

## Bishop Dozier addresses National Network of Grantmakers and Guests at San Francisco Gathering

by Adisa Douglas-Reese

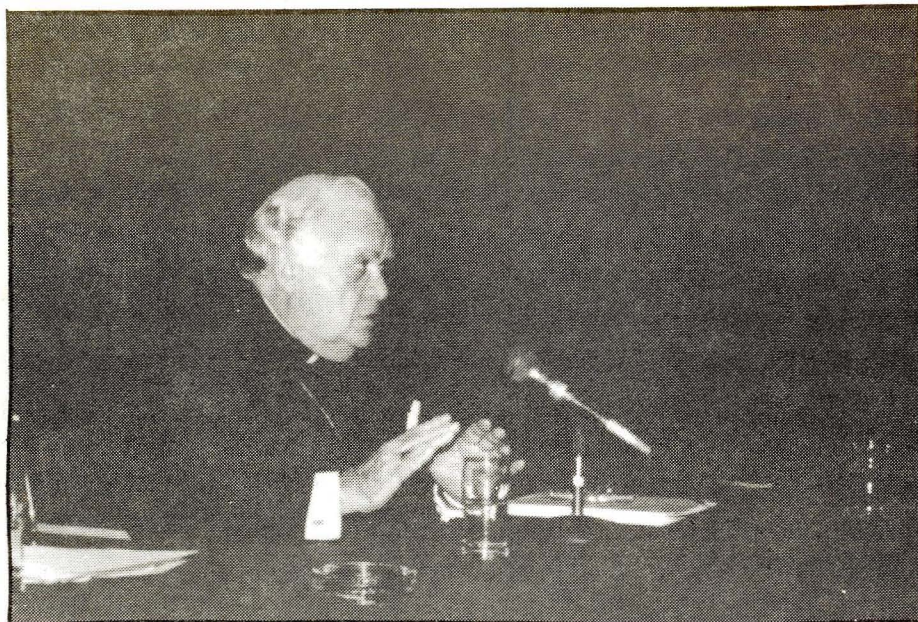
One of the most highlighted of recent events in the struggle to control the arms race is the pastoral letter on nuclear weapons of the National Conference of Catholic

Bishops, a document which makes a tough condemnation of nuclear war and a bold call for a nuclear freeze. After nearly two years of study and debate, the U.S. bishops adopted the third and final draft of the pastoral

letter at their meeting in Chicago in May by a final vote of 238 to 9.

A little less than a month before the historic Chicago meeting, the National Network of Grantmakers invited Bishop Carroll T. Dozier, retired Bishop of Memphis, Tennessee, to speak about the pastoral letter at its annual spring program, held on April 6 during the Conference of the Council on Foundations in San Francisco. Over 200 people listened to a very forceful address outlining the development of the

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Bishop Carroll T. Dozier addressing the Conference of the Council on Foundations.

## Network Interview: Terry McAdam

With this issue, The Network begins a series of interviews with individuals who offer helpful views and ideas to NNG members. For this initial entry we interviewed Networker Terry McAdam, who in late April accepted a new position as Grants Program Director of the Conrad Hilton Foundation in Los Angeles. Prior to this position, Terry served as an Associate Director and Vice President of the New York Community Trust, New York City's community foundation, a job he held for ten years.

The interview took place at his office at the Trust shortly before his departure for California.

Network: Terry, tell us about yourself.

McAdam: I'd be delighted. I grew up and attended public schools on the West Coast. I went to Occidental College, a small liberal arts school near Los Angeles where I got my undergraduate degree in economics. Then it was off to Berkeley to get my real education on the campus, plus a Master's in Business Administration (MBA).

I got two educations at Berkeley in the sixties. One was in the classroom where I got my MBA, and the other was on the campus in the middle of the Free Speech Movement (FSM). I

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## Shift in Program of COF Meeting Significant?

by Kathy Desmond

Was the shift in emphasis of the program of the Annual Meeting of the Council on Foundations due to the changing times or was it due to new leadership of the Council and on the Program Committee? Does it reflect a real change in funding priorities by the Council membership? That there was a shift does not seem to be disputed. Kathleen Teltsch (*New York Times*, April 14, 1983) characterized the shift as one of the foundation leaders expressing "new confidence about their role in fighting social ills." On the one hand, Jean Fairfax, former Board Member of the Council and former Chair of Women in Philanthropy, in the plenary session entitled, "Can Foundations Be Neutral? Should Trustees Stand for Something?" urged foundations to support efforts of oppressed groups to change unjust structural conditions causing their suffering. NNG members



# Tribal Sovereignty Program Publishes Field Notes

by Dagmar Thorpe

The Tribal Sovereignty Program of the Youth Project—a public Foundation—biannually publishes “Field Notes of Native Women’s Projects.” The Field Notes are intended to

provide grantmakers with information regarding the work of Native American women. In accordance with the Program’s grantmaking priorities, the Field Notes focus on Native women working within the traditional framework of their own

people, or those using innovative means consistent with traditional Native American principles, to strengthen their communities.

