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**CORE RESOURCES FOR GRANTMAKERS**

# Tools for the Trade

CONSORTIUM OF FOUNDATION LIBRARIES  
An Affinity Group of the Council on Foundations

## Consortium of Foundation Libraries

**T**he Consortium of Foundation Libraries (CFL) is a vehicle for enhancing learning, sharing resources and coordinating information services among foundation libraries and archives. Building strategic partnerships that support and advance philanthropy, the Consortium is composed of libraries and information centers associated with:

- Grantmaking foundations that are privately endowed or publicly supported
- Private operating foundations
- Nonprofit organizations whose function is performing services for foundations or collecting and disseminating information relating to the foundations' fields of interest
- Other nonprofit organizations whose aims and operations are deemed by the membership to be similar to the above

The Consortium of Foundation Libraries started in the early 1970's as a "brown bag" group of foundation libraries in New York City. Meeting occasionally for professional development and networking, this core group was the impetus for establishing the Consortium. Expanding professional interests and emphases as well as the expansion of organized philanthropy have increased the CFL membership in recent years. The Consortium of Foundation Libraries became an Affinity Group of the Council on Foundations in 2001. The Consortium currently numbers over 50 organizational members in the United States and Australia.

For more information about the Consortium of Foundation Libraries, its members and its activities, please visit <http://www.foundationlibraries.org>

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## Preface

“Where can I find...?” “Do you have...?” “I need to know...!” “Wasn’t there a book about...?” “I know I saw something on...”

A basic underpinning of any discipline is its literature. In 2001, the members of the Consortium of Foundation Libraries determined they would try to develop a core list of materials in the area of philanthropy. The result is *Tools for the Trade: Core Resources for Grantmakers*. By no means exhaustive, this list encompasses the resources deemed worthwhile for all grantmakers, large or small, new or old. Books, articles, websites and other media resources are included in this annotated bibliography.

The Consortium of Foundation Libraries would like to thank the Foundation Center for providing selected abstracts from its *Literature of the Nonprofit Sector* database (<http://lnps.fdncenter.org/>). In addition, selected abstracts in the Evaluation section were extrapolated with permission from the Canadian Centre for Philanthropy research report *A Review of Evaluation Resources for Nonprofit Organizations* by Sandra L. Bozzo and Michael H. Hall, March 1999. All other abstracts are the work of the members of the Consortium of Foundation Libraries.

The Consortium of Foundation Libraries will be updating this resource list periodically. To suggest a resource for inclusion in future versions of this list, please send the suggestion to:

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For more information about the Consortium of Foundation Libraries, its members and its activities, please visit <http://www.foundationlibraries.org>

## Collaboration

Collaboration is an act essential to philanthropy. Himmelman defines collaboration as a “voluntary, strategic alliance of public, private and nonprofit organizations to enhance each other's capacity to achieve a common purpose by sharing risks, responsibilities, resources and rewards.”<sup>1</sup>

In this sense, collaboration is nothing new. From the beginning of the American Republic, collaboration was practiced by groups and individuals to bring about the common good. Alexis de Toqueville noted during his visit to the United States in 1831, that one of the unique hallmarks of this country was that “Americans of all ages, all stations of life, and all types of disposition are forever forming associations...in democratic countries knowledge of how to combine is the mother of all other forms of knowledge; on its progress depends that of all others.”<sup>2</sup> In this spirit, grantmakers seek to collaborate effectively with diverse groups and individuals in philanthropy.

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Austin, James E. *The Collaboration Challenge: How Nonprofits and Businesses Succeed Through Strategic Alliances*. San Francisco: Jossey-Bass, 2000.

Demonstrates how businesses can strengthen their bottom lines by partnering with nonprofit organizations -- and how nonprofits can use such partnerships to further their charitable work.

Bruner, Charles. *Defining the Prize: From Agreed-Upon Outcomes to Results-Based Accountability*. Des Moines, IA: National Center for Service Integration Clearinghouse, 1998.

Describes the role of outcomes in collaborative efforts to improve community services. Outcomes can be used to build support for systems reform, develop strategies for improving services, and establish accountability. Includes how to involve key stakeholders in the definition of outcomes; develop measurable indicators and a system for tracking progress; identify economic, social, educational, and other characteristics of success; create strategies to enhance those characteristics in the target community, and establish accountability systems to assess the effectiveness of strategies. The appendices include excerpts from relevant outcomes research and accountability reports.

“Changing Roles, Changing Relationships: The New Challenge for Business, Nonprofit Organizations, and Government.” Washington, D.C.: Independent Sector, 2000.

Available from: <http://www.independentsector.org/programs/leadership/changeroles.pdf>  
Identifies seven factors that contribute to successful cross-sector collaborations: a common goal; a convener; a structure to manage the core talents of each participant; awareness of the geographical dimension (for example, global, regional and neighborhood level collaboration is important); effective communication; periodic assessment; trust and confidence.

Chrislip, David D. *The Collaborative Leadership Fieldbook: A Guide for Citizens and Civic Leaders*. 1st ed. San Francisco: Jossey-Bass Publishers, 2002.

This book reviews the importance of collaborative strategies in approaching public issues. Covers essential concepts and organizing framework for collaboration. Also illustrates the tasks required and describes the tools needed for successful collaboration. Provides examples of the concepts and tools.

Foster, R. Scott. *Working Better Together: How Government, Business, and Nonprofit Organizations Can Achieve Public Purposes Through Cross Sector Collaboration, Alliances, and Partnerships*. Washington, D.C.: Independent Sector, 2002.

Describes the definitive stages of any collaborative process: recognizing common needs and organizational convening potential; mutual planning for performance; agreement on operational design; start-up; operation and management; performance monitoring, communication, learning and improving; and termination or modification of the collaboration.

Gilbertsen, Beth, and Vijit Ramchandani. *The Wilder Nonprofit Field Guide to Developing Effective Teams*. Saint Paul, MN: Amherst H. Wilder Foundation, 1999.

Provides tools and techniques for: writing a team mission statement; setting team goals; conducting effective team meetings; creating ground rules; team decision-making; creating team project plans; developing team spirit. Also covers predictable problems and how to improve teamwork at any stage of team development.

Gray, Barbara. *Collaborating: Finding Common Ground for Multiparty Problems*. San Francisco: Jossey-Bass, 1989.

Provides approaches to successfully mediating multi-party disputes.

Himmelman, Arthur T. "Collaboration for a Change." 2002. Available from:

[http://www.futurehealth.ucsf.edu/pdf\\_files/4achange.pdf](http://www.futurehealth.ucsf.edu/pdf_files/4achange.pdf)

This paper "suggests definitions of...four strategies used by coalitions to help clarify the most appropriate use of each in particular settings."

Huxham, Chris. *Creating Collaborative Advantage*. London: Sage, 1996.

Includes bibliographical references and index. Develops a framework of key dimensions for understanding collaboration. Highlights the differing rationales and contexts involved and the range of elements that need to be explored before embarking on collaborative endeavors and focuses on collaboration in practice. Examines the problems that can occur when different aims, cultures, procedures, power resources, and professional languages cross organizational boundaries. Addresses the processes of acting as facilitator to collaborative groups, discusses how and why a third-party facilitator role can be helpful, and explores various processes and techniques that can be used.

La Piana, David. "Beyond Collaboration: Strategic Restructuring of Nonprofit Organizations." James Irvine Foundation. 2000. Available from: <http://www.lapiana.org/downloads/BeyondCollaboration.pdf>  
The study offers an analysis of restructuring efforts among nonprofits and describes several strategies that grantmakers might develop to support activity in this arena.

———. "Real Collaboration: A Guide for Grantmakers." New York: The Ford Foundation, 2001. Available from: <http://www.lapiana.org/downloads/RealCollaboration.PDF>  
Recommendations for program officers on how to make better and more effective use of collaboration among grantees.

Leader to Leader Institute. "Meeting the Collaboration Challenge Workbook: Developing Strategic Alliances Between Nonprofit Organizations and Businesses." 2002. Available from: <http://www.pfdf.org/collaboration/challenge/pdfs/mtcc-complete.pdf>  
Provides specific guidance to help nonprofits of every size put collaboration into practice. This workbook, its companion videotape, and *The Collaboration Challenge* help nonprofit organizations further their missions through strategic alliances with businesses.

