CORE RESOURCES FOR GRANTMAKERS

Tools for the Trade

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About the Consortium of Foundation Libraries

The 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.info

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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 which was updated in 2011.

The Consortium of Foundation Libraries would like to thank the Foundation Center for providing selected abstracts from its *Catalog of Nonprofit Literature* database http://cnl.foundationcenter.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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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."[1]

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."[2]   In this spirit, grantmakers seek to collaborate effectively with diverse groups and individuals in philanthropy.

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.

Chrislip, David D. *The Collaborative Leadership Fieldbook: A Guide for Citizens and Civic Leaders*, 1st ed. San Francisco: Jossey-Bass, 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. Revised April 2004. Available from: http://www.cdoc-online.org/docs/DAD/Himmelman_Model.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.leadertoleader.org/tools/collab_challenge/collab_workbook.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

Diversity

Diversity 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.

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.

Capek, Mary Ellen S., and Molly Mead. *Effective Philanthropy: Organizational Success Through Deep Diversity and Gender Equality*. Cambridge, Mass: MIT Press, 2006.
> This book discusses institutionalizing a deeper understanding of diversity and gender within nonprofit organizations.

Council on Foundations. "Diversity & Inclusiveness." 2010. Available from:
> http://www.cof.org/programsandservices/diversity/resources.cfm?navItemNumber=14830
> The Council on Foundations provides resources that take a look at diversity in philanthropy and how family, community, and independent philanthropic organizations can advance their mission so that their work is more effective and reflective of the communities that they serve.

D5 Coalition. 2011. Available from: http://www.d5coalition.org/
> The D5 is a five-year coalition of philanthropic organizations and foundations that came together in 2010 to set a strategic agenda to help philanthropy become more diverse, equitable, and inclusive.

Diversity in Philanthropy. *Updates and Resources*. 2008. Available from:
> http://www.diversityinphilanthropy.com/news/helpful_resources/
> Diversity in Philanthropy is a project that encourages the engagement of diverse talents and ideas within the field. This resource list will be helpful to those who are looking for reports and other projects related to diversity in philanthropy.

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

Pettey, 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.[3] 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."[4]

Braverman, Marc T., Norman A. Constantine, and Jana Kay Slater. *Foundations and Evaluation: Contexts and Practices for Effective Philanthropy*. San Francisco: Jossey-Bass, 2004.
This book provides a guide to the practice of evaluation in foundations. With contributions from many of the leading figures in the field of evaluation, it promotes the use of evaluation within the foundation framework.

Bruner Foundation. "Effectiveness Initiatives." Bruner Foundation, dates vary. Available from http://www.evaluativethinking.org/sub_page.php?page=tools
This web site presents a variety of resources and tools designed to assist in efforts to build organizational capacity in evaluation and in the use of evaluative thinking. Included are tools, manuals, and guides to logic models, data collection, evaluative thinking, and lessons learned.

Carman, Joanne G. and Kimberly A. Fredericks, eds. *Nonprofits and Evaluation.* Hoboken, NJ: Wiley Periodicals, 2008.
A special issue of the American Evaluation Association's *New Directions for Evaluation*, this publication describes the state of evaluation in the nonprofit sector. Topics include evolving expectations of governmental and nongovernmental organizations, points of view of nonprofit managers, best practices and strategies, and recommendations for reconciling the expectations of funders and nonprofits.

GrantCraft. "Evaluation Technique Series." New York: GrantCraft, dates vary. Available from: http://www.grantcraft.org/?pageid=1224
A series of brief guides each describing the basics of a type of evaluation technique. Topics include participatory action research, outcomes and evaluation, theory of change, collaborative inquiry, and ethnographic approaches to evaluation.