The current issue concentrates on Native women working in communications and community development. Features for their communications work are: Peggy Berryhill, founder of the National Indian Telecommunications Association, which promotes reservation and urban-based Indian television and radio stations and programs; Carol Mohawk, an organizer of the Indigenous People’s News Service, which will link Native people through the first international communications network; and Winona La Duke, an internationally published analyst of Native environmental and energy issues.

Featured for their community development work are Rose Auger, who created the Buffalo Robe College, an innovative project for Indian youth emphasizing traditional values, Claudine Arthur, campaign manager for Peterson Zah, the successful opponent of Navajo tribal chairman and energy czar Peter MacDonald; Wilma Mankiller, who is utilizing a creative new approach to rural community development with the Cherokee Nation in Oklahoma; and Lanada James, co-founder of Tribal Survival Ecosystems, which combines traditional Native practices and appropriate technology for the most beneficial use of the land.

Each subsequent issue of the Field Notes will focus on different Native American women and their organizations. The Field Notes are available to any grantmaker on request. To be included on the subscription list please write: Tribal Sovereignty Program, Nevada Field Office, 35 Reservation Road, Reno, Nevada 89502 (702) 322-2751.

## THE NETWORK

The National Network of Grantmakers

### NATIONAL NETWORK OF GRANTMAKERS

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Typesetting by Youth Communication/New York



# Trading Post

## NEW PUBLICATION: ENTERPRISE IN THE NONPROFIT SECTOR

There are more than 850,000 tax exempt organizations in the nation, including religious, social welfare and arts organizations. These organizations today face futures even more limited financially than was thought possible two years ago. It has been estimated that federal government budget cuts alone will cost the nonprofit sector approximately \$25.5 billion through 1984. Meanwhile, the demand for services has increased and, consequently, nonprofits are looking for new ways to make it possible to continue their public services. Entrepreneurial activity is one solution to this problem.

The book is available from:  
Partners for Livable Places  
1429 21st St. NW  
Washington, DC 20036  
Cost (paperback): \$7.00.

## NEW T.A. BOOK BEING PREPARED

Michael Seltzer has been recently commissioned by The Foundation Center to write a new reference book for the nonprofit com-

munity on fund raising and management. The book is the second title of a new technical assistance series.

He would like to hear from NNG members in regard to two matters:

1. Which nonprofit reference materials have you found to be most helpful?
2. Which grantee organizations are achieving in this period of Reaganomics, through creative fund raising and management strategies? If you could pass on the names of one or two examples, he would be most appreciative.

Information can be mailed to:  
Michael Seltzer  
99 Claremont Ave.  
New York, NY 10027

## NEW GUIDE HELPS COLLEGES GIVE WOMEN A GOOD START IN WINNING CAMPUS PRIZES

Procedures for granting awards and prizes often contain roadblocks for women, according to **Women Winners**, a report just issued by the Project on the Status and Education of Women of the Association of American Colleges. The report identifies barriers to women's participation in award competitions, and includes many specific recommendations institutions can adopt to help women get a fair shake at becoming winners.

Copies are available for \$2 each (prepaid) from Box P, Project on the Status and Education of Women, Association of American Colleges, 1818 R St. NW, Washington, DC 20009.

## WHITNEY FOUNDATION CLOSES

On June 30th, 1983 the John Hay Whitney Foundation closed its doors permanently, as a result of "Jock" Whitney's death in February of last year.

**Leeda Marting** is spending the summer settling into her new marriage, which took place on June 11 to New York stockbroker Fred Stein.

**Ernie Gutierrez** continues to be active with both the Network and with Hispanics in Philanthropy (HIP). He'll spend the summer and fall building HIP's membership and program for 1984 as its chief executive officer.

**Elinor Spalten** joined the staff of Joint Foundation Support as assistant to Patricia Hewitt, on June 20th.

## JOB CHANGES

**Judy Austermler** was recently elected to the board of the Funding Exchange. In July she assumes new responsibilities as Associate Director of the Center for Democratic Alternatives in New York City.

**Terry McAdam** has assumed the directorship of the Grants Program at the Conrad Hilton Foundation (see article beginning on page 1.)

**Toby D'Oench** of the North Star Fund in New York City will be leaving the Fund over the summer "for new horizons."

## New Address

Effective June 1, the Network has a new home. The Windom Fund, Best Products Foundation, Sherwood Forest Fund, and Philip Stern are kind enough to let us use their office as a central communications point for Network-related business. The new address and phone number is:

The National Network of  
Grantmakers  
2000 P St. NW  
Suite 410  
Washington, DC 20036  
(202) 822-9236

This address will be to mail Network memberships, conference registrations, and requests for information. As with the previous Chicago address, all mail to individual Network people/officers will be forwarded. Janet Corrigan is the person who will be responsible for handling Network correspondence. The office has a small conference room which is available to Network members to use while in Washington.

We want to thank the Playboy Foundation for its contribution of time, space, and effort over the years in allowing us to use their Chicago address. It was a tremendous help to the Network.



The cast of "Last Tango in Huahuateno" presented by the San Francisco Mime Troupe. Thanks to the efforts of Maria Acosta-Colon and Chris Fitzsimmons a group of Networkers attended and had a great night at the theatre on April 7, 1983 during the week of the Council on Foundation's Annual Conference.



