

# THE NETWORK

Vol. V No. 2

THE NATIONAL NETWORK OF GRANTMAKERS

Spring, 1987

## NNG & ABFE Host Program At Atlanta Conference

by Tricia Rubacky  
The Youth Project

NNG and the Association of Black Foundation Executives hosted a joint program at the Council on Foundations meeting this year. By all accounts, this collaborative effort was a great success thanks to NNG Management Committee members Betsy Taylor of the Ottinger Foundation, Erica Hunt of the New World Foundation, and ABFE representative David Dodson formerly of the Cummins Engine Foundation.

The ABFE section of the program addressed the status of the Black family. Dr. Robert B. Hill, Executive Director of the W.E.B. DuBois Social and Behavioral Research and Policy Center at Atlanta University, and Dr. Harriet McAdoo, Professor of Social Work at Howard University, challenged some of the widespread beliefs about welfare dependency and single Black mothers. In particular, both speakers mentioned the little known facts that 50% of Blacks living in poverty do not receive a dime of welfare money, and the majority of poor Black single women are working and not on welfare. Hill and McAdoo argued that welfare reform is not the only remedy for Black family problems. Any approach to these problems must be holistic and should utilize existing institutions in the Black community, especially the churches. Philanthropists should help support practical programs such as job training, basic adult education, and parenting classes.

The NNG portion of the meeting was held after a reception and performance by a local Black female vocalist, Theresa Hightower. Reverend C.T. Vivian, Chair of the Center for Democratic Renewal, spoke about the escalation of racial violence in the United States. Vivian spoke about growing white supremacist insurgency in America, as a broad-based effort targeted toward farmers, textile workers, and many other people who are experiencing economic hardships. He reminded the audience that the Klan is not the only force to be reckoned with; that there is more subtle racism to be addressed within businesses, schools, prisons, the press, and many other institutions. Specifically, Vivian stated that "racism is a matter of the future of America, not just the future of Blacks." He challenged funders to help "Cross the river of racism" by supporting efforts



Dr. C.T. Vivian and Jim Joseph, president of the Council on Foundations, pause for a brief reunion in Atlanta last March. Vivian was one of four speakers at the NNG/ABFE special meeting.

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**Racism is a matter of the future of America, not just the future of Blacks.**

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-Dr. C.T. Vivian

to educate people to fight racism before it permeates their lives and their communities, and ultimately the nation.

The last speaker for the evening was Gay McDougall, Director of the Southern Africa Project of the Lawyers Committee for Civil Rights Under Law. She described an all out civil war developing in South Africa whereby unrestrained state violence directed against whole communities demonstrates the Botha government's complete disregard for human

rights. She also described the terms of detention under the new state of emergency, including random, unprovoked violence and torture, and the detainment of more than 29,000 people without charge. McDougall encouraged funders to support public education programs about apartheid in South Africa and to be vigilant in challenging the country's press censorship.

# New Synthesis Think Tank

by Kathleen Gildred  
Threshold Foundation

The New Synthesis Think Tank is a project being developed by the Sirius, Findhorn, and High Wind Communities, the International Center for Integrative Studies (ICIS) and the University of Wisconsin. It will engage innovative thinkers and doers to bring new solutions to social problems to the attention of leaders in the media, politics, business and education.

This project is now researching ideas and examples of successful approaches to social problems. These examples will then be written up as overview papers in the following eight areas: 1) Work and vocation; 2) Education and human growth; 3) Governance and conflict resolution; 4) Ecology and the environment; 5) Finance and economics; 6) Families and human relations; 7) Holistic health and human services; and 8) Summary of the new, emerging world view and a critique of its relevance to social problems.

The papers will include new ideas and applicable models being developed in each field. The final versions will have policy recommendations for applying these approaches to the larger society. These ideas will then be presented and discussed at a conference in New York City with representatives of mainstream media, business and government.

After the conference, the New Synthesis Think Tank intends to provide ongoing input of innovative solutions to problems to mainstream institutions. In addition to research papers, audio-visuals and video productions, the Think Tank plans to organize meetings and colloquia for representatives from the media and other opinion leaders. Additional consultants who are experts in various innovative projects may be hired for specific research projects. Over the long term, the Think Tank plans to develop resource/networking centers for further research and dissemination of information, offer educational seminars for selected leaders and the public, and develop action programs to aid

the emergence of new synthesis problem solving.

