



Foundation

Grants

Handbook

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Grants Resource Center
American Association of State
Colleges and Universities

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American Association of State Colleges and Universities

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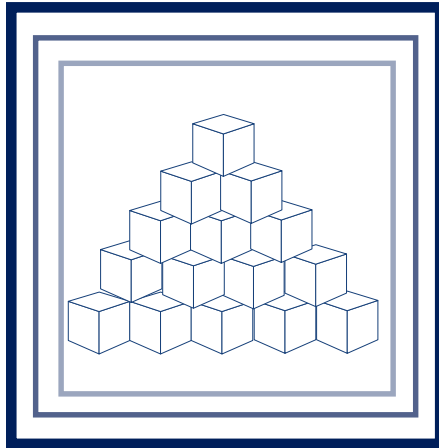
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Grants Resource Center

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Grants Resource Center

The Grants Resource Center (GRC) is a comprehensive, grants assistance service available to subscribing public and private institutions of higher education. Offering technical assistance with private as well as federal sponsors, GRC offers up-to-date funding information combined with direct staff support. Historically, many GRC-member institutions have been affiliated either with the American Association of State Colleges and Universities (AASCU) or with the National Association of State Universities and Land-Grant Colleges (NASULGC).

GRC maintains an active Web site providing useful information on federal and private grant programs through its proprietary GrantSearch database. It also contains links to federal agency and private foundation Web sites, late-breaking news on federal legislation and federal agency budgetary matters, online research and proposal development tools for grantseekers, and information of interest to Historically Black Colleges and Universities and Minority Institutions.

GRC publications explain programs, decipher regulations, and alert members to funding opportunities. These publications are delivered electronically to member campuses. Current and back editions of publications are available on the GRC Web site.

Each member institution is assigned a GRC staff liaison who provides individualized assistance, ranging from monitoring legislation, researching special issues and responding to inquiries, to tracking programs, searching for sponsors and conducting campus workshops. GRC also hosts semi-annual conferences that provide a unique forum for exchange among sponsored programs professionals.

In a competitive funding environment, GRC provides a presence in Washington, D.C., supplements campus resources, and saves campus staff time. For additional information, contact the GRC Director by telephone, at 202.293.7070, or by e-mail, at grchelp@aascu.org.

The *Foundation Grants Handbook*, third edition, was revised by Michael Neal and Daniel Riggle, with assistance from Megan Queen Cantwell.

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INTRODUCTION

As of the first quarter of 2000, approximately 47,000 foundations and corporate giving programs in the United States are actively making grant awards for philanthropic activities. These foundations are following a tradition of philanthropy in the United States that was established well over a century ago by wealthy individuals, families, and their businesses. In the early years of philanthropic giving, dollars were given in relatively small amounts for isolated, local activities, usually in support of religious or social service projects. Those first sporadic donations have grown into a system of foundation and corporate grant giving that nearly topped \$23 billion in 1999, with total giving more than doubling since 1990 (Renz 3).

This generous private contribution to American society has made private sector giving a vital source of grant funding in the United States (Kaplan 18). Over the past three decades, private and federal dollars have come to work in tandem to meet public needs for education, health services, and safety.

An area in which private and federal dollars work together to achieve a common goal has been that of healthcare. Once deemed the jurisdiction of the private sector, health services became a federally funded concern with the advent of various programs and activities like Medicaid, Medicare, and research at the National Institutes of Health. Heavy federal funding in these health-related activities helped to expand the demand for all the components of quality health care, including access to clinics, well-trained doctors and nurses, and effective drugs and treatments. Private foundations, such as the Robert Wood Johnson and Kaiser Foundations, stepped in with millions of dollars to meet the demand, with most contributions supporting public health outreach programs, medical research, health services demonstration programs, and grants to enhance the education of medical practitioners (Freeman 8).

The federal government still remains the largest grant-making institution in the United States, but foundations and corporations have become more active players in setting funding agendas in social services, the arts, medical and technological research, health policy, the environment, social issues, and education. Many individuals involved in monitoring philanthropy in the United States expect private giving to continue to grow as individuals and

institutions strive to play larger roles in charting the course of American society and as public opinion tends towards less costly and less intrusive government policies.