Mattessich, Paul W., Marta Murray-Close, and Barbara R. Monsey. *Collaboration: What Makes It Work*. 2d ed. St. Paul, MN: Amherst H. Wilder Foundation. 2001. Encompasses research drawn from a pool of 281 research studies; a bibliography and list of collaboration experts; also includes The Wilder Collaboration Factors Inventory with instructions on interpretation; examples of how organizations have used the inventory, and a case study illustrating how one collaboration assessed itself and used the results.

Mattessich, Paul W., Marta Murray-Close, and Barbara Monsey. *The Wilder Collaboration Factors Inventory*. Saint Paul, MN: Amherst H. Wilder Foundation, 2001.  
Based on research conducted by Wilder Research Center to determine what ingredients make for a successful collaboration. The researchers identified twenty factors that influence the success of a collaboration. These factors have been reviewed by other researchers and employed by numerous practitioners of collaboration.

Ray, Karen. *The Nimble Collaboration: Fine-Tuning Your Collaboration for Lasting Success*. Saint Paul, MN: Amherst H. Wilder Foundation, 2002.  
Guides existing partnerships into becoming more effective. Demonstrates how to build trust, reinforce roles, and avoid turf issues and hidden agendas. Includes case studies, samples, examples, and a special section on how to write the various documents, including a memo of agreement and a formal governance agreement.

Winer, Michael and Karen Ray. *Collaboration Handbook: Creating, Sustaining and Enjoying the Journey*. Saint Paul, MN: Amherst H. Wilder Foundation, 1994.  
This guide includes information on starting a collaboration, defining results, determining roles, creating action plans, and evaluation. Also includes a case study, worksheets, and special tips.

Section Notes:

1. Himmelman, Arthur. "Communities Working Collaboratively for a Change." Working Paper distributed by the Humphrey Institute of Public Affairs, University of Minnesota, September 1991.
2. DeToqueville, Alexis. "Democracy in America." n.d. Available from: [http://xroads.virginia.edu/~HYPER/DETOC/toc\\_indx.html](http://xroads.virginia.edu/~HYPER/DETOC/toc_indx.html)

## Diversity

**D**iversity is a general term for indicating that many people with many differences are present in an organization. It goes beyond race and gender to value such differences as culture, ethnicity, language, national origin, religion, age, disability, sexual orientation, and other factors. Inclusiveness is the process of engaging all types of people in a team and/or group by recognizing that differences are an asset for achieving high productivity.

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Adamson, Rebecca. *How Grantmakers Can Reach Nontraditional Communities*. National Film Archive of Philanthropy. 42 min. n.d., videocassette.

In this video interview, Rebecca Adamson, founder and president of First Nations Development Institute, analyzes philanthropic efforts in the Native American community. Arguing that philanthropy can bring economic empowerment, Adamson offers valuable insights for bridging the gap between funders and culturally diverse communities.

Berry, Mindy L., and Jessica Chao. *Engaging Diverse Communities For and Through Philanthropy*. Washington, D.C.: Forum of Regional Associations of Grantmakers, 2001. This volume includes a bibliography. This clearly written overview offers ideas and methods for engaging individuals and organizations from diverse cultural communities in institution based philanthropy.

Campoamor, Diana, William A. Diaz, and Henry A.J. Ramos, eds. *Nuevos Senderos: Reflections on Hispanics and Philanthropy*. Houston: Arte Publico, 1999.

Nine essays highlight emerging issues affecting Latino nonprofit and philanthropic institutions in the United States and Latin America. The essays cover important topics such as the makeup of the U.S. Latino nonprofit sector and ideas for expanding Latino participation in organized philanthropy.

Council on Foundations. *Cultures of Caring: Philanthropy in Diverse American Communities*. Washington, D.C.: Council on Foundations, 1999.

This volume includes a bibliography. This fundamental study provides insight into the charitable giving practices of four population groups: African Americans, Asian Americans, Latinos and Native Americans and examines potential ways to expand institutional philanthropy within these communities. For this study, researchers interviewed affluent donors from these ethnic communities as well as fundraisers, foundation staff and board members, tribal leaders, church leaders and scholars.

Joseph, James A. *Remaking America: How the Benevolent Traditions of Many Cultures are Transforming Our National Life*. San Francisco: Jossey-Bass Publishers, 1995.

This volume includes a list of recommended readings and an index. Linking identification as a community member to charitable giving, the author argues for the creation of a new national civic paradigm composed of ideas and benevolence traditions from America's diverse cultural and ethnic communities. Exploring the rich charitable traditions of the African American, Asian American, Latino and Native American communities, the author profiles charitable heroes who personify each community's charitable values.

Newman, Diana S. *Opening Doors: Pathways to Diverse Donors*. Washington, D.C.: Council on Foundations, 2002.

This volume includes bibliographical references and an index. Filled with real-life examples and stories, the author provides an overview of the diverse philanthropic practices of the African American, Asian American, Latino and Native American populations. The author also offers broad insights on growing philanthropy among America's increasingly diverse population.

Nilles, Kathleen M., Douglas B.L. Endreson, Amy Locklear, and Jeffrey A. Trexler. *Giving with Honor: A Legal Reference on Charitable Activities of American Indian Tribes*. Washington, D.C.: Council on Foundations, 1998.

This manual, designed for both Indian tribal leaders and non-Indian grantmakers, discusses traditional indigenous charitable practices and explains how to develop formal charitable giving and fundraising programs within the special legal status accorded Native Americans. It provides an overview of the legal and tax status of Indian tribes.

Petty, Janice Gow. *Cultivating Diversity in Fundraising*. New York: John Wiley and Sons, 2002.

This volume includes a glossary, bibliography and index. The authors, experienced professional fundraisers, provide brief discussions of the history, cultural traditions and motivation for giving within the African American, Asian American, Hispanic/Latino and Native American communities and highlight the diversity within these communities. The Hispanic/Latino chapter, for example, includes material on Salvadoran American, Cuban American and Mexican American populations. The authors also suggest specific ideas for fundraising and outreach to diverse communities.

Poupart, John, Cecilia Martinez, John Red Horse, and Dawn Scharnberg. *To Build a Bridge: An Introduction to Working with American Indian Communities*. St. Paul, MN: American Indian Policy Center, 2001.

This volume includes a bibliography. Written to draw the Indian and non-Indian worlds closer, this publication provides an overview of the policies related to Indian peoples. The authors also discuss American Indian community strengths and ideas for effective interaction with the American Indian community.

Scheie, David M, T. Williams and Janis Foster. *Improving Race Relations and Undoing Racism: Roles and Strategies for Community Foundations*. Minneapolis, MN: Rainbow Research, 2001.

This volume includes a resource list. Based on a nation-wide survey, this publication summarizes the efforts of over sixty community foundations to improve race relations. It includes guidelines and models for multi-cultural cooperation.

## Evaluation & Organizational Effectiveness

Organizational effectiveness is the ability of an organization to fulfill its mission through a blend of sound management, strong governance, and a persistent rededication to achieving results.<sup>3</sup> Evaluation, according to Michael Quinn Patton, is “the systematic collection of information about the activities, characteristics and outcomes of programs for use by specific people to reduce uncertainties, improve effectiveness and make decisions with regard to what those programs are doing and affecting.”<sup>4</sup>

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Annie E. Casey Foundation. *Getting Smart, Getting Real. Report of the September 1995 Research and Evaluation Conference*. Baltimore, MD: Annie E. Casey Foundation, 1996. This publication examines how research information can be used as an evaluation tool to develop effective policies and practices. It discusses the “culture” in which research is carried out and the challenge of using evaluation results to influence the “culture” in which lawmakers make policy decisions. It recommends nine strategies for effective program evaluation.

Boys and Girls Clubs of America. *Commitment to Quality: A Process for Evaluating and Improving Core Program*. New York: Boys and Girls Club of America, 1998. This guide walks clubs through a series of steps to evaluate each of the core program areas: character development and leadership development; educational and career development; health and life skills; the arts; and sports, fitness and recreation. The suggestion made by the national organization is for Clubs to conduct an assessment every year. This assessment is to be conducted by a team of professional staff who are responsible for conducting Club programs. The team may also include board volunteers, part-time staff, volunteers, United Way or other agency representatives and/or Club members. The guide is fashioned as an assessment process designed to help organizations.