## Network Interview: Terry McAdam continued from page 1

was working as a house boy and hasher in a sorority house at the time to help pay for room, board and books. Several people with whom I hashed were in the middle of FSM and one of my closest friends had been through all the original Sheraton Palace civil rights sit-ins. I probably learned as much from them as I got out of business school. It was like riding two horses at the same time; sometimes they were quite together, and other times they were galloping in different directions.

After a stint in the Coast Guard I then went to almost the other end of the spectrum by spending five years at Proctor and Gamble. From there I was hired to come to New York City to work for McKinsey & Co., a top international management consulting firm. My work at McKinsey initially was focused on marketing projects, but early on I "got the bug" to figure out how to manage or at least administer cities better and volunteered to work on a McKinsey team that was helping John Lindsay set up New York City's Health and Hospitals Corporation. That was a major turning point. I was so fascinated with health care delivery; the importance and complexity of it. I got very interested in how one might better use the enormous resources flowing through the then 19 public hospitals in the City of New York. I left McKinsey's marketing practice group and moved into the firm's public sector practice full time. I also became a volunteer ski patroller on the weekends in Vermont so I could stay in touch with emergency care delivery at the "street" level.

At about that same time, I began to build a practice area, focused on the intersection between public issues and corporations. It was then a new area called corporate social responsibility. I wrote a piece on the subject entitled "How to Put Corporate Social Responsibility into Practice" for **Business and Society Review**.

After another year or so at

McKinsey, I wanted to work on social issues full time and foundations seemed to provide a good arena in which to do so. Leaving McKinsey was a very hard decision for me... the people there are very bright and quick... and I loved the consulting and problem solving process. But the subject matter of my work became more important than the process or the environment. So I looked for a job... the first time in my life. I had always been hired from somewhere else.

**Network: What about your personal background?**



Terry McAdam

**McAdam:** My family were all educators. As I matured, I became more interested in how people learn and relate to each other (especially in an urban environment) and how systems work, evolve and change. I have always had friends whose politics were a little (would you believe a lot?) more progressive than my own. This peer influence and a big curiosity has always propelled me towards learning more about how things change. At the same time I've always been interested in solid policy analysis and so-called "business" ways of thinking. Marrying the two interests through my corporate social responsibility consulting work was one way to go at it.

**Network:** Many Network members see important changes happening among community foundations. What are those changes in your view? What do the changes mean to the foundation community at large and to donees in the various localities?

**McAdam:** There are an enormous number of things happening in the Community Foundation Movement. First, the community foundations are becoming a movement. Two years ago I chaired the Council on Foundations' Committee on Community Foundations and last year Tom Beech of the Minneapolis Foundation and I co-chaired the Committee. Tom and I both are very excited about what's begun to happen over the last year or two. For example, Community Foundations are growing, some of them quite rapidly. They are one of the few segments of philanthropy other than corporate foundations that is growing. The growth is coming in many forms: assets, community services provided, and in their relationship to other grantmakers. Community foundations are also growing in their financial and program capacity... and in the sophistication that they bring to the syndication of projects. We are working more closely with our private and corporate foundation colleagues. For example, The McKnight Foundation in Minnesota recently committed \$10 million to the Minneapolis Foundation, a community foundation, to design and implement a program to improve neighborhoods. In New York City, the Trust has worked very closely with Maddie Lee (Madeline Lee, Executive Director, New York Foundation) on several projects, including a multiyear effort in summer youth recreation. We have also worked closely with Greg Farrell and Mary McCormack at the Fund for the City of New York to set up a program to revitalize neighborhoods. Susan Berresford, at Ford, Martin Paley, of the San Francisco Foundation, and I



have spent some time talking about youth problems and now a number of private foundations and community foundations are working collaboratively with Ford on teen pregnancy issues, as part of a major community foundation/national foundation collaboration program.

Second, there is a lot of "new blood" coming into the field, bringing fresh thinking and an increased sensitivity to what's happening at the street level of our cities. More people are joining us with knowledge about how public policy is formulated and implemented... I find this most encouraging. There are more people with their feet planted near the street level and at the same time either they themselves or the people who are working in harness with them are very solid on how public policy is made, and implemented and how it can be shaped.

Community foundations represent something truly rare in our society... a neutral resource with power, that is, financial power. They have what I call political power with lower case "p's" which means to me fairly neutral power because in most cases their Distribution Committees relate to other sectors of the economy and truly care about the local community at large. While community foundation distribution committees are not fully representative cross-sections in an ethnic, political and geographic sense, they often do reflect a cross-section or sample of the institutional and personal power structures within most communities. While the issues of ethnic, age and sex representation are still being explored and debated in a lot of communities, there is an increase in the pluralistic representation on the board all over the country. These are people who represent, by and large, a progressive and community-oriented mindset in most localities. They serve at no compensation, and have few political axes to grind. I must confess this view is primarily based on my New York City experience, but I'm fairly confident that it is generally true all over the country.