During the past twenty years, experimental groups and communities have been steadily developing innovative approaches to many of the problems facing our world. Even though most of these successful communities, groups and models are not widely known, several successful innovative models have appeared in the mainstream. These include worker-owned and managed businesses, profitable organic farms, effective use of renewable energy sources, socially conscious money market investment funds, successful group-decision-making by consensus, and self-directed educational approaches. Yet neither a synthetic and rigorous intellectual framework within which to assess the value and potential of these new approaches, nor specific policy recommendations based on their successful results have been presented to mainstream policy makers or the general public. The time is overdue to begin the work of synthesizing solutions from the holistic perspective with conventional approaches. As the Think Tank is being developed, it is seeking information in the following areas:

1. Individuals, groups, or communities who are successfully applying new ideas in solving problems. This includes people who have done research along these lines, or people who are good thinker/writers.

2. People who are opinion leaders in media, politics, business, or academia, who are open to new ideas and might attend a conference on this theme.

3. A good site for a conference in New York City available at low or no-cost.

If you have suggestions or want additional information on this project, you can contact the focalizers of the team, Gordon Davidson and Corinne McLaughlin, at Sirius Community, P.O. Box 388, Amherst, MA 01004; (413) 259-1505.

## NATIONAL NETWORK OF GRANTMAKERS

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## NNG Nominations To Open Soon

NNG Nominating Committee Co-Chairs Kathy Acey and Jean Entine are requesting volunteers and/or suggestions for the 1987-88 Management Committee.

Please seriously consider participating. The committee meets four times a year, is very productive, and has lots of fun. Look for more details on the nominating process in June.



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***BUILDING A VISION FOR THE FUTURE***

The Annual Conference of the  
National Network of Grantmakers

NOVEMBER 10-13, 1987

RIPPLING RIVER LODGE WELCHES, OREGON

The conference will focus on vision, solution, and strategy for issues of the economy, environment, militarization, and human rights in the West and nationally.

# Evaluating Social Change Work

by Michael Marcus, Villers Foundation and Anne Romasco, James C. Penney Foundation

Everyone involved in making grants for progressive community organizing and advocacy work knows that it is not a particularly easy task. Rarely do foundation staff and board members engaged in funding social change programs have the occasion to meet together to talk specifically about the criteria they use. Nor do grantmakers often have opportunities to explore the assumptions underlying those criteria. For example: What is it we mean when we discuss "social change"?

Despite a raging blizzard on the East Coast, more than 30 NNG members came together at the Hershey Hotel in Philadelphia, January 26-28. The session was designed to enable funders within NNG to explore the processes and methods involved in selecting and evaluating progressive social change programs.

The three day event was hosted and partially funded by the Philadelphia Foundation and the Temple University School of Social Administration. A committee of eight planned the program and included: John Ruthrauff and Dr. Ione Vargus of The Philadelphia Foundation; Ellen Marshall of the Bread and Roses Foundation; Doug Lawson and Adisa Douglas of the Campaign for Human Development; Midge Taylor of the Funding Campaign; Susan Kinoy of the Villers Foundation and Andrea Kydd of the Youth Project. Nancie Zane of the Center for Effective Public Policy in Philadelphia was the facilitator.

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**. . . participants view social change as a process involving oppressed people which seeks to enhance an individual and group's ability to impact upon the systems which affect their lives.**

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Over the three days grantmakers worked toward meeting a number of goals important in progressive funding. During the first day, participants explored theoretical frameworks for understanding progressive social change within a political context. With the assistance of Joan Mandle of the Analysis and Policy Press and the University of Pennsylvania and Jimm Dunn of the People's Institute for Survival, definitions of social change and a theory about the components of social change activity were developed. In small groups people created the groundwork for all future discussions during the next two days.

A second panel, which included Anthony Thigpen of Los Angeles Jobs for Peace, Baldemar Valesquez of the Farm Labor Organizing Committee, and Gail Stoltz of the Montana Alliance for Progressive Policy, helped NNG members sort out the interrela-

tionships between community organizing, advocacy, and other aspects of social change work. In an energetic question and answer session following the presentations, the panelists presented examples of organizing strategies based on various considerations such as grassroots, state and regional approaches, different constituencies and short and long range time lines.