Council on Foundations. *Evaluation for Foundations: Concepts, Cases, Guidelines, and Resource*. San Francisco: Jossey-Bass Publishers, 1993. This book demonstrates how foundations can use evaluation to strengthen their own and their grantees’ programs. Part One introduces the concept of evaluation and offers practical advice for developing an evaluation plan and interpreting evaluation results. Part Two uses nine case studies. The conclusion distills from the case studies thirty-five principles for evaluation for foundations.

DeBord, Karen. “Interactive Program Evaluation Development Site.” National Network for Family Resiliency. n.d. Available from: <http://www.ces.ncsu.edu/depts/fcs/nnfr/> This online evaluation workbook provides a ten-step model that allows the user to work through the evaluation process. Developed for use by parenting educators, the framework also has general application.

Goodwill Industries International Inc. *Program Evaluation: Guidelines for Development and Implementation*. S.I.: Goodwill Industries International, Inc., 1994.

This manual is divided into ten main sections: introduction; organizational commitment; evaluation criteria; evaluation elements (e.g., program goals, services provided and measures); sample data summary reports; sample management reports; evaluation system review; cost benefit calculations; definitions; and sample forms. The manual stresses the importance of first establishing a policy for program evaluation to be adopted by boards of directors that states the purpose, responsibilities, authority, monitoring, reviewing and reporting associated with an evaluation in the form of a sample policy. The sample policy provided outlines what components are needed to ensure accountability and implementation of evaluation.

Gray, Sandra Trice and Associates. *Evaluation with Power: A New Approach to Organizational Effectiveness, Empowerment and Excellence*. Washington, D.C.: Independent Sector, n.d.

This volume includes bibliographical references and an index. Dismissing the traditional view of evaluation, that is, evaluation in relation to projects or programs, the author recommends ongoing evaluation as a means of fostering excellence in nonprofit organizations. The roles and contributions of board, staff, volunteers, and clients are outlined. Various authors provide chapters on organizational behavior and policy, program effectiveness and outcomes, human resource management, information management, resource development, ethics and accountability, adapting the evaluation process to the organizational culture, and using outside evaluators. Three workforms for the evaluation process are included.

Hatry, Harry P. *Performance Measurement: Getting Results*. Washington, D.C.: The Urban Institute Press, 1999.

Hatry, considered a leader in the field of performance management, provides an overview to developing a mission and objectives, tracking outcomes and measuring performance. The well-written volume includes practical tips and real-world examples.

W.K. Kellogg Foundation. "W.K. Kellogg Foundation Evaluation Handbook." 1998. Available from: <http://www.wkkf.org/Pubs/Tools/Evaluation/Pub770.pdf>

This handbook provides a good description of the evaluation process from a foundation perspective.

King, Jean A., Lynn Lyons Morris, and Carol Taylor Fitz-Gibbon. *How to Assess Program Implementation*. Thousand Oaks, CA: Sage Publications, 1987.

One component of the *Program Evaluation Kit*, a set of guidebooks written primarily for people who have been assigned the role of program evaluator, this book focuses on how the program looks in operation. The overall objective of the book is to help the program evaluator develop skills to plan an evaluation of a program implementation and to design and use appropriate instruments for generating data to support your description of the program.

Light, Paul C. *Pathways to Nonprofit Excellence*. Washington, D.C.: Brookings Institution, 2002.

Based on interviews with over 250 opinion leaders in philanthropy, plus an additional 250 chief executives at large nonprofits, Light makes recommendations on the best ways to achieve and sustain strong organizational performance.

Morley, Elaine, Elisa Vinson, and Harry P. Hatry. *Outcome Measurement in Nonprofit Organizations: Current Practices and Recommendations*. Washington, D.C.: Independent Sector, 2001.

Foundations and government funders are increasingly expecting nonprofits to measure the value of their work, not just by reporting on deliverables, but also by reporting on actual outcomes. This report provides examples of procedures that some nonprofit organizations use to measure outcomes.

Ontario Community Support Association. *Evaluation Handbook*. Ontario, Canada: Ontario Community Support Association, 1998.

The book is divided into four phases: laying the foundation; planning an evaluation; implementing an evaluation; and acting on evaluation findings. Each phase incorporates some of the eleven steps in evaluation. At each step, an overview is provided, readers are shown how to accomplish tasks, exercises are provided in some cases and a summary or worksheets appear at the end of the section. Each phase can be used on its own or in conjunction with the other phases as part of a monitoring or evaluation process. Appendices include how to conduct an interview, how to conduct a focus group, a sample report outline, a sample consent form, and an annotated bibliography. Four detailed examples demonstrating the application of logic models, outcome measurement and surveys to Meals on Wheels programs, Friendly Visiting programs, Adult Day programs, and Congregate Dining programs are provided.

Ontario Healthy Communities Coalition. *Pathways to a Healthy Community: An Indicators and Evaluation Tool Kit*. Ontario, Canada: Ontario Healthy Communities Coalition, 1999.

This resource guide has three main sections: the evaluation/indicator tools; an annotated bibliography of evaluation and indicator resources; and Internet resources and contacts. In the first section on evaluation tools, the author briefly describes each tool, where it can be obtained and the cost. Each description provides in which context the tool is best used (e.g., community based organizations, nonprofit community groups with a social change orientation), what costs and staff time are required (e.g., staff with some experience in planning and evaluation versus a paid project coordinator) and the tool's unique features (e.g., simple introduction to program logic model, very user friendly). Many of the nineteen resources reviewed relate to community health, health promotion, community indicators and quality of life indicators.

Rossi, Peter H., Hoard Freeman, and Mark W. Lipsey. *Evaluation: A Systematic Approach*. Thousand Oaks, CA: Sage Publications, 1999.

This volume includes a bibliography and an index. This seminal textbook on program evaluation covers the key methodological issues that must be addressed when undertaking an evaluation.

Shaddish, William R., Thomas D. Cook, and Laura C. Leviton. *Foundations of Program Evaluation: Theories of Practice*. Newbury Park, CA: Sage Publications, 1991.

This book provides a comprehensive assessment of evaluation theories. A real strength of the book is that it presents the theories of seven evaluation theorists, and then criticizes each one from different perspectives, including political and organizational aspects of evaluation. The book also suggests ideas and ways for improving evaluation practice.

United Nations Children's Fund. "Evaluation Database." n.d. Available from:

<http://www.unicef.org/reseval/evaldb/index.html>

This database disseminates lessons learned from evaluations and studies. In these pages, you can access reports of UNICEF evaluations and studies, organized by region, by country, by date, and by theme. A link to other organizations' evaluation databases is also provided.

United States Department of Health and Human Services: Administration on Children, Youth and Families. "The Program Manager's Guide to Evaluation." n.d. Available from:

[http://www.acf.dhhs.gov/programs/core/pubs\\_reports/prog\\_mgr.html](http://www.acf.dhhs.gov/programs/core/pubs_reports/prog_mgr.html)

This guide provides a basic introduction to evaluation for nonprofits, including why nonprofits should evaluate their programs, and some simple how-tos.

United Way of America. *Measuring Program Outcomes*. Washington, D.C.: United Way of America, 1996.

The manual outlines the approach for identifying and measuring program outcomes. The introductory section outlines key information about outcome measurement. *Measuring Program Outcomes* walks agencies through eight critical steps identified by the United Way: getting ready; choosing the outcomes you want to measure; specifying the indicators for your outcomes; preparing to collect data on your indicators; trying out your outcome measurement system; analyzing and reporting on your findings; improving your system and using your findings. The nine module training kit, *A Practical Approach and Measuring Program Outcomes, Training Kit*, is assembled to follow the manual step-by-step through the outcome measurement process, while the accompanying video provides an overview of the process.

Wholey, Joseph S., Harry Hatry P., and Kathryn E. Newcomer. *Handbook of Practical Program Evaluation*. San Francisco: Jossey-Bass Publishers, 1994.

This volume includes an index. Divided into sections on evaluation design, practical data collection procedures, data analysis and planning and managing for maximum effectiveness.