With such a large number of foundations supporting social services, education, and other philanthropic activities, approaching foundations for funding can be a daunting prospect for even the experienced grantseeker. Each of the foundations in the United States has a unique philosophy and mission, and researching foundations can be time consuming. Further complicating matters is the fact that knowledge of the application process for federal grants may not translate into successful strategies for applying for private funds. Given the differences between private and federal grants, even those who are experienced in applying for federal grants will need to adopt a new understanding of the grant application process—from searching for private funding sources to submitting multiple copies of a proposal by the deadline.

The Foundation Center, a national nonprofit clearinghouse for comprehensive information on foundations, defines a foundation as “a nongovernmental, nonprofit organization having a principal fund of its own, managed by its own trustees and directors, and established to maintain or aid charitable, educational, religious, or other activities serving the public good, primarily by making grants to other nonprofit organizations.” Other types of organizations also use the words “foundation,” “endowment,” or “trust” in their names but do not satisfy the legal definition and may not have charitable aims as their objective.

Foundation grant-making activities can be controlled by bank trusts, directed by volunteer boards, or run by professional staffs. Foundation staffing patterns affect the way applicant interaction and proposal review are handled. Large national foundations, such as the Ford and Carnegie Foundations, have professional staff members, often assigned to different program areas or foundation interests, who are available to counsel applicants in the grant preparation process and who play an important role in the shaping of final proposals. Smaller, regional or local foundations may have only one or two full-time staff and possibly some part-time employees. Larger foundations will be able to offer more assistance to potential applicants, but the majority of smaller foundations will limit contact. Proposals may be reviewed internally by foundation staff, but many

foundations solicit professionals to review proposals for them. For example, a proposed demonstration project to improve math education in grades 7, 8, and 9 may be reviewed by a panel of educational experts, including professors, school principals, and junior high and high school teachers. Sometimes proposals go through two or more reviews in which both foundation staff and external reviewers judge proposals.

Most foundations follow procedures that are far less structured than those of federal agencies, which must operate under well-defined congressional mandates and federal regulations. In part, a foundation's freedom to develop its own grant-making priorities and application procedures is derived from the manner in which they establish themselves as nonprofit corporations. (A few foundations are established as charitable trusts, but this document will not explore the fine differences between nonprofit corporations and charitable trusts.

When applying for a certificate of incorporation, foundations must write a purpose clause, or statement of purpose. These clauses are generally written in a general language that provides broad guidelines for the foundation's future activities but avoids a high level of specificity (Freeman 34). The clause will be within the bounds of the law—"just kissing the statute," as they say—but will still provide the foundation's governing body with a maximum amount of freedom to change policies. Having broad purpose clauses helps to ensure that a foundation retains sufficient flexibility to respond to changing demands within a philanthropic focus area. The foundation does not want to be obligated to fund activities that are no longer effective or needed. Foundations are not, however, entirely free from regulation. The primary legal constraints on foundation activities are the guidelines set forth in the Internal Revenue Code.

Since most charitable organizations are tax-exempt and fall under Section 501(c)(3) of the code, foundations are subject to special regulations and taxes. Two of the more substantive regulations require foundations to pay out in grants at least five percent of the organization's annual investment income and to pay a quarterly excise tax on net investment income. To maintain their tax-exempt status, foundations rigorously adhere to the tax code.

In the early stages of the grant-pursuing process, grantseekers will need to take special care in determining whether private funding is appropriate for

their objectives and in identifying those sources whose funding goals coincide closely with their own. Even after appropriate sources have been identified, applicants will have to carefully tailor their proposals to coincide with a foundation's expectations. Studies estimate that as many as 80 percent of all proposals or applications for private funding are inappropriate or misdirected (Buckley vii). In large part, this confusion is the result of applicants lumping all foundations together and failing to distinguish between those foundations that might fund a project and those that will not. Grantseekers should keep in mind that a focused search for private sources will save time and resources for both themselves and foundations and improve the chances of receiving funding. Because of the distinct nature of private funding and the many differences among foundations, this handbook has been developed to help provide practical advice and direction on securing financial commitment from private sources.

