishers, 2000. xvi, 303 p.

Written primarily for program officers of foundations, the author provides a brief history on foundations, their structure, and their role in society. In the following chapters, he details the program officer's responsibilities from building relationships with applicants, reviewing, accepting, and declining proposals, and making site visits to writing and presenting the funding document, managing projects and leveraging their impact. The author shares real-world advice on a variety of issues confronting program officers, including how not to raise a grantseeker's expectations, what to do during a site visit, and the ethics of grantmaking. Includes bibliographic references and index.

Renz, Loren. "International Grantmaking by U.S. Foundations: Issues and Directions in the 1990s." *Nonprofit and Voluntary Sector Quarterly* 27 (December 1998): 507–521.

Summarizes findings from *International Grantmaking: A Report on U.S. Foundation Trends*, published by the Foundation Center in 1997.

Robinson, Andy. *Grassroots Grants: An Activist's Guide to Proposal Writing*. Inverness, CA: Chardon Press, 1996. xi, 194 p.

Foundations are a significant source of potential funding for grassroots activists and should not be ignored. Provides tep-by-step guidance on how to achieve success.

Romaniuk, Bohdan R., and LySandra C. Hill, eds. *America's New Foundations, 2000.* 14th ed. Farmington Hills, MI: The Taft Group, 1999. xxii, 1364 p.

Profiles approximately 3,000 private, corporate, and community foundations created since 1989. A full profile contains the foundation's address, telephone number, establishment year, type, contact person, and Employer Identification Number. An analysis of charitable giving follows, including principal charitable interests, typical recipients, and grant types. Gives application procedures when available; presents fiscal data; and ends with a list of

up to ten recent grants made by the foundation. Indexed by headquarters state, grant type, recipient type, officers and directors, and recipients by location.

Romaniuk, Bohdan R., ed. *Foundation Reporter 2001.* 32nd ed. Detroit: The Taft Group, 2000. xiv, 1769 p.

Profiles more than 1,000 of the largest private foundations. Each foundation either has $10 million in assets or has made grants equaling $500,000. Entries are arranged alphabetically by foundation name and contain foundation contact, fiscal status, contributions summary, donor information, foundation philosophy, contributions analysis, typical recipients list, officers and directors (including—whenever available—place and date of birth, alma mater, current employment, and corporate and philanthropic affiliations), application and review procedures, grants analysis, and a listing of up to fifty recent grants. Indexes to entries arranged by state; location of grant recipient; grant and recipient type; donor; and name, place of birth, alma mater, corporate affiliation, club affiliation, and nonprofit affiliation of officers and directors.

Trombley, Nicole, ed. and comp. *Grantmakers Directory 2000-2001: A Resource for Social Change Funders & Grantseekers.* 6th ed. San Diego: National Network of Grantmakers, 2000. vii, 336 p.

Serves as a reference tool and working document for members of the National Network of Grantmakers (NNG), an organization of progressive funders, as well as for their grantmaking programs and grantseekers. This edition features more than 190 grantmaking institutions and related organizations. Entries include contact information, mission, primary areas of interest, priority grants and limitations, application process, and financial data. A chart details specific issues funded for each entry. Also includes entries for affinity groups, regional associations of grantmakers, and related members. Indexed by name, grantmaking interests, target population, and geographic area.

Zils, Michael, ed. *World Guide to Foundations.* 1st ed. Munich, Germany: K. G. Saur, 1998. xiv, 559 p.

Presents brief entries on 21,750 foundations in 112 countries. Work is organized alphabetically within countries. Entries contain, when available, foundation name, address, telephone and fax numbers, email address, year of establishment, chairman, manager, assets, annual income and expenses, and areas of focus. Indexed by foundation name and subject.

Internet Resources

Community Foundations by State (www.tgci.com/resources/foundations/community/)

Identifies community foundations—nonprofit, tax-exempt, publicly supported grantmaking organizations—by state. Web site is maintained by the Grantsmanship Center.

Council on Foundations (www.cof.org/)

A nonprofit membership organization of grantmaking foundations and corporations, the Council on Foundations has helped foundation staff, trustees, and board members in their day-to-day grantmaking activities. Through one-to-one technical assistance, research, publications, conferences and workshops, legal services, and a wide array of other services, the Council addresses the important issues and challenges that face foundations and corporate funders. Council members include more than 1,800 grantmaking organizations, including community foundations, corporate foundations and giving programs, private operating foundations, private independent foundations, public foundations, and international programs.

Daily Diffs: Philanthropy and Foundations folder in Finance and Investment file (www.dailydiffs.com/dop000rm.htm)

"Fresh news from philanthropic, charitable, and non-profit organizations and public and private foundations, for donors and board members."

The Foundation Center (www.fdncenter.org)

The Foundation Center is a nonprofit organization devoted to serving the information needs of grantmakers and grantseekers. The Center provides an extensive list of books, CD-ROMs, and searchable on-line databases, and provides libraries and training sessions related to the nonprofit sector. The Web site—described accurately as "your gateway to philanthropy on the World Wide Web"—includes searchable database applications, a bibliographic database of titles concerning the nonprofit world, extensive lists of links to foundations and other grantmakers, common grant application forms, a Reference Desk with an FAQ page organized by topic, a long list of annotated links for finding on-line sites related to nonprofits, and an on-line reference librarian who takes questions by e-mail. The site also offers such on-line educational materials as a "Proposal Writing Short Course." The site also includes *Philanthropy News Digest*, which you can receive as a free e-mail newsletter.

Foundation News & Commentary (www.cof.org/foundationnews/)

The on-line version of *Foundation News & Commentary*, a bi-monthly magazine published by the Council on Foundations (see the Publications section, above).

Funders Online (www.fundersonline.org)

Funders Online, an initiative of the European Foundation Centre, aims to promote the use of Internet technology among independent funders in Europe and to create a single point of reference to Europe's philanthropic community. The Funders Online Web site features the first Internet directory of Europe's independent funder Web sites. Through Funders Online, users can access the Web sites of more than three hundred foundations and corporate funders in Europe with a total annual expenditure of more than 3.5 billion euros.

Fundsnet Services: Nonprofit Center (www.fundsnetservices.com/nonproct.htm)
Extensive directories in the areas of grantmaking foundations, corporate philanthropy, computer and technology, fundraising, international grantmaking, scholarships, and financial aid.

Grants and Grant Writing Resources (www.proposalwriter.com/grants.html)
Comprehensive listings of personally selected resources on grants, grantwriting, and grants by topic area. Also, information and links to U.S. government grants by agency and topic area. Free proposal development checklist.

The Grantsmanship Center (http://www.tgci.com/)
TGCI offers grantsmanship training and low-cost publications to nonprofit organizations and government agencies. TGCI conducts some 200 workshops annually in grantsmanship and proposal writing. More than 100 local agencies host these workshops.

North Valley Community Foundation: What Is a Community Foundation (www.nvcf.org/aboutus_what.html)
An introduction to community foundations.

Online Resources for Grant Seekers, Valdosta State University, Georgia (www.valdosta.peachnet.edu/~mwatson/grants/resource)
A list of online resources for grantseekers: resource guides, subject catalogs, magazines and other sources.

Polaris (www.polarisgrantscentral.net/)
Directories, lists, hints and tips, resources, and articles for grantseekers.