Grantmakers for Effective Organizations. *Evaluation in Philanthropy: Perspectives from the Field.* Washington, D.C.: Grantmakers for Effective Organizations, 2009. Available from: http:www.hfcm.org/CMS/images/GEO.Evaluation%20in%20Philanthropy.pdf
Provides an overview of how evaluation can help grantmakers improve their organizational learning and effectiveness. The analysis is based on a literature review and feedback from foundations that have made evaluation a priority. The report includes examples of emerging approaches for organizational learning.

Hatry, Harry P. *Performance Measurement: Getting Results,* 2d ed. Washington, D.C.: The Urban Institute Press, 2007.
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
Provides a good description of the evaluation process from a foundation perspective. A companion document "Logic Model Development Guide: Using Logic Models to Bring Together Planning, Evaluation, and Action" describes the development and use of logic models. The latter is available from: http://www.wkkf.org/knowledge-center/resources/2006/02/WK-Kellogg-Foundation-Logic-Model-Development-Guide.aspx

Kramer, Mark, Rebecca Graves, and Jason Hirschhorn. "From Insight to Action: New Directions in Foundation Evaluation." Boston, MA: FSG Social Impact Advisors, 2007. Available from: http://www.fsg.org/Portals/0/Uploads/Documents/PDF/From_Insight_to_Action.pdf?cpgn=WP%20DL%20-%20From%20Insight%20to%20Action
Highlights emerging approaches to evaluation that increase the effectiveness of both foundations and their grantees. The authors include case studies from more than two dozen foundations of all sizes.

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.

Ostrower, Francie. "Attitudes and Practices Concerning Effective Philanthropy: Survey Report." Washington, D.C.: Urban Institute, 2004. Available from: http://www.urban.org/uploadedPDF/411067_attitudes_practices_FR.pdf
The researcher sought to study data from every staffed foundation in the U.S. regarding best practices and approaches to grantmaking. The major topics include foundation effectiveness, grantmaking practices, evaluation, investments, collaborations, communications, staff development and self-assessments. Numerous statistical tables.

Pauly, Edward. "The Role of Evaluation in the 21st Century Foundation." Gütersloh: Bertelsmann Foundation, 2005. Available from: http://www.wingsweb.org/download/06_The_Role_of_Evaluation_Full_Version.pdf
This document presents the effective use of evaluation by foundations that seek to increase their focus on results and the benefits and challenges of using evaluation effectively. Bibliographical resources are included.

Rossi, Peter H., Hoeard Freeman, and Mark W. Lipsey. *Evaluation: A Systematic Approach*. Thousand Oaks, CA: Sage Publications, 1999.
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.
Provides a comprehensive assessment of evaluation theories. A real strength is the presentation of a variety of theories and the criticism of each theory from different perspectives.

United States Department of Health and Human Services: Administration on Children, Youth and Families. "The Program Manager's Guide to Evaluation," 2d ed. 2010. Available from: http://www.acf.hhs.gov/programs/opre/other_resrch/pm_guide_eval/reports/pmguide/program_managers_guide_to_eval2010.pdf

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

Wholey, Joseph S., Harry Hatry P., and Kathryn E. Newcomer. *Handbook of Practical Program Evaluation,* 3d ed. San Francisco: Jossey-Bass, 2010.

> Designed to help organizations conduct successful systematic evaluations and divided into sections on evaluation planning and design, practical data collection procedures, data analysis, and usage of evaluation, the new edition puts increased emphasis on practical applicability.

Section Notes:

3. Grantmakers for Effective Organizations. "Dictionary." n.d. [Accessed: 2004.] http://www.geofunders.org/index.cfm?fuseaction=page.viewPage&PageID=113

4. Patton, Michael Quinn. *Utilization Focused Evaluation*, 2d 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.[6] 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.

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. Most information is limited to members; however, an online store is available to purchase select reports.

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," 2d ed., 2007. Available from:
http://www.cof.org/files/Documents/International_Programs/disasterguide.pdf
Jointly published by the European Foundation Centre and the Council on Foundations, this pamphlet presents the results of year-long study, outlining the best principles and approaches for disaster relief.