Conference participants then divided up into four working groups. It was in these groups that most of the hard work took place. Each group was first charged with defining social change. Later, groups were asked to come up with a draft list of criteria with which to evaluate programs. Finally, each group molded their draft definition and criteria into a workable set of considerations for use when evaluating proposals.

Judging by the definitions, participants view social change as a process involving oppressed people which seeks to enhance an individual and group's ability to impact upon the systems which affect their lives. Participating funders also were adamant about the need to integrate the issues of racism, sexism, imperialism, homophobia and classism into the process of social change. Definitions referred to the creation of a society in which there is an equitable distribution of wealth and power, cultural diversity and mutual respect.

The real test of the work done on days one and two came during the discussions after dinner on day two. The subgroups were further divided into several teams, then dispatched to meet with social change practitioners from all corners of the Philadelphia area. Each team met with representatives from two or three organizations who acted as resource consultants. In this reversal of roles, the organizers evaluated the grantmakers' newly

ing information about other projects and to help them stay in touch with broader social change networks.

On the last day the subgroups reconvened to synthesize their interactions with local organizers and come up with summary statements. An especially useful session followed with a report by each group on their conclusions.

The final meeting produced a long list of questions a social change funder might want to ask when considering a proposal or evaluating a project. Some of the questions raised during the wrap-up session were: What is the vision of the grant seeker? What policies does the organization have to encourage democratic decision-making? What kinds of support exist for leadership, including training and development? Are the staff and board of the organization appropriately diverse for the community it represents? Does the group work with other organizations? What sort of long-range planning process does the grant seeker engage in?

An evaluation of the conference was conducted by Rhoda Liton, a professional evaluator. She engaged the grantmakers in a rigorous step-by-step process of analysis. For anyone who is interested, copies of the evaluation can be obtained from: The Center of Effective Public Policy, 1411 Walnut Street, Suite 925, Philadelphia, PA 19102. Send your request along with \$3.50 to cover postage and handling.

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NNG is considering a repeat of last January's Conference to take place some time during the next year in San Francisco. While geared to western funders, the session would be open to NNG members from across the country.

Meanwhile, some of the conference participants have already begun sharing their experiences with fellow colleagues. Three Massachusetts participants, Meg Gage of the Peace Development Fund, Nancy Stockford of the Winston Foundation for World Peace, and Michael Marcus of the Villers Foundation presented a briefing for thirteen Boston area progressive funders. Much of the discussion centered on the funders' responsibility to be clear and specific with potential grantees regarding the criteria actually being applied during program evaluation. The discussion, organized by the Villers Foundation, and hosted by the Boston Foundation, marks the first time that a significant number of Boston area progressive funders had come together to discuss a common agenda.

# Senator Alan Cranston And Eddie Williams Discuss Citizen Participation

by Jeanne Fox, Funders' Committee

The Funders' Committee for Voter Registration and Education, along with The Association of Black Foundation Executives and Women and Foundations/Corporate Philanthropy, sponsored a pre-conference luncheon at the Council on Foundations March meeting in Atlanta, Georgia. In a panel presentation led by Ford Foundation's Lynn Walker, two distinguished guests, the Honorable Alan Cranston, Democratic Senator from California, and Eddie Williams, President of the Joint Center for Political Studies, discussed political participation in the United States. In their comments to an audience of about 120 members of the philanthropic community, Senator Cranston and Mr. Williams talked about citizen participation, particularly about low-electoral turnout, and the implications for responsible philanthropy to respond to this persistently growing national problem.

To share with you some of their remarks, the following excerpts have been taken from the two speeches. According to Mr. Williams: "In our democratic society, one of the most effective ways of helping ourselves is to make maximum use of our political rights. That is why today's symposium on eliminating the remaining barriers to political participation, especially obstacles to registration and voting is both urgent and timely . . ."

"There are three kinds of barriers to minority political participation: limited access to electoral participation, constraints imposed by political parties and their rules, and impediments posed by electoral structures. . ."

"According to an informal staff survey of the Senate Judiciary Committee, since January 1981, more than 290 lawsuits have been filed by civil rights organizations and local activists, alleging inequities in the electoral process . . ."

"Registration requirements virtually everywhere tend to be so difficult as to discourage voting by all but the most highly motivated . . ."

"The burdensome requirements have a greater depressing effect among the lower socio-economic segments of the population, of

**In our democratic society, one of the most effective ways of helping ourselves is to make maximum use of our political rights.**

-Williams

which minorities are a disproportionately large share . . .