On the other hand, we continue to

fall short of what we could be doing with this neutral power (and I include our staff here at the New York Community Trust in this judgment). We could all afford to engage more often some of the more difficult questions our society faces because our community foundations do have this precious neutrality and insulation from the day to day pressures of having to do something immediately about a particular issue.

In the last few years the community foundations have begun, for the very first time, to forge some very solid alliances with selected corporate foundation and corporations with giving programs. For example, over the last six years, we at the Trust

*"Community foundations represent something truly rare in our society . . . a neutral resource with power, that is, financial power."*

have built up the Corporate Special Projects Fund. This fund was formed out of an interest of a number of progressive corporations here in New York City to respond to the New York City fiscal crisis of a few years ago. It now includes nine international corporations. We also have a single company fund which we manage for Exxon. We have another one we operate for Chevron. Exxon has a staff as big as ours but their foundation professionals concluded that the Trust can help them execute a more efficient and effective grant program in selected grantmaking categories here in New York City. The arrangement has been very useful to us and I think it has worked

well for Exxon too, since they have put up more money each year.

**Network:** What does all of this mean to nonprofits that the community foundation supports? What do these changes mean to them? What can they look towards?

**McAdam:** Several implications come to mind. One is a growing sophistication of community foundation staffs. They will understand better how resources flow through the various service delivery systems at the federal, state and local levels. We've learned a lot... but we have a long way to go. This sophistication should translate into more sensitive, thoughtful and effective grant-making.

Second, I sense a real change in the character and the tone of both the staff and the boards of community foundations. The boards have been ethnically integrated much more than they were ten years ago. Our staff here at the Trust is clearly more multi-racial, multi-ethnic, and balanced by sex and by area of experience than was the case ten years ago.

Third, community foundations are "tied to the streets" and while I spoke earlier of insulation, these community ties are there and they are strong. As a result, community foundations are increasingly more sensitive, more responsive, more sophisticated in dealing with what is happening in our cities.

Finally, community foundations are under increasing pressure to "solve" everything, to respond to everyone locally, to fill the Federal and State "gaps." There is no way that foundations, national or community, can respond to the massive reordering of domestic priorities that our country is undergoing. This means to nonprofit organizations out there that community foundations will be feeling greater pressure and will be trying to focus their grant programs even more. As I look back over the ten years I spent here at the Trust, I think one of our greatest accomplishments has been the development and communication of a

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solid, thoughtful set of grantmaking strategies and priorities which were distributed in writing. These were based on careful analysis of the program area, the needs of those who operate in this area, and a sense of timing about constructive change in that field.

**Network:** Do you think there's going to be a greater need to respond by increasing capacity building, technical assistance and training of donee groups to improve their efficiency?

**McAdam:** Absolutely. The Trust has had a substantial interest in and financial commitment to technical assistance for a long time. The area presents foundations with both one of our greatest opportunities and also some big risks. Looking at the risks, too many foundations may "get into it" themselves or make grants to management support organizations which are not terribly skilled or experienced.

At the Trust we did an analysis on the technical assistance process in 1974-75, and many other cities have subsequently done similar studies on the technical assistance marketplace. What all those reports told us then is still true today. There's a lot of fragmentation, and a very mixed quality of technical help out there for nonprofits. But to be fair, this is true for the profitmaking technical assistance providers too. The need for better financial skills, stronger ac-

counting practices, and so on is very real. There is also a need for more social venture capital. On another day we could talk about some very exciting events in that arena.

It is tougher to tease out the implications for the Network. There seems to be a tradition among people of more liberal political persuasions to be against a focus on management and to believe management concerns are somehow related to "conservatives." I hope this view is changing... but it has a way to go (perhaps down 40 miles of bad road!). In my view, people, no matter what their politics, should be interested in how to use scarce resources as best they can. One can get some lip-service to management issues, but all too often when one mentions the word management, the eyes begin to glaze over as one moves to the left of the political spectrum. Fortunately, this situation is changing along with the rhetoric surrounding many management questions.

The important thing to me about technical assistance today is that it's quite clear that we're in an era of limited resources. This situation places a real premium on using the resources that we have and that our grantees have more effectively and efficiently. There is a series of projects in a category that I would call resource conservation that I would like to highlight. First is the Non-profit Energy Conservation (NOPEC) Project which is trying to spread the concept of setting up Energy Con-

servation Funds around the country. These funds help nonprofit organizations identify, finance and implement energy conservation measures. "Let your boiler pay for your programs." Another project is the Facilities Management Corporation (its name is self-explanatory). A third is the Telecommunications Cooperative Network, which helps nonprofit organizations reduce their telephone costs, conference by computer, and use new data processing technology more effectively.

Another project focuses on the purchasing power of the nonprofit sector, which is enormous. The Trust sponsored a purchasing network among camping agencies here in New York, and a group of Boston hospitals set up their own self-insurance program, saving millions.

We are now working on a project here called the Capital Preservation Corporation, an attempt to set up a nonprofit corporation to buy the assets of nonprofit corporations that have made the decision to go out of business. The Corporation would deploy and/or resell those assets again for good social uses. We've done some feasibility work but haven't found a major national foundation with the sophistication or interest to understand (or at least support) a pilot test of this notion of "social arbitrage." However, if the economic pressures get worse, more nonprofits may go out of business and we may be forced to pilot test the program in some way.