Council on Foundations. "Grantmaking Basics Online." n.d. Available from:
http://www.grantmakingbasicsonline.org
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. 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. Fee required.

Crutchfield, Leslie R., Kania, John V., and Mark R. Kramer. *Do More Than Give: The Six Practices of Donors Who Change the World*. San Francisco: Jossey-Bass, 2011.
Provides a blueprint for individuals, philanthropists, and foundation leaders to increase their impact. Based on Crutchfield's "Forces for Good," this book demonstrates how six practices of high-impact nonprofits apply to donors aiming to advance social causes. Key principles include: going beyond check-writing/traditional volunteering, advocating for change, leveraging business, forging peer networks, empowering individuals, leading adaptively, and

developing learning organizations. Contains case studies depicting every type of philanthropy, and includes easy to use "takeaways" tailored for donors at the beginner and experienced levels of catalytic philanthropy. With bibliographical references and index.

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* was an excellent source of information for the foundation sector. Feature articles cover issues of interest to foundation staff, such as technology, staffing, ethics and the law. Last published 2006, but many of the articles are relevant today.

Foundation Review. Grand Rapids, MI: Grand Valley State University, Johnson Center for Philanthropy and Nonprofit Leadership. Quarterly. Also available from:
http //www.gvsu.edu/jcp/the-foundation-review-117.htm
Each issue of The Foundation Review provides peer-reviewed reports about grant programs including reports by foundations on their own work.

 Godeke, Steven, and Doug Bauer. *Philanthropy's New Passing Gear: Mission-Related Investing*. New York: Rockefeller Philanthropy Advisors, 2008.
A guidebook for foundations on developing and employing an agenda for mission-related investing (MRI). The authors define MRI as any investment activity which aims to produce a positive social impact while also yielding a financial return. This activity is noted as significant at a time when the nonprofit sector has expanded dramatically and conventional grantmaking is not always sufficient to solve social and environmental problems. Foreword by Kevin P.A. Broderick and Melissa A. Berman of Rockefeller Philanthropy Advisors. Includes appendices and resource list.

GrantCraft: Practical Wisdom for Grantmakers. Available from http://www.grantcraft.org/
A project of the the Foundation Center and European Foundation Center, GrantCraft offers resources that present the practitioners view of philanthropy. Created by grantmakers for grantmakers, among the tools available are guides, videos, and case studies.

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.

Jagpal, Niki. *Criteria for Philanthropy at its Best: Benchmarks to Assess and Enhance Grantmaker Impact*. Washington, D.C.: National Committee for Responsive Philanthropy, 2009.
Presents a set of standards for effective and ethical grantmaking, with chapters that explain the rationale behind the criteria based on qualitative and quantitative analyses of research data. Topics discussed include philanthropic values, grantmaking practices, board administration, foundation payout, mission investing, and other areas. The data appendix includes charts that list foundations that meet these criteria.

Setterberg, Fred, et al. *The Complete guide to Grantmaking Basics: A Field Guide for Funders*. Washington, D.C.: Council on Foundation, 2008.
Written for staff from any type of foundation, part one covers the typical work and workday of a grantmaker, how to review grant proposals, conducting site visits and interviews, how to assess nonprofit budgets, communications with the board and others, and how to develop professionally. Part two focuses on ethics, collaborations, training staff, and continuing education. Part three deals with evaluation, foundation governance, social change grantmaking, and how to incorporate the foundation's mission and vision into everyday decisions. Worksheets and sample forms are provided.

Nober, Jane C. *Grants to Individuals by Community Foundations*. Washington, D.C.: Council on Foundations, 2004.
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.

The Nonprofit Quarterly. Boston, MA: Third Sector New England. Quarterly. Also available from: http://www.nonprofitquarterly.org/
Reviews current ideas and trends concerning nonprofit/voluntary organizations and activities.