What Foundations Support

Before beginning a search for private sponsors, prospective applicants should ask, "Is this project appropriate for foundation funding?" Despite the diversity of foundations and the projects they fund, several general rules can be used to help an applicant determine whether or not a foundation is an appropriate source of financial support. Most foundations will only fund special projects or provide start-up support for activities that will become self-sustaining after a short period of time. Grantseekers may have to find other parties who are willing to fund the project over the long run. Foundations also prefer to fund innovative projects that will clearly contribute to progress in an area of need. If a project is too derivative or merely an extension of something that has already been done, then most foundations will not take an interest. In addition, foundations seldom support projects that can be funded easily through state and federal grants. If a government agency has already established a funding mechanism for a particular type of project, then one should approach that agency for funding. Unlike the federal government, many foundations are willing to fund cutting-edge or risky projects.

Within these general guidelines, each type of foundation also has specific funding patterns:

- **Independent Foundations** are established under broad charters that mandate support of social, educational, religious, and other charitable activities. Actual giving patterns usually reflect the interests of the foundation's founder. Based on the scope of their giving, independent foundations may be further categorized as local foundations or national foundations.
- **Local Foundations** account for over 70 percent of giving by independent foundations. As indicated by their category name, these foundations primarily fund projects that benefit the foundation's immediate local community or surrounding region. Local foundations will only fund institutions of higher education that fall within an established geographic range of giving.
- **National Foundations** often develop specific grant and fellowship programs in addition to giving across broad charter areas. National foundations are more willing to take risks to support innovative projects that have a demonstrated impact and can be replicated in other communities. National foundations frequently support activities at colleges, universities, and other nonprofit organizations.
- **Company-Sponsored Foundations** are established and organized as entities independent of the parent company, usually with separate boards of directors. These foundations maintain close ties with the company by funding in areas related to corporate activities. They also give money to organizations located near company operations and fund projects that will improve the communities in which company employees live. In most cases, grant programs are administered independently of employee matching gift and scholarship programs. Many company-sponsored foundations are interested in supporting institutions of higher education from which they recruit employees.
- **Corporate Giving Programs** allow companies the opportunity to make grants without having to establish a separate foundation. Through these in-house contribution programs, companies make grants directly to organizations. As part of the corporate structure, giving programs are often administered through a company's community relations office. Like company-sponsored foundations, corporate giving programs like to

support colleges and universities that can provide a pool of talent for future employees.

- **Community/Public Foundations** establish their endowments through contributions from several donors, usually within a given geographic region. These donors can include individuals, corporations, governmental units, and/or private foundations. Community foundations focus their support on projects that will improve the local community. Community or public foundations usually do not support research, curriculum development, and other activities at colleges and universities, but they will fund outreach projects that benefit the local community at large.
- **Operating Foundations**, like independent foundations, are supported by endowment income but use their resources to conduct in-house research or provide a direct service to the public. They make few, if any, external grants, and these grants usually supplement the foundation's ongoing program. Colleges and universities will have a better chance of partnering with an operating foundation to aid in expanding or enhancing the foundation's core activities than they will in receiving direct funds.

Identifying Foundations to Fund A Project

Exploring the Possibilities

Once applicants have established that a proposed project is appropriate for private funding, they may begin a search for sponsors. Grantseekers' chances for success in the search for private funding will be enhanced if they start the search long before they actually need the money. One should take the time to research potential sponsors thoroughly, develop concise and informative letters of inquiry and proposals, and allow for enough time to submit a revised proposal. Most grant writing veterans indicate that resubmission is frequently the key to success. The first step is to develop a list of foundations whose funding interests are congruent with the proposed project. These foundations also need to support organizations in the applicant's geographic region. The campus library and sponsored programs office, or grants office, will have copies of foundation directories with subject and geographical indices that can be used to make this initial list.