Section Notes:

3. Grantmakers for Effective Organizations. "Dictionary." n.d. Available from: <http://www.geofunders.org/index.cfm?fuseaction=page.viewPage&PageID=113>
4. Patton, Michael Quinn. *Utilization Focused Evaluation*. 2nd ed. Newbury Park, CA: Sage Publications, p.14.
5. Some descriptions in this section were extrapolated with permission from the Canadian Centre for Philanthropy's research report "A Review of Evaluation Resources for Nonprofit Organizations" by Sandra L. Bozza and Michael H. Hall, March 1999.

## Grantmaking

Philanthropy can be defined in many ways. The word comes from the Greek, meaning “love for mankind.” Modern definitions include the concept of voluntary giving by an individual or group to promote the common good and improve the quality of life.

In the United States, the term "philanthropy" is also used to describe the granting of money to nonprofit organizations by foundations and corporations. This type of giving is often referred to as organized philanthropy or grantmaking.<sup>6</sup> However, grantmaking is not just giving; it is an act of fulfilling, of collaborating, and of seeking solutions to problems that can be alleviated by working with others.

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Association of Small Foundations. “Foundation in a Box.” n.d. Available from:

<http://www.foundationinabox/>

Offers materials from many leading foundation writers and advisors. Inside you'll find hundreds of articles, questions & answers, worksheets, and more. The Resource Library is for subscribers only, but the New Foundation and Professional Directory sections are free to the public.

Beckwith, Edward J., and John A. Edie, eds. *Grants to Individuals by Private Foundations*. 2d ed. Washington, D.C.: Council on Foundations, 1995.

This volume includes appendices. Provides guidance for private foundations that are establishing or maintaining individual grant programs. Beckwith provides detail on grants that are not for study or travel purposes and highlights new legal developments. Appendices include extracts from IRS rulings and several sample forms.

*Chronicle of Philanthropy*. Washington, D.C.: Chronicle of Philanthropy. Biweekly. Also available from: <http://www.philanthropy.com>

“The newspaper of the nonprofit world” provides news and information about foundations, philanthropy and nonprofits. Each issue contains current news, plus a listing of new grants, jobs and resources. Some articles are provided free via the electronic edition, but most require a subscription.

Council on Foundations. “Disaster Grantmaking: A Practical Guide for Foundations and Corporations.” 2001. Available from:

<http://www.cof.org/whatis/types/international/publications/disasterguide.pdf>

A report of a Joint Working Group of the European Foundation Centre and the Council on Foundations. Based on results of year-long study, eight principles of disaster management are identified for effective grantmaking.

Council on Foundations. “Grantmaking Basics Online.” n.d. Available from:

<http://www.cof.org/grantmakingbasics/>

Web adaptation of *Grantmaking Basics: A Field Guide for Funders*. Both a guide and an interactive learning tool for those involved in the day-to-day grantmaking processes of a foundation or corporation. Site contains text from the printed book, as well as a chapter written exclusively for the Web. New chapters will be added to the program regularly. *Grantmaking Basics Online* also contains sample documents, study guides and quizzes.

Council on Foundations. *How to Position the Corporate Grantmaking Program: Strategies that Work*. Washington, D.C.: Council on Foundations, 1991.

Interviews with twelve grantmaking executives form the foundation for this report on strengthening corporate giving. Examines four strategies designed to build support among the groups that influence the CEO and top management and to institutionalize the giving program within the culture of the company.

Council on Foundations. "Principles and Practices for Effective Grantmaking." Washington, D.C.: Council on Foundations, 2002. Available from:

<http://www.cof.org/Content/General/Display.cfm?contentID=156>

A statement of values to which all Council on Foundations members subscribe.

Foote, Joseph, and Louis Knowles. *Family Foundation Library: Grantmaking*. Washington, D.C.: Council on Foundations, 1997.

This volume includes sample letters, forms, a glossary and an index. Provides case studies of the grantmaking programs of several family foundations. Foote discusses the types of grantmaking style, building an effective grantmaking capability, assessing and evaluating grants, developing relationships with other grantmakers, and family relationships.

Ford Foundation. *Grantcraft: Practical Wisdom for Grantmakers*. New York: Ford Foundation, 2002.

A project of the Ford Foundation, Grantcraft provides videos, guides and other practical tools for grantmakers.

Ford Foundation. *A Primer for Endowment Grantmakers: Endowment Strategies to Assist and Enhance the Work of Nonprofit Organizations*. New York: Ford Foundation, 2001.

This volume includes a list of endowment grants. Guidelines to assist and enhance the work of the nonprofit organization. Describes five primary areas in funding that Ford Foundation addresses: project or program grants, core or general support grants, foundation-administered projects, program-related investments, recoverable grants, and endowment-like grants. Includes list of endowment and related grants by categories as well as examples of grants.

*Foundation News & Commentary*. Washington, D.C.: Council on Foundations. Bi-monthly.

Also available from: <http://www.foundationnews.org/>

Published by the Council on Foundations, *FN&C* is an excellent source of news and information for the foundation sector. Feature articles cover current issues of interest to foundation staff, such as technology, staffing, ethics and the law.

Grants Managers Network. *Best Practices in Grants Management*. Washington, D.C.: Council on Foundations, 2001.

Guide to administering a grantmaking program. Takes reader through the entire process, from developing policies to closing the files. Filled with suggestions and recommendations from grantmaking experts, the book covers five investigation tasks involved in a pre-grant due diligence review; how to complete a docket; guidelines for creating the grant notification/agreement letter; payment schedule strategies and grantee reporting requirements. A collection of sample letters and forms is provided in the Appendix as well as the accompanying CD-ROM.

Kibbe, Barbara D., and Fred Setterberg. *Grantmaking Basics: A Field Guide for Funders*. Washington, D.C.: Council on Foundation, 1999.

This volume includes an appendix. Serves as a tool for those involved in grantmaking process of a foundation. Kibbe provides an overview of typical work of grantmaker such as how to review grant proposals, how to say no, how to assess nonprofit budgets, communications with the board and others, and how to develop professionally. Worksheets and sample forms are provided.

Nober, Jane C. *Grants to Individuals by Community Foundations*. Washington, D.C.: Council on Foundations, 2000.

This volume includes IRS forms and regulations. Covers the legal and tax implications of giving directly to individuals by community foundations. Nober describes the types of support: scholarships, travel grants, disaster relief, achievement awards, and educational loans.

*Nonprofit Times*. Semi-monthly. Also available from: <http://www.nptimes.com>

Geared toward managers and leaders in nonprofit organizations, *Nonprofit Times* includes news from the sector and regular features on management topics.

Orosz, Joel. *The Insider's Guide to Grantmaking*. San Francisco: Jossey-Bass Publishers, 2000.

This volume includes an index. Provides an overview for those who are new to the world of foundations. Orosz introduces the history, structure, and functions in society, and the role of the foundation program officer. He also addresses questions such as what kind of person should become a grantmaker.

Peckham, Virginia. *Grantmaking with a Purpose: Mission and Guidelines*. s.l.: National Center for Family Philanthropy, 2000.

Instructions for how to create and evaluate a mission statement and guidelines. Includes several examples drawn from family foundations.

*Philanthropy Magazine*. Washington, D.C.: The Philanthropy Roundtable. 10 times per year.  
Also available from: <http://www.philanthropyroundtable.org>  
The Philanthropy Roundtable is an association of foundations dedicated to the philosophy that foundations succeed best when they focus on individual achievement and personal liberty. *Philanthropy Magazine* provides analytical articles about the philanthropic sector.

*Philanthropy Matters*. Indianapolis: The Center on Philanthropy at Indiana University. Biannual.  
Available from: <http://www.philanthropy.iupui.edu/philmat.htm>  
A free publication that offers practical ideas gleaned from the research conducted by the faculty of the Center on Philanthropy at Indiana University. Includes useful book reviews.

*Philanthropy News Digest*. New York: The Foundation Center. Weekly. Also available from:  
<http://fdncenter.org/pnd>  
Also available as an email newsletter, *Philanthropy News Digest* is a weekly news service of the Foundation Center. *PND* is a compendium of philanthropy-related articles and features culled from print and electronic media outlets nationwide.