"A number of foundations are to be commended for their support of programs aimed at increasing minority participation. . ."

"As we seek to encourage minorities to par-

ticipate at higher levels, we should be mindful of the fact that our long range goal is not just a momentary increase, but the empowerment of local communities."

Senator Cranston in his comments stated emphatically that: "I am not here to talk about Democrats or Republicans, or about conservatives or liberals. I am here as an American citizen - a voter myself - to explore with you the dangerous, growing phenomenon of non-participation in local, state, and national politics - and hence non-participation in our government itself. This is a very serious nonpartisan, bipartisan issue, one that cries out for attention by all elements of our society. . ."

"Today we must ignite a second American Revolution - an explosion of participation in our democracy that will strengthen

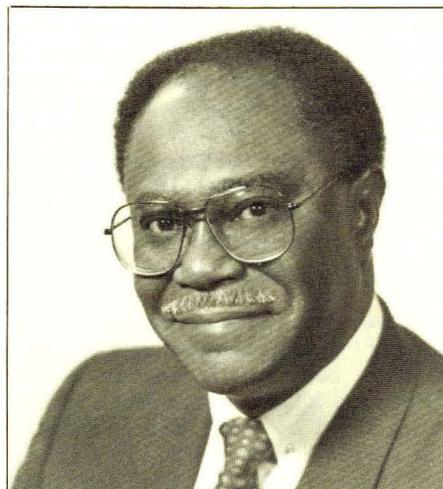
**The evidence clearly indicates that the easier we make it for people to register, the more people will vote . . .**

-Cranston

our institutions and guarantee our freedom . . ."

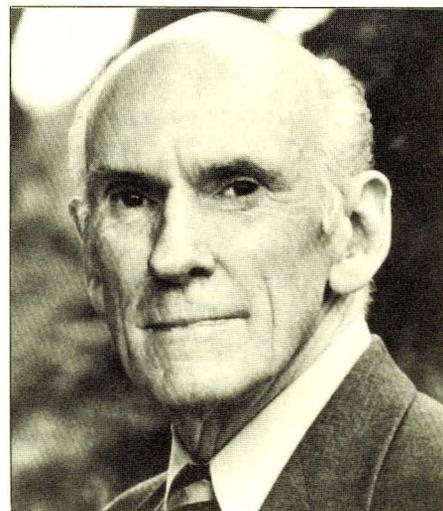
"Three years ago, 80 million Americans who were eligible to vote for President, stayed home. Last November only 37 percent of the people of voting age voted in Senate and House contests - so slightly more than 18 percent made the decision about how we are to be governed . . ."

"We must not fail to note that the decline in participation that has characterized our second century coincides with the development of registration as an integral part of our electoral system . . ."



Eddie Williams, President of the Joint Center for Political Studies

"We must work for new laws to advance the cause of universal registration . . . The evidence clearly indicates that the easier we make it for people to register, the more people will vote . . . I've often thought that while many issues are important, the most important of all is the crusade to prevent nuclear war - because if we blow ourselves up, no other cause will matter. In the same sense, the most important of all efforts to make our democracy work is voter registra-



Alan Cranston, Democratic Senator from California

tion and participation - because failure or success on that front will affect failure or success on every other front . . ."

"You in the world of philanthropy can fulfill a dynamic and central leadership role in all these areas . . ."

As you can see from these brief excerpts, Williams and Cranston's addresses were both powerful and exhilarating. If you'd like copies of the full text of their speeches, please call Jeanne Fox at (202) 659-8472 or write to the Funders' Committee for Voter Registration and Education, 1730 M Street, N.W., Washington, D.C. 20036.

The Network is published four times a year. Persons interested in submitting articles should contact editors, Tricia Rubackoy or Mindy Lewis.

# WAF/CP Celebrates 10 Years

by Adele J. Vincent  
Cummins Engine Foundation

The announced theme for this year's annual meeting of Women and Foundations/Corporate Philanthropy was "New Ways to Lead." But when members and others gathered in Atlanta in late March it was clear that another theme running through the two day event was celebration: celebration of 10 years of success in increasing funding for programs for women and girls and enhancing the capabilities and status of women in the foundation field.