Nonprofit & Voluntary Sector Quarterly. Thousand Oaks, CA: Sage Publications, Inc. Quarterly. Also available from: http://nvsq.sagepub.com/
Explores the unique dynamics, needs, and concerns of today's nonprofit and voluntary organizations. Provides cutting-edge research. discussion and analysis of the field and leads readers to understanding the impact the non-profit sector has on society.

Orosz, Joel. *The Insider's Guide to Grantmaking*. San Francisco: Jossey-Bass, 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, Virgina. *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. Quarterly. 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/philanthropymatters/
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. Archives are searchable online.

Stanford Social Innovation Review. Stanford, CA: Stanford University, Center for Social
Innovation. Quarterly. Also available from: http://www.ssireview.org/
From the Stanford Graduate School of Business, this publication includes best practices
in nonprofit management, philanthropy, and corporate citizenship.

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.

Section Notes:

6. Minnesota Council on Foundations. "What is Grantmaking and Philanthropy?" n.d.
Available from: http://www.mcf.org/nonprofits/what-is-a-foundation

Reference

R eference 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.

Indiana University Center on Philanthropy. *Giving USA*. Indianapolis, IN: Giving USA Foundation. Annual.
> *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/knowledge.asp?ID=1.1016
> Detailed list of nonprofit terminology.

Chronicle of Philanthropy. "Marketplace." n.d. Available from:
> http://philanthropy.com/section/Marketplace/192/
> Featured on the Chronicle of Philanthropy web site, this web page offers a Technology Guide; Fund-Raising Services Guide; Continuing Education Guide; Guide to Managing Nonprofits. Also features a Directory of Services.   FYI- The top of the page includes sponsored links.

Council on Foundations. "Community Foundation Locator." Available from:
> http://www.communityfoundationlocator.com
> Browse community foundations by state.

Council on Foundations. "Glossary of Philanthropic Terms." n.d. Available from:
> http://www.cof.org/whoweserve/terms/index.cfm
> Detailed list of grantmaking terminology.

The Europa International Foundation Directory: 2011. 20th ed. London: Routledge. 2011.
> Directory with information on 2,500 international foundations, trusts, and charitable and grantmaking NGOs in approximately 100 countries. Arranged alphabetically by country, each entry notes the foundation's name in its native language followed by an English translation, year founded, and founding person or organization; activities, publications, and finances if available (assets and grantmaking expenditures in native country's currency); board of trustees; officers; address; e-mail; web site; and telephone and fax numbers. Introduction has an overview of foundations today.

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 through the Foundation Directory Online. The Foundation Center publishes several related directories, including the *Foundation Directory, Part 2*, for the next 10,000 largest donors, the *Celebrity Foundation Directory, the National Directory of Corporate Giving,* and the *Michigan Foundation Directory* and other regional directories. Information about these products can be found on the Foundation Center website: http://foundationcenter.org/marketplace/

Foundation Center. "FC Stats." n.d. Available from:
http://foundationcenter.org/findfunders/statistics/about.html
Comprehensive set of statistical data on U.S. private and community foundations and their funding patterns.

Foundation Center. "Catalog of Nonprofit Literature." n.d. Available from:
http://cnl.foundationcenter.org/search.html
Based on the holdings of the Foundation Center's five libraries, as well as other sources, the *Catalog of Nonprofit Literature* 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://foundationcenter.org/marketplace/
Comprehensive site listing available products, publications and classes offered by the Foundation Center.

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.

Lawrence, Steven and Reina Mukai. *Foundation Growth and Giving Estimates: Current Outlook,* 2010 ed. New York: Foundation Center. Annual.
A volume of the "Foundations Today" a three-part annual publication on the current state of foundations and their giving. Provides a first look at estimates of foundation giving for 2009, final statistics on actual giving and assets for 2008, and the outlook for giving in 2010 and 2011. A sidebar discusses the impact of pharmaceutical foundations that provide in-kind giving to individuals. Accompanied by numerous charts and graphs.