*Philanthropy News Network Online*. s.l., n.d. Nixel Corporation. Available from:  
<http://pnnonline.org>  
This daily online news service provides reports and information of value to the nonprofit world. Along with the daily updated stories, this site also provides free subscription to the *PNN Alert*, a semi-weekly electronic newsletter, as well as the *Non-Profits & Technology Newspaper*; archives to both publications are searchable online.

Stone, Deanne. *Hands-on Grantmaking: The Story of the Boone Foundation*. Washington, D.C.: Council on Foundations, 1998.  
Personalized history of the foundation established in 1983 by George and Mary Lou Boone.

Stone, Deanne. *Grantmaking with a Compass: The Challenges of Geography*. Washington, D.C.: National Center for Family Philanthropy, 1999.  
Provides advice for family foundations whose members are geographically dispersed, and therefore may have disparate community funding interests. Stone provides practical suggestions, such as determining formulas and dividing funds by family branches.

Venture Philanthropy Partners. *Venture Philanthropy 2002: Advancing Nonprofit Performance through High-Engagement Grantmaking*. Reston, Va.: Venture Philanthropy Partners, 2002.  
The term "venture philanthropy" is used in many different ways, but generally means a hands-on style of grantmaking that focuses on long-term, involved partnerships between grantmaker and grantee. This report profiles venture philanthropists of all shapes and sizes across the country.

Section Notes:

6. Minnesota Council on Foundations. "What is Grantmaking and Philanthropy?" n.d.  
Available from: <http://www.mcf.org/mcf/whatis/>

## Reference

Reference works are essential information tools in any field of study and activity. There will always be a need for dependable sources of information to refer to, to draw data from and to integrate in analyzing problems at hand.

The information collected in these various titles include trends in the field of funding, the international dimension of grantmaking, priorities that change in the philanthropic sector, regional variations in giving, diversity in philanthropy, and benchmarking data that tracks the statistical rates of grantmaking. These tools can help assess and motivate grantmakers to succeed in effective philanthropy.

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AAFRC Trust for Philanthropy. *Giving USA*. Indianapolis: AAFRC Trust for Philanthropy, published annually.

*Giving USA* describes the extent and character of charitable giving during the past year through numerous charts and tables as well as narrative descriptions of where charitable contributions are directed (e.g., religion, education, arts, international affairs) and who is giving (e.g., individuals, foundations, corporations). Historical data, in many cases back to 1969, is also included.

BoardSource. "Board Glossary." n.d. Available from:

<http://www.boardsource.org/Glossary.asp>

Detailed list of nonprofit terminology.

Chronicle of Philanthropy. "Chronicle of Philanthropy's Guide to Grants." n.d. Available from:

<http://philanthropy.com/grants>

Database of over 25,000 grants made by over 1,000 foundations, corporations, public charities, associations, and religious institutions. Listings give grant recipient, subject, type, location, and date. A separate database comprises contact and address information for the grantmakers in the grants database.

Chronicle of Philanthropy. "Products & Services." n.d. Available from:

<http://philanthropy.com/adv.dir/advmain.htm>

Website offers a Guide to Direct Marketing; Fund-Raising Services Guide; Technology Guide; Consultants Guide, and Directory of Services.

Council on Foundations. "Community Foundation Locator." Available from:

<http://www.communityfoundationlocator.com>

This search tool allows users to locate community foundations' contact and website information.

Council on Foundations. "Glossary of Philanthropic Terms." n.d. Available from:  
<http://www.cof.org/Content/General/Display.cfm?contentID=120&>  
Detailed list of grantmaking terminology.

Council on Foundations. "Publications Catalogue." Annual. Available from:  
<http://www.cof.org/>  
List of publications written by and for the Council on Foundations on various aspects of foundation management, legal issues, etc.

Edelson, Phyllis. *National Directory of Grantmaking Public Charities*. 2d ed. New York: Foundation Center, 1998.  
This volume includes tables. Profiles 1,050 grantmaking public charities, including community foundations, professional associations, and other types of philanthropies. Arranged by organization name, entries provide charity name; address; telephone number; financial data (when available); purpose and activities; fields of interest; types of support; names and titles of officers, principal administrators, trustees, or directors. The tables show the twenty-five largest grantmaking public charities by total giving, assets, and revenue. Indexed by organization name, geographic location, types of support, giving interest, and officers and trustees.

Foundation Center. *The Foundation Directory*. New York: Foundation Center. Annual.  
This directory of private and community grantmaking foundations lists the 10,000 largest donors for the fiscal year of record. Foundations are arranged by state, and entries include contact information, names of officers and trustees, the foundation's area of interest, types of support given, financial data, and a list of selected grants. Also includes indexes to donors, officers and trustees, geographic location, international giving, types of support, subject, foundations new to the edition, and foundation names. An expanded version of this directory is available on CD-ROM, under the name *FC Search*, and several versions are available through the Web. The Foundation Center publishes several related directories, including the *Foundation Directory, Part 2*, for the next 10,000 largest donors, the *Foundation 1000*, for detailed information on the 1000 largest donors, the *National Guide to Funding in Arts and Culture* and other subject-specific directories, and the *Michigan Foundation Directory* and other regional directories. Information about these products can be found on the Foundation Center Website:  
[://fdncenter.org/marketplace/index.jhtml](http://fdncenter.org/marketplace/index.jhtml).

Foundation Center. "FC Stats." n.d. Available from: [http://fdncenter.org/fc\\_stats](http://fdncenter.org/fc_stats)  
Comprehensive set of statistical data on over 50,000 active independent, corporate, community and grantmaking operating foundations in the United States.

Foundation Center. "Grantmaker Websites." n.d. Available from:  
<http://fdncenter.org/funders/grantmaker/index.html>  
Web links to more than 2,000 grantmakers organized by type of foundation (i.e., private foundations, corporate grantmakers, grantmaking public charities, and community Foundations).

Foundation Center. "Literature of the Nonprofit Sector." n.d. Available from:

<http://lnps.fdncenter.org>

Based on the holdings of the Foundation Center's five libraries, as well as other sources, *Literature of the Nonprofit Sector* is a searchable database of citations and selected abstracts describing articles, books and reports on philanthropy and the nonprofit sector.

Foundation Center. "Marketplace." n.d. Available from:

<http://www.fdncenter.org/marketplace/?jsessionid=V3JW52NOAQYBMP5QALRSGXD5AAAAC12F>

Comprehensive site listing available products, publications and classes offered by the Foundation Center.

Foundation Center. "Sector Search." n.d. Available from:

[http://fdncenter.org/funders/web\\_search/web\\_search.html](http://fdncenter.org/funders/web_search/web_search.html)

This collection of tools includes a search engine that trawls the Websites of over 2,000 grantmakers. Very useful for searching for foundations' broad areas of interest.

Indiana University Purdue University at Indianapolis. "Philanthropic Studies Index."

Indianapolis, IN: Indiana University Purdue University at Indianapolis, n.d. Available from: <http://cheever.ulib.iupui.edu/psipublicsearch/>

The Joseph & Matthew Payton Philanthropic Studies Library at IUPUI publishes the *Philanthropic Studies Index* - a reference tool to popular and scholarly literature on voluntarism, nonprofit organizations, and charitable giving.

Indiana University Purdue University at Indianapolis. Library. "Philanthropy Resources Online." Indianapolis, IN: Indiana University Purdue University at Indianapolis, n.d. Available from: <http://indiamond.ulib.iupui.edu/PRO/>

This database provides access to the digital collections of the library. Sources in the database include: Historical sketches, essays and pamphlets: 19th and early 20th century American charities; monographs; journals; essays; sermons, discourses and addresses; 19th century American charities' annual reports, minutes of meetings.

Philanthropic Research, Inc. "GuideStar: The National Database of Nonprofit Organizations."

n.d. Available from: <http://www.guidestar.org>

GuideStar is an information clearinghouse on over 850,000 nonprofit organizations. Users can search and download information on the operations and finances of nonprofit organizations via tax forms submitted to the Internal Revenue Service. In-depth financial reports can also be purchased from the site.

United States. Department of the Treasury. Internal Revenue Service. *IRS Publication 78: Cumulative List of Organizations Described in Section 170(c) of the Internal Revenue Code of 1986*. Washington D.C.: Internal Revenue Service. Annual.