This interview has been fascinating to me. I wish we all took time to have conversations like this more often.

One of the potential advantages I see in the Network is the opportunity for grantmakers to be exposed to new, provocative ideas—to have their minds stretched. I have been fortunate to have been stimulated and challenged by those close to me—others can get this kind of stimulation from the Network if it operates well.

Come visit me in Southern California.

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## Full Membership for Public Foundations in Council on Foundations Pushed

As a result of the business meeting in San Francisco, the Network is urging the Council on Foundations to admit public foundations as full members in the Council. In May, a working group met with senior Council staff and followed up with a letter to Jim Joseph, President of the

Council, to admit public foundations.

The issue will be considered by the Council's full board at its meeting in June. Depending on the Council staff's recommendation to the board, Network members may be asked to make their feelings known to Council board members.



# Midwest Youth Educate and Organize

by Louis Alemayehu

It is generally agreed that the youth movement died several years ago. In terms of temperament and perspective the students of Kent State and Jackson State of 1968 are decidedly different than their counterparts of 1973. A survey of U.S. freshmen conducted by the American Council on Education and the University of California at Los Angeles indicates that today's freshmen are more interested in making money than in social causes.

Last spring (1982), Marge Bursie of the Detroit Anti-Hunger and Youth Advocacy Center (DAHAC) and Michael Charney of Westsiders/Eastsiders Let's Come Together (WELCOME) in Cleveland met through a mutual foundation contact and found that they shared a vision of organizing and empowering youth. They decided to join forces organizationally and form what is now known as the Midwest Youth Coalition (MYC).

Marge Bursie, a wife and mother of two college age children, has a history of involvement with grassroots community organizations, social work, consumer education and counseling of emotionally disturbed children.

Michael Charney, a 32-year-old secondary school teacher, is a graduate of Oberlin College where he was co-editor of *The Activist*. Once he moved to Cleveland he was involved in workplace organizing as part of an organizing collective.

After an initial meeting by phone, Marge, Michael and youth from the two groups began to exchange visits. DAHAC was born during the 1972 industrial crisis in the motor city. The group has a primary focus on hunger, peace, juvenile justice and the development of youth leadership in the context of community organizing. WELCOME, on the other hand, evolved out of the strife of court ordered busing to achieve integration in the Cleveland schools. The

purpose of WELCOME is to facilitate communication, cooperation and understanding among black, white and brown students through workshops, recreation, and activities geared to create a new multi-racial group identity among students city-wide.

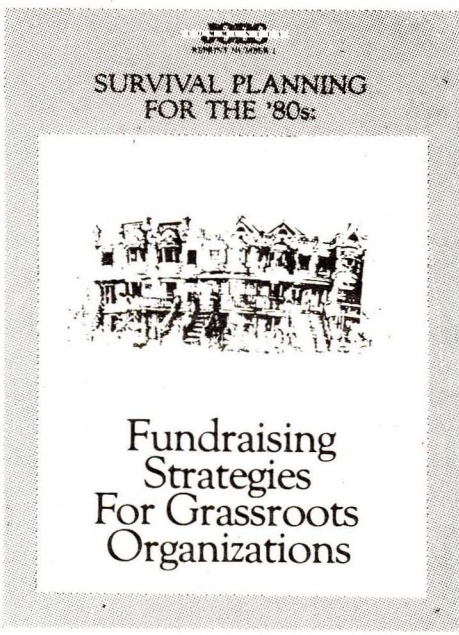
Other youth organizations were contacted throughout the Midwest by phone and mail with invitations to come and participate in a two and a half day conference. From July 16-18, 1982, the first meeting of what was to become the MYC met at Bluffton College in Ohio. At this weekend conference, 55 youth discussed the direction and organizational form of the Midwest Youth Coalition. The youth participants ranged in age from 11-22, with most young people being 16-19 years old.

The youth organizations varied from well-established youth organizing groups such as the Detroit Anti-Hunger Project and WELCOME to a community organization, Tranquility, from Chicago to the Goodwill Baptist Church Youth Group from Detroit, and a group representing

the Farm Labor Organizing Committee. A few young people had a great deal of experience in organizing and group decision-making. For others this conference was their first exposure to organized political discussion and group process decision making. Young people represented many cultural backgrounds—black, white, Chicano and Native American.

Since last summer the original three groups involved have expanded to nine youth groups, including a group outside the region in Pittsburgh who heard about the MYC and felt they had to become part of it.

Victor Coleman, coordinator of the Coalition, states, "We don't see our concerns and work any differently from adult grassroots organizing efforts. Our issues are not 'youth issues.' We have the same issues and use the same techniques as adults. The difference is that as youth we have a different, yet complementary perspective and a dynamic energy that vitalizes the movement for social change.



**Survival Planning  
FOR THE '80s:**

**Fundraising  
Strategies  
For Grassroots  
Organizations**

## New Strategies for Fundraisers

**Survival Planning for the '80s: Fundraising Strategies for Grassroots Organizations**, a new publication of the Community Careers Resource Center and the National Network of Grantmakers, is a planning tool for organizations that want to develop diversified funding strategies.