Lawrence, Steven, and Reina Mukai. *Foundation Giving Trends: Update on Funding Priorities,* 2010 ed. New York: Foundation Center. Annual.
This is volume one of "Foundations Today," a three-part annual publication on the current state of foundations and their giving. This report examines the grantmaking patterns of a sample of larger U.S. foundations from 1997 through 2008. The report explores changes in giving interests by subject focus, recipient type, type of support, and population group served. It also details differences in funding trends by foundation region and type. Includes an analysis on international giving. Accompanied by numerous charts and graphs.

Lawrence, Steven, Mukai, Reina, and Daniel Saronson. *Foundation Yearbook: Facts and Figures on Private and Community Foundations.* 2010 ed. New York: Foundation Center. Annual.
This volume in the "Foundations Today" series documents the growth in number, giving, and assets of all active U.S. foundations from 1975 to 2008. Provides comparisons of foundation activities by foundation size; includes breakdowns of foundation resources by geographic location and grantmaker type.

Philanthropic Research, Inc. "GuideStar." 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 nonprofitorganizations 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. Also available from: http://www.irs.gov/charities/article/0,,id=96136,00.html
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 ordownload 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.

Adler, Betsy Buchalter. *Rules of the Road: A Guide to the Law of Charities in the United States*, 2d edition. Arlington, VA: Council on Foundations, 2007.
> 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.

Coe, Charles K. *Nonprofit Financial Management: A Practical Guide.* Hoboken, NJ: Wiley, 2011.
> A concise handbook of best practices for nonprofits of any size covering accounting, internal controls, auditing, evaluating financial condition, budgeting, cash management and banking with numerous exhibits.

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.

Edie, 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.

———. *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.

———. *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*, 3d ed. Washington, D.C.: Council on Foundations, 2005.
>   Designed primarily for new foundation staff and trustees, a substantial portion of the book explains legal and regulatory requirements. Chapters include Foundations in the United States, Why Create a Foundation?, First Steps, Grantmaking and Other Charitable Activities, Relationships with Grantseekers and the Public, Governance and Administration, Government Regulation of Foundations, Managing Foundation Assets, and Sources of Information and Assistance. Each chapter includes a substantial bibliography. Appendices provide sample documents, policies, and forms. The final appendix explains the role of intermediary organizations, such as regional associations of grantmakers and the Foundation Center.

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.

Gray, David. *Finance Arts Guide to Nonprofit Cash Flow: A Guide for You and Your Nonprofit Organization.* Princeton, NJ: Finance Arts, LLC, 2010.
>   Provides tools to help nonprofit staff and leaders comprehend nonprofit finances, cash flow in particular. Chapters cover finance basics, income, expenses, cash reserve, and cash flow management. Also discusses budgets, profit & loss statements, balance sheets and audits. Explains how to use graphics to present financial data. Indexed.

Hopkins, Bruce R. *Private Foundations: Tax Law and Compliance*, 3d ed., Hoboken, NJ: John Wiley and Sons, 2008.
>   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, and donor-advised funds. Appendices include sources of the law, Internal Revenue Code sections, table of cases, table of IRS revenue rulings, and an index. Updated by annual supplements.

Kurtz, Daniel L. *Managing Conflicts of Interest: A Primer for Nonprofit Boards*, 2d ed. Washington, D.C.: BoardSource, 2006.
>   The authors introduce the topic by explaining how conflicts arise, usually due to financial interests or loyalty to more than one organization. The pertinent laws related to private inurement, intermediate sanctions, and self-dealing are reviewed. The authors strongly recommend the creation of a policy to address potential conflicts before they arise, and

suggest the components of such a document. With glossary and bibliographical references.

McCoy, Jerry J., and Kathryn W. Miree. *Family Foundation Handbook,* 2011 ed. Chicago: CCH Incorporated, 2010.
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 for 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. Indexed.