Commonly used directories are *The Foundation Directory* and *The Foundation 1000* (publications of The Foundation Center) and *The Foundation Reporter 2000* and *The Corporate Giving Directory 2000* (publications of The Taft Group). *FC Search: The Foundation Center's Database on CD-ROM* is a comprehensive, searchable database of foundation profiles and recent grants. The Taft Group's CD-ROM, *Prospector's Choice*, and the Aspen Publishers' CD-ROM, *GrantScape*, also are searchable databases containing key information about foundations and their most recent grants. Each of these directories and databases provides a different level of detail, as described in the "Suggested Resources" section of this handbook. Information about directories and other grants-related publications is also available online at The Foundation Center Web site at fdncenter.org/ The Taft Group Web site at www.taftgroup.com/ and the Aspen Publishers Web site at www.aspenpublishers.com.

After reading the descriptions in the directories for those foundations most appropriate for possible funding, grantseekers should ask the following questions:

- ◆ Do the goals of the project match the foundation's priorities?
- ◆ Does the foundation give to institutions of higher education?
- ◆ Does the foundation support projects in the appropriate geographic area?
- ◆ Does the foundation support this type of project, whether it is research, demonstration, curriculum development, or service related?
- ◆ Does the foundation provide the type of funding required (e.g., seed money, endowment, construction, research, training)?
- ◆ Is the foundation's grant range and period of support in line with the project's budget request?

Prospective applicants should eliminate those foundations from the list whose goals do not coincide with the goals of the project; leaving questionable sources on the list will only increase one's level of effort and decrease the likelihood of success. While this culling process is time consuming, it helps familiarize potential applicants with the diversity of

foundations in the United States and may provide some insight into finding sources of funding for future projects.

Narrowing the List

Because a foundation often will describe its funding focus in broad terms such as “education” or “arts,” prospective applicants should review lists of grants actually made by foundations. This information can be obtained in a foundation’s annual report or in publications like *The Foundation Grants Index* or the *Foundation Reporter 2000*. Increasingly, many foundations are placing lists of past awardees on their Web sites. These lists can be useful for determining what types of projects the foundation is interested in funding. If it is not known if a foundation has a Web site, one should search for the site’s Universal Resource Locator (URL) with an Internet search engine such as Yahoo! or Alta Vista. Another comprehensive list of URLs is located at The Foundation Center’s Web site. The insert that accompanies this handbook lists the Web addresses for foundations with the highest annual giving.

Lists of grants are useful for identifying an unwritten, or unofficial, funding pattern. For example, grantseekers should carefully examine what a foundation cites in its public relations materials and what the foundation actually does. The foundation may publish information stating that it makes grant awards on a national level, but in practice it tends to concentrate its giving within a particular region of the United States. Another example would include a directory reporting that a foundation invites all institutions of higher education to submit proposals, but in reality it tends to make most of its awards to private colleges. Foundations may also be vague in the descriptions of funding that they publish for the public. For example, a foundation might cite that it offers broad support for research in virology, but in fact it seldom supports research on hepatitis or on methods of preventing viral infection. Prospective applicants should remove from the list any foundation whose actual funding pattern would not include their project.

Once the list has been narrowed to the most appropriate sources, the next step is to find out as much as possible about the foundations remaining on the list. The directories will indicate whether the foundations publish descriptive materials such as annual reports, application guidelines, or policy statements. These documents should be requested, if available.

Because the information in directories tends to be two to three years old, materials requested directly from the foundation will provide the most recent information on funding priorities and application guidelines. A public relations or communications officer is a good contact for current information; program officers are frequently too busy for this type of call. The public relations officer will also be able to provide other useful publications needed for the application process. Smaller foundations may have administrative staff who will assist with requests for information.

Some foundations do not publish annual reports or application materials. If this is the case, one should contact the nearest Foundation Center Cooperative Reference Collection (see listing at the end of this handbook). A complete reference collection will contain standard foundation directories published by The Foundation Center, copies of the legally mandated IRS tax Form 990-PF for regional foundations, and information, such as newspaper articles, about local foundations and the philanthropic sector not generally found in campus libraries.

Another way to narrow the list is for applicants to talk to colleagues who have professional interests similar to their own and who may have some knowledge of foundations that make awards within a given area of need. Prospective applicants may also want to contact a recent awardee. Recent grant recipients, especially academics, frequently are willing to engage in a collegial discussion of the process of successfully applying for funding. The prospective applicant may also want to request a copy of his or her successfully funded proposal. Some awardees may be willing to share copies of their proposals after they have removed any proprietary information. Obtaining a copy of a successfully funded proposal may help a potential applicant to identify what a foundation is looking for in a well-organized and convincing proposal. Contacting past awardees is especially useful if a foundation discourages communication with potential applicants.