It includes diagnostic and needs assessment charts for fundraising planning and an extensive bibliography. It's available from:

**Community Careers Resource Center**  
1520 16th St., NW  
Washington, DC 20036



## Shift in Program of COF Significant?

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would applaud this stand. On the other hand, some participants did not find the program to their liking. A group of six to eight of the most politically conservative foundations voted not to renew membership in the Council. In the words of Les Lenkowsky of the Smith Richardson Foundation, "We see less and less interest in having views like ours heard at meetings like this." He complained to the *New York Times* that the Council staff and board were "sympathetic to the left wing of the philanthropic world."

The issue of "balance" was one of the most debated during the course of planning this year's program. NNG members Marge Tabankin, Barrie Pribyl, Ellen Benjamin, Elisa Boone and myself—like others on the Program Committee—took seriously the mandate given us by President James Joseph and the Board of the Council: to develop a program representative of the wide range of interests and views of the Council membership. Program Committee co-chairs Martin Paley and Jackie Reis also directed us to develop a program with full participation of racial/cultural minorities and women.

At the same time, members of the Program Committee, who were members of various "affinity groups" such as Women and Foundations/Corporate Philanthropy, Hispanics in Philanthropy and ABFE, were invited to represent interests of these organizations.

The result: a program with a number of topics and speakers of interest to—and funded by—NNG members. At the same time, conservatives—even of the most right wing brand—were given place in the program proportionate to the Program Committee's best guess of their membership in the Council.

Another result: a more racially and sexually diverse range of presenters and panelists than in the past.

This year's conference was the best attended of the Council's 34 annual meetings. An overflow crowd of 1500 attended the meeting held April 6-8 in the St. Francis Hotel under bright skies following months of soggy weather in San Francisco. Over 70% of the attendees were staff members, of a total of 5000 staff in the field of organized philanthropy in the United States.

One of the most highly rated events, according to 255 interviews conducted by twelve interns during the conference, was the site-visits to innovative projects in the five low-income neighborhoods in San Francisco. NNG members Elisa Boone, Tom Layton, Evelyn Shapiro,

Susan Silke, Ida Strickland and Colburn Wilbur were on the Host Committee which planned these not-your-typical-tourist events.

The communications highlight was the morning T.V. show beamed into each of the hotel rooms of the previous days' events and speakers produced by Martha Stuart Communications.

Finally, many other organizations and interest groups held well-attended meetings around the Council's programs. These ranged from meetings of foundations interested in voter registration to a full day's program on "Working Poor Women" by Women and Foundations/Corporate Philanthropy. The research report on Career Patterns in Philanthropy for Women was very interesting. (NNG sponsored events are reported elsewhere in this newsletter.) There was some time for fun: a 7:00 a.m. Fun Run was completed by several NNG stalwarts.

This year we found suggestions from NNG members very helpful and tried to implement them. The Program Committee for next year's annual Conference (to be held in Denver, April 25-27) was reduced from 20 to 13 members and also includes four NNG members: Ernie Gutierrez, Joe Kilpatrick, Fern Portnoy and Barrie Pribyl. Since planning next year's program begins in June, your suggestions should be sent to them as soon as possible.

## Fourth Annual NNG Conference

October 5 - 6 - 7, 1983      Izaty's Lodge

(Located outside Minneapolis, Minnesota.  
Transportation will be provided.)

More Information will be announced soon.  
In the meantime, mark your calendars!



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## MCLR Informs Labor Communities

by Louis Alemayehu

The Midwest Center for Labor Research is a newly formed research center made up of local leaders and newspaper editors, trained researchers, university professors and community organizers who know the labor movement and its problems from first hand experience. It was born in hard times out of a concern that working people and their communities survive the current economic and political crisis. MCLR felt that working people needed their own information as ammunition to combat steel industry press and also create their own grassroots solutions.

MCLR asserts that: 1) northern urban industrial plant closings are due to the company decision and policy of disinvestment; 2) concessions on employee salary and benefits will not save jobs but rather give the company a comparatively small increase in profits; 3) the threat of plant closings brings about a deterioration of safe work conditions and fair employment practices; 4) steel companies rather than diversify their compete in the world market would rather diversify their investments into other areas of business that will provide a larger profit margin; and 5) business seeks to win back much of the power they lost since they began bargaining with unions. The idea is to weaken and eventually destroy the union movement.

Within the past nine months, the MCLR has published two issues of **Labor Research Review**. The first issue was entitled, "Labor Community Unity: The Morse Strike Against Disinvestment and Concession." The **Review** was widely distributed throughout the labor community last fall, while contract negotiations between the steel industry and unions were being conducted. Many labor leaders felt that the quality of information available to steel workers resulted in a contract settlement in February with less severe conces-

sions than those proposed in the two previous drafts of the contract.

