

How to Approach a Foundation

A Resource List

- Bartling, Charles E. "The Psychology of Asking and Giving." *Association Management*, vol. 51 (November 1999), p. 55-60, 149. Subject File Number: 700. Discusses some of the basics of fundraising; why people give, the values that influence philanthropic giving, the difference between corporate and individual giving, the relationship between organization management and successful fundraising, the attraction of donors to solutions rather than need, and donor cultivation. Sidebars discuss key aspects of the ASAE Foundation's 1999 capital campaign.
- Boice, Jacklyn P. "The Case of the Disappearing Donor." *Advancing Philanthropy*, vol. 11 (January-February 2004), p. 20-6. Successful strategies for retaining donor loyalty and encouraging larger donations in a time of economic retrenchment.
- Brown, Larissa Golden; Brown, Martin John. *Demystifying Grant Seeking: What You Really Need to Do to Get Grants*. San Francisco, CA: Jossey-Bass Publishers. 2001. Call Number: 710 BRO DEM. Confronts some common ideas about the fundraising process and offers the building blocks of a systematic grants effort. The authors present a five-step grantseeking cycle, including "Invite a Funder to Invest in Your Organization" and "Follow Up with Your Organization and Your Funder."
- Castelli, Susan. "Site Visits: The Make It or Break It Decision." *Grassroots Fundraising Journal*, vol. 16 (October 1997), p. 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.
- Collins, Sarah (ed.). *The Foundation Center's Guide to Winning Proposals*. New York, NY: The Foundation Center, 2003. Call Number: 780 FC WIN. The book reprints in their original form 20 proposals and four letters of inquiry that succeeded in securing foundation support. Each proposal is accompanied by commentary by the funder who awarded the grant and proposal writing advice.
- Geever, Jane C. *The Foundation Center's Guide to Proposal Writing*. 5th ed. New York, NY: The Foundation Center, 2007. Call Number: 770 GEE PRO. Guides 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.
- Golden, Susan L. *Secrets of Successful Grantsmanship: A Guerrilla Guide to Raising Money*. San Francisco, CA: Jossey-Bass, 1997. Call number: 770 GOL. Chapters 4, 6, and 8 offer specific strategies for making initial conversations and holding meetings with grantmakers.
- Hoekstra, Joel. "When Grantmakers Come Calling." *Grantsmanship Center Magazine*, vol. 38 (Summer 1999), p. 29-30. Subject File 670. Provides eight pointers for preparing for a grantmaker site visit.
- Long, Robert F. Ph.D.; Orosz, Joel J., Ph.D. "Approaching the Foundation." *The Kellogg Foundation. A Kellogg Foundation Resource*. (wkkf.org/) Search for it in the "Knowledgebase" directory of the foundation's web site under "Publications and Resources."
- Margolin, Judith B. (ed.); Lubin, Gail T. (ed.) *The Foundation Center's Guide to Winning Proposals II*. New York, NY: The Foundation Center, 2005. Call Number: 780 FC WIN 2005. A companion to *The Foundation Center's Guide to Winning Proposals, volume II* includes more than 30 new proposals from some of the nation's most influential funders. Each proposal, reprinted in its entirety, includes a critique by the decision-maker who approved the grant. In addition to cover letters and budgets, volume II includes winning proposals for general operating support, special projects, seed money, evaluation, capacity building and other needs.
- Maude, Michael. "On Listening." *Fund Raising Management*, vol. 29 (December 1998), p. 40-1. Provides an analysis of the word "listening" as it relates to fundraising professionals.
- O'Brien, Joyce. "Communicating Effectively." *Advancing Philanthropy*, (March-April 2003), p. 29-31. How to get your message across to donors.

- Orosz, Joel J. *The Insider's Guide to Grantmaking: How Foundations Find, Fund, and Manage Effective Programs*. San Francisco, CA: Jossey-Bass, 2000. Call number: 520 ORO. Written primarily for program officers of foundations, but valuable reading for fundraisers as well, as the author describes 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, and what to do during a site visit.
- Robinson, Andy. *Grassroots Grants: An Activist's Guide to Grantseeking*. 2nd ed. San Francisco, CA: Jossey-Bass, 2004. Call number: 770 ROB. Chapter 6 “Building Peer-to-Peer Relationships with Grantmakers” explains how foundations are staffed, how to call a foundation, how to plan for a meeting, and how to manage ongoing relationships.
- Rosso, Henry A. *Hank Rosso's Achieving Excellence in Fund Raising*. 2nd ed. San Francisco, CA: Jossey-Bass, 2003. Call number: 710 ROS ACH. Chapter 15 “Foundation Fund Raising” by Gwendolyn Perry, explains how to approach foundations.
- Scanlan, Eugene A. *Corporate and Foundation Fundraising: A Complete Guide from the Inside*. Gaithersburg, MD: Aspen Publishers, Inc., 1997. Call Number: 720 SCA. Chapters 10-11 focus on “Approaching Funders.” Chapters 13-14 cover “The Proposal: After It's Been Sent,” and “After the Grant: Maintaining the Relationship.”
- Teitel, Martin. *“Thank You for Submitting Your Proposal”: A Foundation Director Reveals What Happens Next*. Medfield, MA: Emerson & Church, 2006. Call Number: 770 TEI. Provides advice to grantseekers about proposal fundamentals, the use of letters of inquiry, site visits, communications with funders, and the reality of board decision-making.
- Warwick, Mal. *The Five Strategies for Fundraising Success: A Mission-Based Guide to Achieving Your Goals*. San Francisco, CA: Jossey-Bass, 2000. Call number: 710 WAR FIV. Chapter four explains the stages for creating a “visibility strategy.”