This publication includes supplements. The *Cumulative List of Organizations* is an

alphabetical list of “organizations to which contributions are deductible.” This computer-generated list provides minimal information - the name of the organization, its city and state, and codes for deductibility limitations.

Urban Institute. “National Center for Charitable Statistics.” Washington, D.C.: The Urban Institute, n.d. Available from: <http://nccs.urban.org>

The Center collects data on nonprofit organizations from the Internal Revenue Service and makes it publicly available for researchers. Visitors to this site can find aggregate statistics on the charitable sector, download data on nonprofit organizations, view or download database documentation and data dictionaries, and download blank IRS forms from which most of the data is collected.

## Law & Finance

Law and finances are two of the most predominant forces that affect people all over the world. From the handing down of the Ten Commandments to Supreme Court decisions to IRS rulings, laws govern peoples' lives and preserve the social order and can even affect matters of life and death. The following sources are designed for grantmakers to better understand and follow the rule of law and be fiscally healthy.

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Adler, Betsy Buchalter. *Rules of the Road: A Guide to the Law of Charities in the United States*. Washington, D.C.: Council on Foundations, 1999.

This volume includes a bibliography. For both a domestic and international audience, the author explains the U.S. laws as they pertain to charities. Defines "charity" and describes the tax benefits of the charitable status; various categories of public charities; certain regulations of private foundations; issues related to lobbying and advocacy; foreign charitable activity; governance and accountability; and commercial activities. Appendices provide samples of articles of incorporation and the foreign equivalence affidavit as well as the IRS Forms 5768, 990, 990-PF, and 1023.

Council on Foundations. *Program-Related Investment Primer*. Washington, D.C.: Council on Foundations, 1993.

This volume includes a glossary and bibliography. Covers the elements of program-related investments or PRIs (e.g., income motive, legislative activities, safeguards, etc.); forms of investment; benefits of PRIs; program management suggestions; and federal income tax implications. Appendices contain case studies of foundations making PRIs, examples of PRI projects, and a selected list of foundations active in making PRIs.

Eddie, John A. *Congress and Private Foundations: An Historical Analysis*. Washington, D.C.: Council on Foundations, 1987.

Chronicles the relationship between government and foundations with particular emphasis on efforts made by Congress over the years to regulate the grantmaking sector.

Eddie, John A. *Directors and Officers Liability Insurance and Indemnification: An Explanation for Foundations*. Washington, D.C.: Council on Foundations, 1993.

Arranged in a question and answer format, this booklet provides information on indemnification and directors and officers (D&O) liability insurance. Also addresses the correct tax treatment of insurance premiums and discusses the main features of the Chubb Group's D&O liability insurance program, which has been endorsed by the Council on Foundations.

Edie, John A. *Family Foundations and the Law: What You Need to Know*. 2d ed. Washington, D.C.: Council on Foundations, 1999.

Identifies legal issues of concern for members of family foundations and provides easy-to-understand explanations. This volume is not intended to discuss every type of legal problem a family foundation could face. He focuses on those rules that are unique to private foundations and the process of grantmaking from the perspective of family philanthropy. Includes a list of other resources available from the Council on Foundations.

Freeman, David F., and the Council on Foundations. *The Handbook on Private Foundations*. Rev. ed. New York: Foundation Center, 1991.

Designed as a resource for foundation boards and staff, this book provides practical information on the history of foundations in the U.S., reasons for creating a foundation, first steps in establishing a foundation, the grantmaking process, maintaining relationships with the public and with grantseekers, governance and administration, government regulations, and managing foundation assets. Includes footnotes, annotated bibliographies following each chapter, listings for resources providing information and assistance, and appendixes with detailed information on the various subjects with sample forms and letters. Appendix 9, pp. 248-55 reprints a 1990 article by John A. Edie "Expenditure Responsibility...It's Easier than You Think" and includes a sample letter for grant agreements.

Glomb, Michael B., and Jacqueline Covey Leifer. *The Legal Obligations of Nonprofit Boards*. Rev. ed. Washington, D.C.: National Center for Nonprofit Boards, 1997.

This booklet, written for the non-lawyer, describes the legal duties and standards of conduct of nonprofit boards. It contains information on taxes, contracts, lobbying.

Hopkins, Bruce R. *Private Foundations: Tax Law and Compliance*. New York: John Wiley and Sons, 1997.

Intended as a desk reference for lawyers, accountants, and tax practitioners, covers federal tax laws related to the establishment of private foundations, disqualified persons, self-dealing, mandatory distributions, excess business holdings, investments, taxable expenditures, tax on investment income, unrelated business tax, tax compliance and administrative issues, termination, charitable giving rules, and the distinction between private foundations and public charities. Appendixes include sources of the law, Internal Revenue Code sections, table of cases, table of IRS revenue rulings, and an index. Annual supplements update and introduce new topics to the core volume.

Kurtz, Daniel L. *Managing Conflicts of Interest: Practical Guidelines for Nonprofit Boards*. Washington, D.C.: National Center for Nonprofit Boards, 2001.

This volume includes bibliographic references. Explains the legal context of conflict of interest, offers examples of potential conflicts, and suggests guidelines for avoiding them.

McCoy, Jerry J., and Kathryn W. Miree. *Family Foundation Handbook*. New York: Aspen Publishers, 2001.

This volume includes an index. A handbook for financial and legal advisors to family philanthropies, but also provides information and guidance of interest to laypeople. Covers basic legal and fiscal matters such as tax benefits, types of foundations, supporting organizations, the steps to creating a foundation, the role of charitable trusts, structure and governance of the philanthropy, operating restrictions, grantmaking, administration, and special issues. Provides numerous worksheets, forms, and tables, as well as IRS statutes and Treasury Department regulations.

Trotter, Donald W. *Spending Policies and Investment Planning for Foundations: A Structure for Determining a Foundation's Asset Mix*. 3d ed. Washington, D.C.: Council on Foundations, 1999.

This volume includes numerous charts and tables and bibliographical references. Updates the 1990 and 1993 report. Provides longitudinal analysis of investment returns for several models of asset allocation.

Troyer, Thomas. *The 1969 Private Foundation Law: Historical Perspective on its Origins and Underpinnings*. Washington, D.C.: Council on Foundations, 2000.

Provides an overview of the circumstances that gave birth to the 1969 private foundation legislation and explains a means to soundly evaluate the impact of the congressional decisions of that year.

#### Section Notes:

The annotations in this section (with the exception of the Glomb and Troyer entries) are courtesy of the Foundation Center's *Literature of the Nonprofit Sector* (<http://lnps.fdncenter.org/>).

## Management & Governance

**M**anagement skills involve administering, supervising and sometimes even controlling the direction of a foundation. Governance, too, is an art that changes the lives of others and is one of the most difficult skills to learn, whether managing employees or foundation resources. The following resources try to help bridge that gap.

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Board Source. *Board Member*. Washington, D.C.: BoardSource. 10 issues per year. This monthly magazine is a good source of governance information. Available to Board Source members only. Membership is \$88 per year for individuals.

Board Source. *Governance Series. Ten Basic Responsibilities of Nonprofit Boards; Financial Responsibilities of Nonprofit Boards; Structures and Practices of Nonprofit Boards; Fundraising Responsibilities of Nonprofit Boards; Legal Responsibilities of Nonprofit Boards; The Nonprofit Board's Role in Setting and Advancing Mission; the Nonprofit Board's Role in Planning and Evaluation; How to Help Your Board Govern More and Manage Less; Leadership Roles in Nonprofit Governance*. These titles are short (30-40 pages) and present comprehensive coverage of all the elements and essentials of organizational governance. Complete series is \$125 for non-members, \$99 for members. The books are sold individually as well. They are updated frequently, latest revision is 2003. BoardSource has many other titles that cover these topics.

Connors, Tracy Daniel, ed. *The Nonprofit Handbook: Management*, 3d ed. New York: John Wiley and Sons, 2001. A compilation of the wisdom of 35 experts in the field, covering human resources, information technology and other issues within the nonprofit context. There are supplements available, but the book is comprehensive in itself.