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 Coe, Glomb and Troyer entries) are courtesy of the Foundation Center's *Catalog of Nonprofit Literature* http://cnl.foundationcenter.org

Management & Governance

Management 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.

BoardSource. *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 $99 per year for individuals.

―――. *Governance Series*, 2d ed.: *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 Mission, Planning, and Evaluation.*
> These six titles are short (30-40 pages) and present comprehensive coverage of all the elements and essentials of organizational governance. Complete series is $152 for non-members, $92 for members. The books are sold individually as well. They are updated frequently, latest revision is 2009. BoardSource has many other titles that cover these topics.

―――. *The Handbook on Nonprofit Governance.* San Francisco: Jossey-Bass, 2010.
> This volume is a comprehensive overview of the principles and practices of nonprofit boards. It is divided into two sections with section one covering basic governance history, roles, and structure and section two examining nonprofit governance practices looking at basic approaches to board responsibilities and board self-management.

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.

Horton, Maya. *Top Ten Ways Family Foundations Get into Trouble.* Washington, D.C.: Council on Foundations, 2008. Available from:
> http://www.washingtongrantmakers.org/s_wash/images/client/TopTenTrouble.pdf
> 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.

Dym, Barry. *Managing Leadership Transitions for Nonprofits: Passing the Torch to Sustain Organizational Excellence.* Upper Saddle River, NJ: FT Press, 2011.
> Primary subject of this book is how to manage change from one leader to the next in a way that leaves leaders and organizations they serve the best possible chance to succeed. Chapters discuss why transitions fail, effective leadership and strategy, good governance, creating a transition management plan, the search process, using interim CEOs, and introducing a new leader. Includes a sample transition plan and CEO job description, as well as CEO and board evaluation templates. With bibliographical references and index.

Golensky, Martha. *Strategic Leadership and Management in Nonprofit Organizations: Theory and Practice.* Chicago: Lyceum Books, 2011.
>Written for experienced managers as well as those new to the field, this guide provides examples, case studies and illustrations on a variety of topics related to nonprofit management and administration. Chapters cover decision making, organizational change, strategic planning, program development, performance indicators and technology. Also includes sections on human resources management and the governing board. With bibliographical references and index.

Hopkins, Bruce R. and Virginia C. Gross, Nonprofit governance: Law, Practices, and Trends, Hoboken, NJ: John Wiley and Sons, 2009.
>A comprehensive guide to the legal aspects of nonprofit governance. Chapters cover several topics including, federal and state laws; board member liability; the redesigned Form 990; governance case studies; legal audits; and other areas. Indexed.

Nonprofit Management and Leadership. San Francisco: Jossey-Bass. 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, 1995.
>A humorous look at the frailties and foibles of nonprofit boards, and how to cope with them.

Renz, David O. *The Jossey-Bass Handbook of Nonprofit Leadership and Management,* 3d ed., San Francisco: Jossey-Bass, 2010.
>This comprehensive work written by noted experts offers practical advice on managing nonprofit organizations, and addresses key aspects such as board development, strategic planning, lobbying, marketing, fundraising, volunteer management, financial management, risk management, and compensation and benefits. New chapters cover developments in such areas as social entrepreneurship, financial leadership and capital structure, accountability and transparency, and the changing political-legal climate. Indexed by name and subject.

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 and social media, grantmakers need to harness the power of the electronic medium, as well as written and verbal media, to make their philanthropic mission known.

Asibey Consulting. "Are We There Yet? A Communications Evaluation Guide." 2008. Available from: http://comnetwork.org/resources/downloads/AreWeThereYet.pdf
> An evaluation strategy tool for foundations and nonprofits, this guide provides a step-by-step process for communication evaluation and planning. The guide "helps you gather input at the beginning of your activities to shape your communication strategy. It also gives you the tools to monitor progress and make corrections during implementation."