The climax was the banquet on Sunday evening. The seven women who have chaired WAF/CP's board during the past 10 years were honored, and some of the favorite stories that surrounded the founding of the organization were aired, giving as much delight to those for whom they were new as those who played a role in them. The rest of the evening was joyful, wondrous entertainment from Holly Near, with her wry charm, and Ronnie Gilbert, belting out the old Weavers' songs. And it ended with a wonderful time of sharing when, spontaneously, we all rose from the tables to form one huge circle, clasping hands as we joined in the singing.

To keep the evening free for celebration, the keynote address had been delivered Sunday afternoon. Dame Nita Barrows, Ambassador from Barbados to the U.S., spoke movingly of her own rise to leadership, from her Caribbean home to convenor of the Nairobi conference that closed the U.N. Decade on Women.

## Farmworker Caucus Update

by Barbara Portee  
Bert and Mary Meyer Foundation

As a direct result of the Farmworker Caucus held at the November NNG meeting, six caucus participants and two outside funders have committed over \$11,000 to an ad hoc travel fund. This support has enabled leaders from 17 national, regional and local farmworker organizations to come together for several national meetings.

On March 13-15, the 17 farmworker organizations from throughout the United States and Puerto Rico assembled in D.C. and formed the National Farmworkers Coalition. They adopted by-laws and elected a coordinating committee headed by Carlos Marentes, of the Union de Trabajadores Agrícolas Fronterizas (U.T.A.F.) in Texas. Marentes reports that the group "came together to form a national strategy to deal with the common problems we are facing." He says, "this is the first united effort of

Monday morning was devoted to a session on grass roots leadership moderated by Gloria Steinem. In her introductory remarks, Ms. Steinem outlined the new forms of leadership, crossing racial and national boundaries, women taking power not waiting for it to be handed to them and building on their own personal experience which is so much more valuable than the expertise of so-called experts.

### What should foundations do differently . . . "Walk a way in the grantee's shoes."

Four women formed the panel, each representing a different segment of the population, a different experience. Charon Asetoyer, a Native American from South Dakota, in perhaps one of the most moving moments, stated "You are looking at a very frustrated woman. The word hope doesn't exist in our vocabulary any more." Because of the abysmal poverty and despair on the reservations, despite - indeed because of - vast sums of money spent there by the federal government in ways it deems best, Ms. Asetoyer feels a clear bond with the indigenous poor of the Third World.

Bylye Avery of the National Women's Health Network spoke about empowering oneself first, then each other. She emphasized the need for support groups and for women leaders "to cover your back."

farmworkers; it happened because the new immigration law (Simpson-Rodino) means conditions for farmworkers will be getting worse."

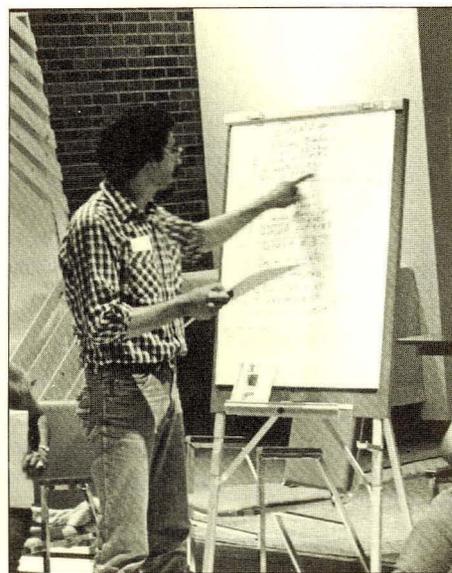
The Coalition's seven member coordinating committee just returned from a trip to Mexico to meet with the peasants union associated with the Mexican government to discuss ways in which they could cooperate with each others efforts. They agreed to embark on a project to trace the origin and destination of Mexican farmworkers who are traveling to the United States in order to inform them where farmworker organizing is occurring in the states so that their presence would not be used to undermine organizing efforts.

Because the by-laws mandate four meetings per year for the coordinating committee members, the East Coast Farmworkers Support Network, a 501(c)(3) organization, is administering an ad hoc travel fund on behalf of the coalition. To learn how you can facilitate grassroots impact by farmworkers themselves on public policy, please contact Barbara Portee at (305) 628-1122 or Frank Williams at (919) 867-1835.