Council on Foundations. *Top Ten Ways Family Foundations Get into Trouble*. Washington, D.C.: Council on Foundations, 2002. For the 10 identified areas, basic rules, questions to ask and where to find more information are provided. Subjects covered are self-dealing, personal family pledges, attending fundraisers, hiring family members as staff and board compensation.

*Nonprofit Management and Leadership*. San Francisco: Jossey-Bass Publishers. Quarterly. Published by the Mandel Center for Nonprofit Organizations at Case Western Reserve University, this journal covers boards and governance, communications, outcomes assessment, fundraising and other nonprofit management issues.

Nonprofit Risk Management Center. *Healthy Nonprofits: Conserving Scarce Resources Through Effective Internal Controls*. Washington, D.C.: Nonprofit Risk Management Center, 1996. Covers topics as organizational policies, working with professional partners such as accountants and attorneys, insurance coverage, etc. Very readable style.

O'Connell, Brian. *Board Overboard: Laughs and Lessons for All but the Perfect Nonprofit*. San Francisco: Jossey-Bass Publishers, 1995. A humorous look at the frailties and foibles of nonprofit boards, and how to cope with them.

Shore, Bill. *Revolution of the Heart: A New Strategy for Creating Wealth and Meaningful Change*. New York: Riverhead Books, 1995. Written by the founder of the very successful Share Our Strength, the book tells of his inspiration and persistence in starting and developing the organization. An encouraging story for all nonprofits with some practical ideas as well.

## Communications & Public Relations

Effective communication is key to accurately “telling the story” of grantmaking and philanthropy. Foundations especially need good communication and public relations skills, not just for self-preservation, but also for successful philanthropic work. Exchanging ideas, using words effectively and transmitting ideas and important information help foundations perform effective philanthropy in the long run.

These resources help grantmakers to communicate with the public on their activities through their own publications, newsletters and reports. With the advent of the digital age, grantmakers need to harness the power of the electronic medium, as well as written and verbal media, to make their philanthropic mission known.

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Benton Foundation. *Benton Foundation Strategic Communications for Nonprofits*. Washington, D.C.: Benton Foundation, 1991.

This series, written for the nonprofit organization, provides guidelines on writing op-eds, using video and talk radio.

Bollier, David. *Ecologies of Innovation: The Role of Information and Communications Technologies*. Washington, D.C.: The Aspen Institute, 2000.

This report explores the nature of innovation and the role of information and communication technologies in fostering ecologies of innovation. It examines the ways in which various technologies interact, creating an impact on societal institutions and policies, including foreign policies, industry and business structures, and power relationships far exceeding the expected impact of individual technologies.

Bonk, Kathy, Henry Griggs, and Emily Tyne. *The Jossey-Bass Guide to Strategic Communications for Nonprofits: A Step-by-Step Guide to Working with the Media to Generate Publicity, Enhance Fundraising, Build Membership, Change Public Policy, Handle Crises and More*. San Francisco: Jossey-Bass Publishers, 1999.

This book is designed for communicators in nonprofits and public agencies working at every level of experience. For the beginner, it offers detailed suggestions about getting started, so that even the newest and smallest organization or agency can make a difference through its communications strategy. If you are an experienced professional working in a large nonprofit, you will find that the range of new approaches can amplify your voice and advance your agenda.

Dearing, James W., and Everett M. Rogers. *Agenda-Setting*. Thousand Oaks, CA: Sage Publications, Inc., 1996.

This volume includes an index. This reader-friendly volume introduces students to an important area of communication research and offers them direction for further inquiry. Researchers and professionals in political and mass communication, media studies, research methods, and marketing also will appreciate this volume’s insightful approach to agenda-setting and policy.

Foundation for American Communications. *Media Resource Guide*. 5th ed. Los Angeles: Foundation for American Communications, 1987.

This study guide covers the basics of media relations and discusses specific problems and issues. It can be used for individual study or as a workshop guide.

Holtz, Shel. *Public Relations on the Net: Winning Strategies to Inform and Influence the Media, the Investment Community, the Government, the Public and More!* New York: AMACOM American Management Association, 1998.

In *Public Relations on the Net*, the author has taken an approach to the subject matter that is at once strategic and tactical. That is, the material addresses the means by which you can establish a return-on-investment for your online efforts, and it suggests the various tactical tools to use as you implement your strategy.

Gray, Jan, Stephen Silha, and Marion Woyvodich. *Telling Stories: Building Community by Improving Communications: The Final Report of Good News/Good Deeds: Citizen Effectiveness in the Age of Electronic Democracy*. Seattle, WA: Good News/Good Deeds, 1999.

This volume includes an index. This report explores these questions: What can not-for-profits do to strengthen communications and build community? Can the news media step forward and take new leadership in the important community conversations? Can new technology go beyond information and commerce, to helping citizens build community and generate new knowledge and wisdom?

JMW Communications. *Communications Handbook: A Basic Publicity Guide*. Grand Haven, MI: Council of Michigan Foundations, 1994.

This handbook is designed as an aid for the person assigned to publicity and public relations for a foundation.

National Council of Nonprofit Associations. *A Greater Voice: Nonprofit Organizations, Communications Technology and Advocacy*. Washington, D.C.: National Council of Nonprofit Associations, 1996.

This report is the National Council of Nonprofit Associations' survey of attitudes toward, experiences with and expectations of communications technology in the nonprofit sector.

OMB Watch. *Building Blocks for the Future: Strengthening Public Policy Communications and Collaboration in the Nonprofit Sector: Findings and Recommendations for the NonProfit America Planning Phase*. Washington, D.C.: OMB Watch, 1997.

An ambitious concept paper laying out a comprehensive vision to improve communications linkages within the nonprofit sector to strengthen public policy participation.

Proscio, Tony. *How Foundations Garble Their Message and Lose Their Audience: Bad Words for Good*. New York: Edna McConnell Clark Foundation, 2001.

This volume includes an index. Foundations often fail to communicate clearly and effectively about their own best deeds, and their ideas often fail to reach a wide public. The author examines the arcane doubletalk that sabotages the public discussion on which good philanthropy depends.

Proscio, Tony. *A Plea for Plain Speaking in Foundations: In Other Words*. New York: Edna McConnell Clark Foundation, 2000.

“Buzz-words” and insider “lingo” are widely believed to be a particular province of foundations. Author explains how philanthropic jargon comes into use (and abuse) and makes a case for protecting the inherently public nature of foundation communication through plain speaking and writing.

Stern, Gary J. *Marketing Workbook for Nonprofit Organizations*. St. Paul, MN: Amherst H. Wilder Foundation, 1990.

This illustrated workbook provides organizations with a step-by-step guide for developing, implementing, and updating a strategic plan.

Valerie Denney Communications. *Insider’s Guide to Strategic Media Relations*. Chicago: Valerie Denney Communications, 2001.

In this guide, Valerie Denney Communications introduces six fundamental elements of successful media work. Gaining mastery in each of these areas will help you attract media and get the story you want.

## History of Philanthropy

Philanthropic activities have existed since the earliest religious traditions advocated giving to others in order to receive something priceless back. Throughout most of Western history, philanthropy was traditionally a function of the monarchy and the church, although this began to change with the discovery of the New World. In the American Colonies, secular charity became a legalized part of American life and it has co-existed in different forms with religious charities and government activities since then.

The following resources address how philanthropy began in the American Colonies, its roots in context of American traditions, how it has changed, and provides insight into where it may go in the future.

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Anheier, Helmut K., and Stefan Toepler, eds. *Private Funds, Public Purpose: Philanthropic Foundations in International Perspective*. New York: Kluwer Academic/Plenum Publishers, 1999.

This volume includes bibliographic references and an index. Various experts contribute comparative analyses of the factors that have been instrumental in the growth of foundations internationally. Some of the major topics included are foundations in the United Kingdom, France, Germany, Italy, Central and Eastern Europe and the United States.

Boris, Elizabeth. *Philanthropic Foundations in the United States: An Introduction*. Washington, D.C.: Council on Foundations, 2000.

This volume includes numerous resource lists. Written in a question and answer format, explains why foundations exist and how they operate, as well as how the U.S. government regulates them. Provides an analysis of the future of foundations.

Bremner, Robert H. *American Philanthropy*. 2d ed. Chicago: University of Chicago Press, 1988.