William Andrews of Local 1010, E. Chicago, Indiana said: "They (MCLR) have been a real asset to both our local and the labor movement in general. We were able to use in our local union paper, much of the research MCLR developed on the steel industry. Not only was this useful in convincing our members in the mill that concessions weren't the answer, but many other local presidents read and reprinted our local's paper. Although we were not successful in stopping concessions, our current pact is much better than the first two proposals, which were voted down. I'm convinced that the better informed and knowledgeable our

members are, the stronger is our union."

MCLR most recently has been involved in work initiating a coalition of church, community and labor groups to address the problems of plant closures and disinvestment. In its early stages most of the activity has centered around organizational planning. On March 4, the coalition sponsored a speaking engagement by Barry Bluestone, co-author of **The Deindustrialization of America**. With a new political situation in the Chicago area, the climate and potential for organizing and coalition building will be much improved.

For more information contact: MCLR, 4012 Elm, E. Chicago, Indiana 46312 (219) 398-6393.

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## Philanthropic Community Organizes to Address Peace Issues

by Charlie Biggs

During the past year, as the dangers of nuclear war and the devastating social and economic impact of rising military spending have become increasingly clear, many members of the philanthropic community have sought ways to educate themselves and express their personal concern about peace, arms control and military budget issues. In response to this need, a number of individuals active in philanthropy around the country have begun to organize **Philanthropy Concerned: Individuals for Peace Action**, a network of individuals wishing to be personally, if not institutionally, involved in peace and arms control efforts.

The purpose of **Philanthropy Concerned** is to provide a context for outreach and education in the philanthropic community at the local, regional and national levels, to complement the national meetings on peace issues that have been held in New York and Washington. Mem-

bers are encouraged to involve others in their areas in these efforts, and to organize local and regional meetings to share ideas and information about peace and arms control initiatives.

Several preliminary meetings for **Philanthropy Concerned** have been held in recent months—one in Chicago attended by individuals from the Midwest and South, another at the Council of Foundations conference, attended by individuals from the Northeast, Midwest and West Coast. The possibility of holding an educational meeting in the Midwest is being discussed, and additional outreach efforts are being planned.

Membership in **Philanthropy Concerned** is for individuals, not institutions, and is open to all individuals in the philanthropic community: staff, board members and individual donors. For further information, please contact **Philanthropy Concerned: Individuals for Peace Action**, 100 E. 85th St., New York, NY 10028.



## Seeds of War (Down Here on the Ground)

We are the wise ones,  
ordained by an arrogance  
that is fashioned by doubt,  
hunger  
and the need to be "somebody."  
We reason and wound each other  
with our sharp reputations,  
because of a need to  
ease the pain  
of being lowly, middle  
or outside born,  
Reckless in our foolishness,  
unfree,  
untouchable,  
Fiendish wall builders are we.  
We freeze one another with icy exclusiveness,  
correct thoughts and theories,  
barren of the vegetation of compassion.  
We are the most intent of suicides,  
disguised as fratricide,  
infanticide,  
ecocide.  
We wound each other,  
taking sides.  
We defend THE TRUE RELIGION,  
taking sides.  
We defend THE CORRECT POLITICAL PHILOSOPHY,  
taking sides.  
We defend THE SUPERIOR RACE, SEX AND/OR CLASS,  
taking sides.  
With nightmare threats or kindly coos —  
(promise them anything),  
We drag our children kicking and screaming into burning houses  
of ideology,  
taking sides.  
Our "wisdom" becomes their "wisdom"  
and those caissons keep rolling along.  
What genius of physical science  
of social science  
delineated the logistics of  
taking sides,  
(I thought the world was round?)  
Men and women  
black, yellow, red, white and brown  
rick, poor, in between,  
We all burn the same,  
Down here on the ground.

Alemayehu  
21 February 1983  
© Sweet Thunder Productions

## Working Group Offers TA to Bay Area Gay Groups

by Lynn Campbell

On Saturday, April 9, members of the NNG Working Group on Funding for Lesbian and Gay Issues took part in a one-day seminar in San Francisco on "Building Effective Gay and Lesbian Organizations." Coordinated by Tracy Gary, the seminar was attended by representatives of over 45 Bay Area gay organizations, and included presentations by Working Group members Michael Seltzer and Lynn Campbell, as well as by local resource people.

The purpose of the program was to provide technical assistance to local lesbian and gay groups which need help with developing organizational skills such as fundraising, program planning, volunteer recruitment, and board development. After a full day of intensive work and discussion, participants agreed that such information is invaluable to the health and growth of their organizations, and many who attended were enthusiastic about planning similar future sessions.

Seltzer and Campbell offered information on developing a comprehensive fundraising plan, fundraising from foundations and corporations, and basic organizational planning. These presentations were complemented by excellent workshops from local resource people, including Marya Grambs of The Women's Foundation ("Promotion and Marketing"), Burke Thompson of The Grantsmanship Center ("Face-to-Face Fundraising"), and direct mail consultant Diane Benjamin ("Fundraising with Direct Mail").

Offered under the auspices of the Technical Assistance Program of the Fund for Human Dignity, the day's activities were sponsored locally by the Coalition for Human Rights, the Human Rights Foundation, The Women's Foundation, Vanguard Public Foundation, and the Youth Project.