Bales, Susan Nall, and Franklin D.Gilliam Jr. "Communications for Social Good." New York: Foundation Center, 2004. Available from:
http://foundationcenter.org/gainknowledge/research/pdf/practicematters_08_paper.pdf
> Part of the *Practice Matters Series* from the Foundation Center, this paper examines foundation opportunities and techniques for leveraging social change goals through the use of communications media.

Bonk, Kathy, Henry Griggs, and Emily Tyne. *Strategic Communications for Nonprofits: A Step-by-Step Guide to Working with the Media*, 2d ed. San Francisco: Jossey-Bass, 2008.
> Designed for nonprofits and public agencies and every level of experience. For the beginner, it offers detailed suggestions about getting started, so even the newest and smallest organization can make a difference through its communications strategy. The more experienced professional will find a range of approaches that can amplify impact.

Communications Leadership Institute. "The SPIN Project" Available from:
http://www.spinproject.org/section.php?id=9
> The SPIN Project's objective is help nonprofits to communicate effectively. Resources include step-by-step tutorials for specific communication skills, links and references to web sites and organizations, a communication consultants directory, and a strategic communications plan generator. Among the tutorials are: strategic planning, identifying target audiences, writing for communications, news releases, working with consultants, and broadcast and media spokesperson skills.

Communications Network. "Foundation Communications Today: Findings form the 2011 Survey of Foundation Communications Professionals." Available from:
http://comnetwork.org/userfiles/SOP6011.pdf
> A survey of foundation communication practices from budgets to web sites.

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Fenton Communications. "This Just In: 10 Lessons from Twenty Five Years of Public Interest
       Communications." 2009. Available from:
       http://www.fenton.com/FENTON_IndustryGuide_ThisJustIn.pdf
       Outlines some best practices for public interest communications based on key lessons
       learned from public relations strategies and trends over twenty five years.

Goodman, Andy. *Storytelling as Best Practice: How Stories Strengthen Your Organization,*
       Engage Your Audience and Advance Your Mission. Los Angeles: A Goodman, 2006. A
       short book on the power of storytelling as a communication tool, how to be a better
       storyteller, and how to use stories in presentations.

———. "Why Bad Ads Happen to Good Causes and How to Ensure They Won't Happen to
       Yours." Denver, CO. Cause Communications, 2002. Available from:
       http://www.agoodmanonline.com/bad_ads_good_causes/
       A guide to creating public interest print ads, this booklet explains seven "Print Ad
       Principles" that help nonprofits and foundations craft effective ads.

———. "Why Bad Presentations Happen to Good Causes and How to Ensure They Won't
       Happen to Yours." Cause Communications, 2006. Available from:
       http://www.agoodmanonline.com/publications/how_bad_presentations_happen/
       Outlines the five fatal mistakes of bad presentations and how to correct them; it includes
       tips on how to structure your information in ways that help audiences absorb it, use
       PowerPoint more effectively, and deliver your talks with greater confidence.

Hershey, R. Christine. "Communications Toolkit: A Guide to Navigating Communications for
       the Nonprofit World." Santa Monica, CA: Cause Communications, 2005. Available from:
       www.hersheycause.com/download-signup.php
       This comprehensive toolkit helps the user put together a communications program from
       research to strategy to implementation to evaluation. Topics include: research basics and
       tools, competitive analysis, communication plans, branding, message development, and
       web sites.

Huang, Judy. "Foundation Communications: The Grantee Perspective." Center for Effective
       Philanthropy, 2006. Available from:
       http://www.effectivephilanthropy.org/assets/pdfs/CEP_FoundationCommunications.pdf
       Based on grantee surveys, this report outlines components of effective foundation
       communications with grantees. Addressing issues such as consistency of communication
       resources, individual communications, quality of interactions, and funding guidelines, it
       highlights best practices and management implications for foundations.