Coordination and Commitment

Before contacting a foundation, grantseekers should coordinate their approach with other offices on campus and secure institutional commitment from the college's or university's chief executive officer or proxy. It is important to employ sponsored program staff to aid with the coordination. The staff will be able to contact other campus departments that also are

seeking external funding and determine whether the institution already has a proposal pending with a foundation. If there is no pending proposal, the grants officer will notify the other offices of prospective applicant's submission. This coordination ensures that the college or university will not further solicit the foundation while this proposal is active.

Interoffice communication can also be an integral part of obtaining institutional commitment for a project. Most sponsored projects require the allocation of institutional resources, from overhead and equipment to personnel services. In order to allocate these resources effectively, the institution needs to be aware of all such demands on its resources. Coordination makes this information available to the administrators approving projects and allocating resources. They can then authorize the needed institutional support when the project is funded.

Foundations review the institution's commitment, as well as the structure and objectives of the proposed project; therefore, the absence or presence of interoffice coordination and institutional commitment has definite consequences for the funding decision. Foundations consider the absence of coordination to be an indication of potentially poor project management and may reject all proposals from the institution. In addition, most foundations will not accept a proposal without the endorsement of a senior university official and commitment of institutional resources. Securing a level of coordination and commitment in accord with the project's objectives will help to reassure a foundation that its funds will be used appropriately and increase the likelihood that the proposal will be funded.

Presenting the Idea

Initial Contact

Once prospective applicants have generated a list of appropriate potential sponsors and have coordinated with other campus offices, it is recommended that they contact the foundation and make the foundation aware of their intent to submit a full proposal. This initial communication can take the form of a letter, phone call, e-mail, or an in-person meeting with a foundation representative. However, due to the limited staff of some foundations, many sponsors prefer a letter of inquiry or e-mail. Research the prospective foundation prior to this initial exchange. If telephoning the

organization, one should prepare comments and questions in advance and present them in a well-organized and concise manner. As staff may be minimal, one should restrict an inquiry to five minutes or less.

The initial contact with some foundations will include the submission of a pre-proposal. Foundations usually request pre-proposals as part of their efforts to better manage the large number of proposals they receive. Pre-proposals can help foundations to anticipate the number of full proposals that will be submitted and to understand the types of projects that will be proposed. This knowledge can help the foundation make appropriate staffing arrangements for reviewing the proposals and may help with budgeting for awards. Pre-proposals should describe the project, the plan of action, the background of key personnel, the tentative budget, and the purpose of the institution. The first paragraph should contain a brief description of the project-not a description of the organization, which should appear in the discussion of facilities and resources that are available to complete the project.

The pre-proposal should demonstrate an acquaintance with the mission of the foundation and should make a clear connection between the foundation's purpose and the proposed project. An effective pre-proposal also will outline the significance of the project, tell whom it will benefit and provide an indication of step-by-step planning to show that it has been well thought out. If the foundation is interested after this preliminary review, it will invite the submission of a full proposal and may offer suggestions on how to strengthen the presentation of the ideas. If full proposals are not by invitation only, all applicants are permitted to submit.

Formal Proposals

When reviewing proposals, foundations first will determine whether the project is compatible with its priorities for funding. They also will determine whether or not the proposed project is well planned, clear in its objectives, and unique. Other questions foundations are likely to ask include the following:

- ◆ Will the project make a significant difference?
- ◆ Does the project attempt to tackle too much?
- ◆ Is the budget request appropriate?

- ◆ Is there institutional commitment?
- ◆ Is the evaluation plan sound?

When applying to a foundation, one should always follow the format prescribed in its proposal guidelines. If the foundation does not distribute guidelines, an applicant should remember that proposal reviewers appreciate concise, informative proposals. Applicants should craft the proposal so it addresses the foundation's stated priorities. Through research of the foundation's background and awards made in the past, applicants can tailor their proposals to address a foundation's specific interests.

