

# CONTENTS

<i>Acknowledgments</i>	<i>xv</i>
<i>About the Author</i>	<i>xxi</i>
<i>Introduction</i>	<i>xxiii</i>
CHAPTER 1	
Fundraising: A Call to Alms, a Call to Action	1
America's Charitable Potential	6
Activating Philanthropy: The 92nd Street Y	9
Galvanizing Giving: The International Rescue Committee	10
Fundraising on Steroids: Lincoln Center	11
A Call to Alms, A Call to Action	15
CHAPTER 2	
Soliciting Individual Prospects	17
America's Astonishing Affluence	19
Trustee Engagement and Support	23
Volunteer Service: Beyond the Board	29

Engaging Volunteers: A Management Priority	31
A CEO's Modus Operandi	33
Attitude and Temperament	35
Overcoming Economic Bad News and Psychological Resistance	37
To Ask: Popping the Question	38
Qualities of Excellent Fundraisers	41
Ready, Set, Ask	42
CHAPTER 3	
Asking, Face to Face	43
Appointment Secured: Now What?	45
Please and Thank You	46
Donor Recognition: Here to Stay	47
Merit Matters: The Formal Written Request	48
The Lure of the Challenge Grant	49
The Generational Divide	50
Confessions of a CEO	52
The Written Proposal: A Prizewinning Example	54
Obstacles to Overcome	61
Individual Donor Checklist: Some Vital Questions	62
CHAPTER 4	
The Institutional Donor: Corporations and Foundations	65
The Corporation and the Small Business	66
The Parlance of Corporate Aid	67
Corporate Support Magnified	69

Small Business, Large Impact	70
The Corporation: Pathway to Affluent Donors	71
Winning Business Support	72
The Lincoln Center Experience	76
Take a Walk, Read Widely	80
The Foundation	81
CHAPTER 5	
Technique: Special Events and Direct Mail	85
Special Events	86
Direct Mail Fundraising	94
CHAPTER 6	
Tough Questions: Candid Answers	99
Emerging Nonprofits: Newer, Smaller	100
The Philanthropic Postmortem: Critiquing Performance	102
Fundraising In Stormy Weather	104
Fundraising: Who Is in Charge and When	106
Fundraising Myths and Realities	108
A CEO's Two Friends: The Watch and the List	111
Four Hall of Fame Fundraisers: My Nominees	113
Donations that Can Cost Too Much	118
CHAPTER 7	
A Passport to Successful Fundraising: Lessons of a Lifetime	121
1. Diversify Funding Sources	122
2. Diversify Funding Methods	122

3. It's the Board of Directors, Stupid	122
4. Advice and Money: The Relationship	123
5. Fundraising: Anytime, Anywhere, Any Season	123
6. The Solicitor's Magic Words	123
7. The Right Way to Ask	123
8. Shoe Leather Trumps Mail	124
9. No Is Not an Answer	124
10. Baseball, Not a College Exam	124
11. Fundraising as Apple Pie	124
12. Fundraising Is a Team Effort	125
13. Practice, Practice	125
14. Philanthropy Is Biography	125
15. Speed and Agility Matter	125
16. The Corporate/Nonprofit Meeting Place	126
17. The School of Hard Knocks	126
18. Early Money: The Best Kind	126
19. Donors Crave Recognition	126
20. Philanthropists Need Help	127
21. Merit Matters	127
22. Reputation: Hard to Acquire, Easy to Squander	127
23. Communicate, Early and Often	128
24. Roles that Fundraisers Play	128
25. Plan and Prepare	128
26. Spread the Gospel	129

27. Fundraising Is All about Tomorrow	130
28. Leaving a Legacy	130
CHAPTER 8	
Humor and Fundraising	133
The Relentlessness of Fundraisers	134
The Elusiveness of Prospects	135
Fundraising Is Heavy Lifting	135
The Imperative of Donor Recognition	136
The Lore of Frank Bennack, Jr.	137
Politics Is Inexpensive	138
Major Prospects Enjoy Healthy Egos	138
Self-Deprecating Humor: It Wears Well	138
A Classic: Many Variations on a Theme	139
She Was One of a Kind: Beverly Sills—Part A	139
She Was One of a Kind: Beverly Sills—Part B	140
She Was One of a Kind: Beverly Sills—Part C	141
An Excusable Lateness	142
Introducing a Gala Honoree	143
The Ask Reduced to Its Essentials	143
Intellectual Flight and an Empty Wall No More	145
The Philanthropic Marine Corps	147
CHAPTER 9	
Fundraising: Dimensions of the Future	149
The Board of Directors Transformed	150

Willie Sutton Goes Global	151
Philanthropic Converts Become Proselytizers	155
Underperforming Businesses	155
E-Philanthropy: Unrealized Potential	158
Think Big: It's a New Millennium	160
CHAPTER 10	
Quotations that Matter	163
<i>Epilogue. The Great Recession: A Farewell to Alms?</i>	173
<i>Bibliography</i>	183
<i>Appendix I. Fundraising on Steroids: Lincoln Center</i>	189
<i>Appendix II. Nonprofit Board of Directors Size: A National Sampler and Lincoln Center</i>	195
<i>Appendix III. Governance at Lincoln Center: 2007</i>	197
<i>Appendix IV. Three Direct Mail Home Runs from the International Rescue Committee</i>	199
Notes	209
Index	213