Nancy Robinson, from the Dunganon Development Commission in Virginia, described assuming leadership in her Appalachian home town when she returned there as an unemployed single parent. The story of her community's successes contrasted sharply with the earlier bleak picture of hopelessness on the Indian reservation.

Maria Valera, executive director of Ganados Del Valle in New Mexico, offered a picture of a typical day in the life of an organizer which provides its own kind of frustration, this time with us, the foundations. We are too rigid, she told us, expecting staff to have degrees and downplaying experience, not realizing that working with low-income populations is draining. We insist on categorizing organizations when they don't necessarily fit easily into a category and on neatly packaged development plans that ignore reality. And "No," she added "we don't have Federal Express here."

This last presentation set the tone for the question and answer session that followed. What should foundations do differently, we asked, and we were given much advice, most of which could be summed up in the expression "Walk a way in the grantee's shoes." It was a sobering conclusion to an occasion that had begun with such exuberance, but it was one members of WAF/CP would surely agree was not out of place. We all know that though much progress has been made these past 10 years, there's still a lot more work to be done.



National Farmworkers Coalition coordinator Carlos Marentes leads a planning discussion on committee assignments and issues during the Coalition's founding meeting.

# IRS Regulations Update: Nonprofits Win Round One

by Cynthia Schuman  
Rockefeller Family Fund

The Internal Revenue Service, which in November, 1986, proposed regulations that would have severely restricted the public policy activities of nonprofit organizations, is now seriously reconsidering its actions. According to **OMB Watch**, on April 9, 1987 the IRS issued a press release in which it stated the following:

1) Final rules that are developed will not be retroactive. The IRS previously proposed that the rules be retroactive to January 1, 1977.

2) Foundation grants received prior to the final rules, even multi-year grants, will not be affected.

3) The IRS will "consider whether it is appropriate to repropose part or all of the regulations." The IRS "recognizes that there have been a substantial number of comments with respect to a few particular provisions," including the broad definition of lobbying, how lobbying costs are allocated, rules affecting foundations and rules affecting affiliated organizations.

4) The IRS "will take steps to involve interested parties in deliberations concerning the regulations."

5) The IRS will send a directive to field agents informing them that the proposed rules have "no legal authority and may not be relied upon or cited as authority by an

agent of the Internal Revenue Service."

These actions are a significant step toward resolving the issue, but the battle has not been won. The IRS has not yet agreed to alter the substance of the proposed regulations, only to "carefully consider" the comments. The IRS apparently received thousands of letters from public charities and foundations requesting them to withdraw the proposed rules. Congress also took a strong stand, with several congressional committees and a number of individual representatives writing the IRS. It is not known whether the IRS will truly take to heart the many comments it has received, how it will involve the nonprofit community in further deliberations and what the nature of changes in the proposed rules, if any, will be.

The best news is that the IRS "will continue to follow administrative practices that were in effect before the proposed regulations were published." That means, until final regulations are issued, you may continue funding nonpartisan advocacy efforts and other public policy work.

The nonprofit community had an opportunity to state its case during IRS hearings held on this issue in Washington, D.C. the week of May 11. For more information, contact **OMB Watch**, 2001 O St., N.W., Washington, D.C. 20036 (202) 659-1711.

## People Updates . . . Keeping Track

This Spring we have news of several people making job transitions. Hopefully the NNG defectors will write and keep in touch with us.

Anne Morrison and Connie Fiedler are leaving Best Products Foundation because of cutbacks resulting from a drop in corporate earnings. They have both promised to keep us posted on their future plans.

David Dodson has left the position of Executive Director of Cummins Engine Foundation. He has moved to MDC in Chapel Hill, North Carolina.

Alan McGregor sent a farewell letter to inform us he has decided to leave after six years as Director of the Fund for Southern Communities. A new Director should be named in May.

Cynthia Guyer has left her position as Western Field Representative for the Youth Project. The new field rep is Jeff Anderson. Cynthia plans to remain active in NNG as a Board Member of A Territory Resource. She is on the Conference Committee and will be helping pull together our fall meeting in Oregon.

Pat Hewitt has announced her upcoming departure from Joint Foundation Support after 10 years as Executive Director. She has decided to attend law school in the Fall.