This volume includes a timeline of important dates, an annotated bibliography and an index. In this second edition of Bremner's pioneering and classic work, the author traces the development of American philanthropy from the time of the Pilgrims to the 1980s. He examines the peculiarly American circumstances that gave rise to different expressions of philanthropy, such as voluntary poverty relief, social work and social services, foundations and government programs.

Bremner, Robert H. *Giving: Charity and Philanthropy in History*. New Brunswick, N.J.: Transaction Publishers, 1994.

This volume includes a bibliography and an index. Reviews attitudes towards philanthropy from the ancient world through the Middle Ages and into modern times, in comparative contexts.

Brilliant, Eleanor L. *Private Charity and Public Inquiry: A History of the Filer and Peterson Commissions*. Bloomington, IN: Indiana University Press, 2000.

This volume includes an index. Based on archival evidence, provides a thorough history of the Commission on Foundations and Private Philanthropy (the Peterson Commission) and the Commission on Private Philanthropy and Public Needs (the Filer Commission). Appendices provide complete lists and biographical notes on commission members, staff, and advisors, texts of final reports, and extensive notes.

Clotfelter, Charles T., and Thomas Ehrlich. *Philanthropy and the Nonprofit Sector in a Changing America*. Bloomington, IN: Indiana University Press, 1999.

Through essays by various specialists, examines the contributions of philanthropy and the nonprofit sector, notes changes on the horizon for the field, and provides recommendations for the next century. The essays were commissioned as background for the 93rd American Assembly held by the American Assembly of Columbia University and the Indiana University Center on Philanthropy.

Council on Foundations. "An Abbreviated History of the Philanthropic Tradition in the United States." n.d. Available from:

<http://www.cof.org/Content/General/Display.cfm?contentID=60&>

As the title indicates, this short document provides an overview of the history of philanthropy in the United States.

Ilchman, Warren F., Stanley N. Katz, and Edward L. Queen II. *Philanthropy in the World's Traditions*. Bloomington, IN: Indiana University Press, 1998.

Defining philanthropy as giving and sharing beyond the family, various specialists analyze different cultures within historical contexts. Focus includes geographical areas of Africa, North America, India, China, Japan, Russian, and Latin America and the traditions of the Buddhist, Islam, Native American, Confucian, Jewish, Christian, and Hindu religions.

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

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

Lagemann, Ellen Condliffe. *Philanthropic Foundations: New Scholarship, New Possibilities*. Bloomington, IN: Indiana University Press, 1999.

This volume includes a bibliography and an index. Chapters contributed by various specialists, covering historical, political, economic, and social studies of foundations and philanthropy in America.

Magat, Richard. *An Agile Servant: Community Leadership by Community Foundations*. New York: The Foundation Center, 1989.

Chapters 4 and 5 give a history of community foundations, with particular emphasis on the leaders who established them.

Muirhead, Sophia A. *Corporate Contributions: The View from 50 Years*. New York: Conference Board, 1999.

This volume includes bibliographic references. Provides a history of corporate philanthropy in the U.S. from the time when it was considered illegal to the present, dividing the growth into four developmental periods: "Prelegalization" (1870s to 1930s), "Innovation and Legalization" (1940s to 1950s), "Growth and Expansion" (mid-1950s to mid-1980s), and "Diversification and Globalization" (late 1980s to the present). Also suggests some of the challenges for the field in the coming decade. Details the history of matching gifts programs and in-kind giving.

O'Connell, Brian. *America's Voluntary Spirit: A Book of Readings*. New York: The Foundation Center, 1987.

This anthology of forty-five selections presents a diverse picture of the history, philosophy, and impact of private philanthropy and voluntary action in America, ranging from tracts of historical importance such as John Winthrop's "Model of Christian Charity" and historical analyses by Warren Weaver, Robert Bremner, Daniel Boorstin, and others, to more contemporary selections representing the writings and views of figures such as Lewis Thomas, John Filer, John D. Rockefeller 3rd, John Gardner, Erma Bombeck and more.

Schneewind, J. B. *Giving: Western Ideas of Philanthropy*. Bloomington, IN: Indiana University Press, 1996.

This volume includes a bibliography and an index. Contributing historians of antiquity, the Middle Ages, early modern thought, and the Victorian era discuss the evolution of thinking about, and practice of, voluntary giving.

# Information Management

With the end of the Cold War, the close of the 20th Century and the start of a new millennium, many have come to describe our times as the “Information Age.” Just as the Agricultural Revolution transformed our human ancestors and the Industrial Revolution changed the nature of the world forever, “the Digital Revolution” of the Internet and the rise of computer technology have made the flow, quality, dimension and medium of human communication change in ways that people once never thought possible.

With all of the dramatic and overwhelming changes in technology there is also more of a need than ever before to organize information so people can access it. The skills of information management are crucial to harnessing and channeling information across the world and librarians are in a unique position to do so. Digitization may be the beginning of a brave new world, but the training of librarians in classification, coding, subject indexing, constructing controlled vocabulary, physical storage, information audits and preservation are essential for modern information technology users. With that in mind, the following information tools are recommended for information management in the field of philanthropy.

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Blau, Andrew. “More than Bit Players: How Information Technology Will Change the Ways Nonprofits and Foundations Work and Thrive in the Information Age.” Surdna Foundation. 2001. Available from: <http://www.surdna.org/documents/morefina.pdf>  
Report to aid nonprofits and foundations in making wise information technology choices.

Bradley, Tami, and Susan G. Fowler. “Taming the Beast of Information Overload.” *Foundation News and Commentary* (July/August 2001): 28-31.  
This article examines how one foundation increased its grantmaking effectiveness through a comprehensive records management program.

Consortium of Foundation Libraries. “CFL Resources.” n.d. Available from:  
<http://www.foundationlibraries.org/cflresources.htm>  
Links to resources from member foundations, including such topics as Document Retention Policies; Handling Grant End Products; Handling Grant Files. Also includes links to CFL Council on Foundations’ conference sessions; philanthropic websites and nonprofit resources.

Grabowski, John J., and Diane Ewart Grabowski. *Corporate Memory and Guide for the Future: Creating Archives for U.S. Community Foundations*. Washington, D.C.: Council on Foundations, 1993.  
This booklet discusses the preservation of the corporate memory of community foundations through the creation of institutional archives or the donation of records to appropriate archival repositories.

Minnesota Historical Society. *An Introduction to Records Scheduling and Management for Non-profit Organizations*. St. Paul, MN: Minnesota Historical Society, 1997.

This booklet provides an introduction to issues involved in records management for small nonprofit organizations.

Nober, Jane C. "Hands On: Keep, File, Toss?" *Foundation News and Commentary* (March/April 1998): 47-49.

Written from a legal perspective, this article covers various aspects of records retention including how to create a written record retention policy. Also provides advice on which documents a foundation must keep, and which should be regularly purged.

Podolosky, Joni. *Wired for Good: Strategic Technology Planning for Nonprofits*. San Francisco: Jossey-Bass, 2003.

A nuts-and-bolts guide to strategic technology planning for nonprofit organizations - no matter how large or small. This book leads nonprofits through a planning process that will help them align their technology use with their mission and strategic goals, determine what the appropriate technology tools are to meet those goals, and how the technology will be implemented and supported over time. This essential guide also shows how to win support for a strategic technology plan within an organization, evaluate a plan's effectiveness, and help staff and other stakeholders adapt to the changes new technology will bring about.

Technology Affinity Group. "Public Library: Resource Links." n.d. Available from:

[http://www.tagtech.org/link\\_no\\_cat2266/link\\_no\\_cat.htm](http://www.tagtech.org/link_no_cat2266/link_no_cat.htm)

Useful website covering various aspects of technology and foundations. Links are categorized into five broad topic areas: Technology Management; Hardware; Software & Systems; Development, Standards & Technologies, and Resource Type. Also includes links to collection of Best Practices.

"TrainingPoint." n.d. Available from: <http://www.trainingpoint.org/cgi-bin/WebObjects/OCP.woa>

The site aims to improve the capacity of the nonprofit training community by increasing the availability of quality training materials and nonprofit organizations' access to them. Current training manuals on Excel, FileMaker, and other technology programs and topics, can be downloaded free of charge. Registered participants can share their curricula with peers, as well as provide feedback about materials and knowledge about training.