# Survival Planning for the '80s in Great Demand

by Glee Murray

In December 1982, the National Network of Grantmakers and the Community Careers Resource Center published **Survival Planning for the '80s: Fundraising Strategies for Grassroots Organizations** by Michael Seltzer and Tim Sweeney. The 19-page booklet is a reprint of a three-part series that first appeared in the Resource Center's monthly publication **Community Jobs**.

The underlying premise of Seltzer and Sweeney's advice is the need for organizations to diversify their funding bases, particularly by generating income from internal sources rather than depending upon a few, large, outside funding sources. They also explore the fundraising process as an integral part of building organizational membership programs.

**Survival Planning** was called a "clear and concise guide to planning and fundraising for grassroots and small nonprofits" by **RAIN Magazine** in a recent review. **The Grassroots Fundraising Journal** says the booklet is a "wonderful introduction to the world of diversified funding," and praises the authors for using examples that are "provocative and inspire the thought, 'if that organization can do it, maybe ours can too'."

Since publication, demand for **Survival Planning** has been high, with requests rising steadily each month. As of March 31st, nearly 800 booklets have been distributed.

Requests for **Survival Planning** have come as a result of display ads in **Community Jobs**, **The Network**, **RAIN Magazine**, and **The Grantsmanship Center News**. Reviews and/or announcements about the booklet have appeared in publications such as the **Clearinghouse Forum** (published by the Donors Forum of Chicago), **Youth Policy**, the National Organizations Advisory Council for Children's newsletter, **The Grass**



Network Co-convenor George Penick introduces guest speaker Bishop Carroll T. Dozier. In center, Program Committee Co-Chair Adisa Douglas-Reese.

## Dozier Addresses NNG Meeting

continued from page 1

teachings of the Church regarding the questions of human rights and social justice and giving the highlights of the pastoral letter itself.

The pastoral letter limits the Church's historical notion of what is a just war and does not perceive any situation warranting the initiative of nuclear war. It advises Catholics to consult their individual consciences about whether they can support a government that pursues a nuclear policy. "To many it will seem that the Church has made a complete turnabout, thereby leaving us prey to enemies," stated Bishop Dozier.

Although the people in the audience seemed inspired by the then proposed Church's position on nuclear weapons, it seemed they

were equally moved by Bishop Dozier's description of his own personal history that led him to be outspoken on this critical issue and by the personal courage he exemplified as he delivered his speech from his wheel chair and with a strained but strong voice.

He concluded his address with the following remarks: "You, the private sector, have been called upon to fill the void created by the government as it has shifted its priorities and its monies from programs to serve humanity to building up its arms for defense. I pray God to sustain you in your heroic efforts to perceive the future and its needs and in some way respond to them."

**Copies of Bishop Dozier's address may be obtained from the National Network of Grantmakers by sending your request to: Margaret Standish, 384 Marlborough St., Boston, MA 02115.**

**roots Fundraising Journal**, the Council on Foundation's **Newsletter**, **Planners Network**, **Democratic Left**, and **RAIN Magazine**. In addition, flyers announcing publication of the booklet have been sent to nonprofit organizations throughout the country.

Many publications and organizations have requested review copies of **Survival Planning**, including **You**

& **Youth**, the Lutheran Resource Commission-Washington, and the North Dakota Consortium on Gerontology. Both **The Workbook** and **The Grantsmanship Center News** plan to review the booklet in the near future.

Copies of **Survival Planning** are available for \$4 each (prepaid) from Community Careers Resource Center, 1520 16th St. NW, Washington, D.C. 20036.



# The National Network of Grantmakers

The Network's purposes are:

- To establish communication links across grantmaking sectors for sharing information and ideas.
- To provide a support network for individuals working on similar concerns in varied grantmaking settings.
- To provide opportunity for members, in informal and more formal settings, to identify and discuss issues and grantmaking approaches, to get honest feedback, to stimulate thought, and to have fun doing so.
- To bring together Network members and donees to share information and to discuss problems of mutual concern and means of tackling them in a non-grantmaking environment.
- To be a voice for issues of social and economic justice within the philanthropic community and externally in sectors of the broad community including government, business, labor and education.
- To expand the resource base (human and financial) for social and economic justice activities.

The Network is not a staffed organization, nor does it plan to be so in the future. The work is done by Network members who volunteer their time staffing various committees. The Management Committee consists of co-convenors, committee co-chairs and treasurer.

## MEMBERSHIP IN THE NETWORK

There are two categories of membership — regular and sustaining.

**REGULAR** — For individuals who are staff/trustees of corporate and independent foundations, religious giving programs, individual philanthropists, staff of non-profit organizations servicing grantmakers, and government officials involved in grantmaking programs. **Benefits:** Newsletter, copies of Network publications, informational mailings, membership mailing list, vote at membership meetings, committee memberships/participation. **Fee:** \$25 per person per year.

**SUSTAINING** — For grantmaking organizations which are supportive of the Network's aims. **Benefits:** List of publications, meeting notices, NO VOTE. **Fee:** \$100 per organization per year.

## WE WELCOME YOUR PARTICIPATION