Patterson, Sally J., and Janel M. Radtke. *Strategic Communications for Nonprofit Organizations:*
       Seven Steps to Creating a Successful Plan, 2d ed. Hoboken, NJ: John Wiley and Sons,
       2009.
       Provides a conceptual framework as well as practical steps for implementing a strategic
       communications plan directed at various key audiences. With worksheets, bibliographical
       references and index.

Proscio, Tony. *When Words Fail: How the Public Interest Becomes Neither Public Nor Interesting*. New York: Edna McConnell Clark Foundation, 2005.
In this booklet, Proscio expands upon his earlier works *In Other Words: A Plea for Plain Speaking in Foundations* and *Bad Words for Good: How Foundations Garble Their Message and Lose Their Audience*. He continues his theme of encouraging straightforward and effective language.

VanDeCarr, Paul, and Anne McKinney. "Communicating for Impact: Strategies for Grantmakers." New York, GrantCraft. 2009. Available from:
http://www.grantcraft.org/?pageid=1196
Explores how foundations can incorporate communications into their grantmaking approaches to achieve programmatic objectives. The guide discusses strategies, evaluation, new media, and four case studies.

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.

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, it explains why foundations exist and how they operate, as well as how the U.S. government regulates them.

Bremner, Robert H. *American Philanthropy*, 2d ed. Chicago: University of Chicago Press, 1988.
  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. It includes a timeline of important dates, an annotated bibliography and an index.

Bremner, Robert H. *Giving: Charity and Philanthropy in History*. New Brunswick, NJ: Transaction Publishers, 1994.
  Reviews the attitudes towards philanthropy from the ancient world through the Middle Ages and into modern times.

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

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Clotfelter, Charles T., and Thomas Ehrich. *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.

Fleishman, Joel. *The Foundation: A Great American Secret.* New York: PublicAffairs, 2007.
  Fleishman's study is based on interviews with senior officers or trustees at approximately 100 of the (mostly) largest foundations. He explains how foundations operate in practice, some of the motivations for donors, and the unique--often paradoxical--place that foundations have in American society. The book includes particular detail about 12 important programs that foundations fostered over the years, describing the foundation's strategy and the ultimate impact. Fleishman also turns his attention to two current issues that are paramount in the field: transparency and accountability. With bibliographical references and index

Friedman, Lawrence J., and Mark D. McGarvie. *Charity, Philanthropy, and Civility in American History.* Cambridge, England: Cambridge University Press, 2003.
  Partial contents include: "Giving in America: From Charity to Philanthropy"; "Protestant Missionaries: Pioneers of American Philanthropy"; "Curing Evils at Their Source: The Arrival of Scientific Giving"; "Missions to the World: Philanthropy Abroad"; "Waging the Cold War in the Third World: The Foundations and the Challenges of Development"; "Philanthropy, the Civil Rights Movement, and the Politics of Racial Reform"; "The Welfare State and the Careers of Public and Private Institutions Since 1945"; and "Epilogue: The European Comparison". With bibliographic references and an index.

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.
  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.

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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 and 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.

Powell, Walter W. and Richard Steinberg, eds. *The Nonprofit Sector a Research Handbook*, 2d ed. New Haven, CT: Yale University Press, 2006.
The first section of this handbook has four chapters on the history of philanthropy and nonprofit organizations. In addition, Kenneth Prewitt's chapter "Foundations" gives an excellent overview of the development of foundations in the United States.

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.
nonprofit organizations.

Information Management

With all of the 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. 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.

Bradley, Tami, and Susan G. Fowler. "Taming the Beast of Information Overload." *Foundation News and Commentary* (July/August 2001): 28-31. Available from: http://www.foundationnews.org/CME/article.cfm?ID=1003
This article examines how one foundation increased its grantmaking effectiveness through a comprehensive records management program.

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. Available from: http://www.foundationnews.org/CME/article.cfm?ID=1462
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.