Case Statements

- Barbato, Joseph; Furlich, Danielle S. *Writing for a Good Cause: The Complete Guide to Crafting Proposals and Other Persuasive Pieces for Nonprofits*. New York, NY: Simon & Schuster, 2000. Call number: 765 BAR. Practical advice about the art and craft of writing related to fundraising proposals, as well as case statements, newsletters, and other communications devices used by a typical development office. Includes glossary and an index.
- Rehder, Krisitn V. “Is Anyone Reading Your Case Statement?” *Currents*, vol. 26, January 2000, p. 15–16. Gives tips on writing more effective case statements that will motivate prospective donors.
- Seiler, Timothy L. *Developing Your Case for Support*. Jossey-Bass Publishers, 2001. Call number: 710 SEI. Seiler explains how the case statement is related to the overall fundraising efforts. He outlines the steps involved in establishing the components of the case, which includes goals, mission statements, finances, etc. Explains how the case is used.

Internet Resources

Foundation Center's FAQs: foundationcenter.org/getstarted/faqs/


The Frequently Asked Questions (FAQs) section in the Get Started area on the Foundation Center's web site addresses a broad spectrum of questions about the nonprofit sector and the grantseeking process. Start with the questions on Proposal Writing (foundationcenter.org/getstarted/faqs/html/proposal_writing/) which include questions on finding sample proposals.

User Aid for Approaching a Foundation: foundationcenter.org/getstarted/guides/approach.html

Advice from Ilene Mack of the William Randolph Hearst Foundation.

How to Approach a Foundation

Sample Record from *Foundation Directory Online*



Christian A. Johnson Endeavor Foundation
1060 Park Ave.
New York, NY 10128-1033
Telephone: (212) 534-6620
Contact: Julie J. Kidd, Pres.
FAX: (212) 410-5909

Donor(s): Christian A. Johnson†; Charlotte Johnson Charitable Lead Trust.

Type of grantmaker: Independent foundation.

Background: Incorporated in 1952 in NY.

Purpose and activities: Giving concentrated on private institutions of higher learning at the baccalaureate level and on educational outreach programs of visual and performing arts organizations in New York City; occasional support for perceived needs in other areas of education and the arts.

Fields of interest: Arts; Education; Europe; Higher education.

Geographic focus: National

Types of support: Curriculum development; General/operating support; Matching/challenge support; Program development; Scholarship funds; Seed money.


Limitations: No support for government agencies, or for community or neighborhood projects, religious institutions, or for health care. No grants to individuals, or for annual campaigns, emergency funds, deficit financing, land acquisitions, building projects, medical research, demonstration projects, publications, or conferences; no loans (except for program-related investments).

Publications: Application guidelines; Financial statement; Program policy statement.

Application information: Arts proposals by invitation only. Application form not required. Applicants should submit the following:

- 1) results expected from proposed grant
- 2) statement of problem project will address
- 3) detailed description of project and amount of funding requested

The above information should be submitted in a brief letter of inquiry. If the project or need falls within the foundation's support areas and funding resources, a more detailed proposal will be requested. In most instances, a personal conference will also be required.



Initial approach: Letter of inquiry

Copies of proposal: 1

Board meeting date(s): Spring and fall

Officers and Trustees:* Julie J. Kidd,* Pres. and Treas.; Christen L. Kidd, Secy.; Donald W. Harward; Ann B. Spence.

Number of staff: 3 full-time professional; 1 part-time professional; 1 full-time support.

Membership: New York Regional Association of Grantmakers.

Financial data: (yr. ended 12/31/05): Assets, \$202,052,122 (M); gifts received, \$366,228; expenditures, \$10,549,968; total giving, \$8,659,322; qualifying distributions, \$9,914,776; giving activities include \$8,659,322 for 91 grants (high: \$4,181,292; low: \$250; average: \$1,000-\$100,000).

Grantmaker's financial estimates: (yr. ended 12/31/06): Estimated assets, \$212,000,000; estimated total giving, \$8,100,000.

EIN: 136147952

Selected grants: The following grants were reported in 2005.

\$4,181,292 to European College of Liberal Arts, Berlin, Germany, For general operating support.

\$500,000 to Bradford College, Bradford, MA, For endowment.

\$282,473 to Artes Liberales Institute, Warsaw, Poland, For general operating support.

\$250,018 to Bennington College, Bennington, VT, For Presidential Discretionary Fund. Grant made in form of stock.

\$160,000 to Art Education for the Blind, New York, NY, For general operating support.

How to Approach a Foundation

What a Foundation Wants to Know About Your Organization and Your Project

Guidelines for Meetings with Grantees from the Frances L. and Edwin L. Cummings Fund

- ◆ **Is the Executive Director an effective leader with a capable and well-trained staff?**
- ◆ **Does the organization have a proven track record in general? Specifically as to this program?**
- ◆ **Does this organization have the capability of expanding to meet the community's increasing needs?**
- ◆ **Is this organization offering innovative programs or is it replicating other's efforts?**
- ◆ **What is the overall present financial situation of this organization?**
- ◆ **Is the Board of Directors an "active" or a "paper" Board?**
- ◆ **Does the Board financially support the organization commensurate with their means?**
- ◆ **Do they also solicit support from their personal/business contacts?**
- ◆ **Does the organization have a written long range plan and mission statement developed with the full participation of the Board?**