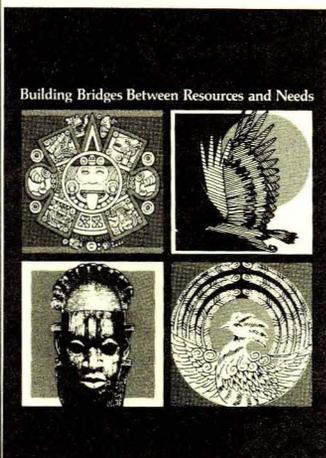
Carrolle Perry began her new job in April in charge of UNCF's Philadelphia office. She previously was with the Philadelphia Foundation.

## Women of Color

## Order Now!

You may order additional copies of booklet from:

**WOMEN OF COLOR** Publication  
The Hunt Alternatives Fund  
1255 Fifth Avenue  
New York, New York 10029



"Women of Color is WONDERFUL! I enjoyed the graphics along with the entire sensibility of the design, but most especially the text (of course). Visually exciting and full of luscious quotes, I cannot think of anything nicer to send WAF/CP members as the holiday season draws near."

Joanne Hayes, President  
Women and Foundations/  
Corporate Philanthropy

"Thanks for sending **Women of Color**, a first-class presentation of an absolutely first-rate program."

Brian O'Connell, President  
Independent Sector

"Congratulations on a wonderful report. The **Women of Color** publication is superb, and you all deserve high praise for preserving the spirit and message of the conference, not to mention making it available to a much wider audience."

Hildy Simmons  
Assistant Vice-President  
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A Publication of the  
NATIONAL NETWORK OF GRANTMAKERS

# Securing Your Organization's Future

by Adisa Douglas  
Campaign For Human Development

Michael Seltzer's book, **Securing Your Organization's Future: A Complete Guide to Fundraising Strategies**, is a must for every non-profit organization. The book, which was recently published by the Foundation Center, provides an excellent step-by-step process through which non-profits can determine the most appropriate funding strategies to pursue and can learn how to capitalize on their attributes and uniqueness. It is an extremely useful handbook for the veteran as well as the newcomer to fundraising because it addresses the need of

most non-profit organizations: diversification of their funding base or as Seltzer puts it, development of a "network of support."

Once an organization begins the process, it is not likely that this book will be put away on the library shelf. Its work sheets and format make it a hands-on, practical resource that guides an organization through program and budget development, exploration of the world of money, and development of an overall fundraising plan.

Using a very straightforward style, the book examines the many different sources of money, many of which are not often considered by non-profits or are simply unknown. These sources include individuals, special events, planned giving, earned and ventured income, religious institutions, corporations and businesses, foundations and federated fundraising organizations. In discussing these sources, the author is comprehensive without getting bogged down in detail. Moreover, each chapter is supplemented with a carefully con-

structed annotated list of further readings.

In addition to the comprehensive nature of this book, perhaps one of the most exciting features is the use of case studies. The hard-won successes and actual experiences of non-profit organizations provide a very effective message and sense of encouragement.

I recently used this book in a fundraising workshop I jointly conducted. I described the book as a recommended resource and a woman responded, "finally, someone is giving me something concrete!" With the excitement that was generated as the workshop participants examined my one sample copy, I could have sold a hundred copies in three minutes!

We owe Michael much gratitude for providing a resource that has been badly needed. One way we can show our appreciation for this book is to purchase it for our grantees and applicant organizations so that it gets into the hands of those who can benefit most.

## Yes, I want to be a member.

Yes, I want to be a member of the National Network of Grantmakers.

Enclosed is my check, payable to the National Network of Grantmakers, for:

\$25 (Regular membership)       \$100 (Sustaining membership).

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Address \_\_\_\_\_

Phone \_\_\_\_\_ Grantmaking Organization/Affiliation \_\_\_\_\_

The following items are most descriptive of the grantmaking organization with which I am associated and my role within that organization:

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Staff                    | <input type="checkbox"/> Trustee                     | <input type="checkbox"/> Individual Philanthropist      |
| <input type="checkbox"/> Independent Foundation   | <input type="checkbox"/> Corporate Foundation        | <input type="checkbox"/> Corporate Giving Program       |
| <input type="checkbox"/> Religious Giving Program | <input type="checkbox"/> Grantmakers Service Program | <input type="checkbox"/> Government Grantmaking Program |
| <input type="checkbox"/> Other (Please specify)   |  |   |

Send to: **The National Network of Grantmakers**  
2000 "P" Street N.W., Suite 401, Washington, D.C. 20036

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