When addressing the foundation's interests in a proposal, one should adhere to one of two recommended approaches. Some professional grant-writing consultants suggest opening with a general overview of the applicant's organization, including its purpose and aims, and then focusing on the project's needs and the specific amount of funding requested. Others advise that applicants begin with a statement of need, follow with the project's overall goals and specific objectives, and end with the plan of action. Regardless of the method chosen, proposals should contain the following:

- ◆ A summary letter or one-page synopsis of the project, stating the purpose, amount requested, and expected duration;
- ◆ A description of the applicant's institution and the signature of an authorized official from that institution;
- ◆ The body of the proposal, containing a rationale or needs statement, the project's broad goals, measurable objectives to meet the goals, the action taken to achieve the objectives, a timeline or schedule for project activities, and an evaluation plan;
- ◆ A description of the qualifications of the proposed project personnel;
- ◆ Proof of the college's or university's tax-exempt status, as required by the Internal Revenue Code; and
- ◆ A project budget that includes future funding plans for multi-year projects.

Applicants should remember to personalize the cover letter to show a clear understanding of the foundation's priorities and grant-making patterns. They should avoid the assumption that the funder is familiar with their organization, and they should be sure to recognize past contacts or previous grants received from the foundation. Applicants should not overestimate project costs in an attempt to acquire additional funds; reviewers are aware of the cost of doing work in their field. Inaccurate figures may lead them to question a proposer's credibility.

Partnerships, Matching Funds, and Indirect Costs

In recent years, foundations have emphasized the need to maximize returns on their principal investments in projects. To challenge applicants to optimize their resources, foundations will place stipulations on how projects must be carried out. Two of the most common stipulations include requiring applicants to partner with other individuals or organizations or requiring applicants to obtain matching funds. Many foundations also prohibit applicants from using grant dollars to pay for indirect costs. Consequently, applicants must address these, and any other, requirements in their applications. Unrestricted grant awards are rare.

Partnerships

Foundations may require applicants to partner with other institutions. Through the partnership, the foundation generally seeks to improve the quality of a project. Foundations may also require partnerships to ensure that sufficient expertise is brought to the project or to bridge the gap between theoretical and applied knowledge. One example of a partnership could be that of a college's school of education partnering with a local school system to develop improved math and science curriculum for grade school students. Another example could be that of an academic scientist who partners with an engineering firm to develop an innovative piece of scientific equipment or scientific process. The primary point to remember about partnerships is the importance of developing a realistic and mutually beneficial arrangement. When describing a partnership in a proposal, applicants should clearly demonstrate that all parties pursuant to the partnership are equally involved in a cooperative and collaborative fashion. If not explicitly required in the foundation's guidelines, an applicant may

want to include a copy of a partnership agreement in the appendix of the proposal. The agreement should be signed by senior officials.

Matching Funds

While partnerships are required to improve the outcomes of a project, a matching funds requirement usually aims to expand financial commitments to a project or to extend a project's longevity. Sometimes matching funds take the form of in-kind contributions of non-cash donations of time, materials, or other resources. If matching funds are required, the applicant will need to identify donors who are willing to match the funds given by the foundation, usually in a 1:1, 1:2, or other ratio. By requiring more than one party to fund a project, foundations increase the number of people or organizations with a vested interest in seeing the project through to completion and improve the chances that long-term projects will be able to find other financial supporters after the initial grant period ends. Again, a letter of financial commitment to provide the match should be included in the appendix of the proposal. This letter should be signed by an appropriate official. Prospective applicants may also want to keep in mind that arranging for matching funds, even when not required, will make a proposal more appealing to a foundation.

Indirect Costs

Foundations leverage their funds to achieve the greatest possible impact and, in doing so, often conclude that reimbursing indirect costs reduces the number of grants that can be made in an area of need. Many foundations do not support indirect costs because they consider such costs to be a part of the institution's commitment to the project. Few, if any, foundations will allow for reimbursement of the full federally negotiated facilities and administrative costs (frequently called F & A, or indirect costs); however, some foundations will provide a portion of the F & A cost rate. For example, an institution can apply its full federal rate to the proposed budget and then agree to contribute a percentage of those costs.

Although foundations often do not publish their indirect cost policies, there are several ways to find out about them. Prospective applicants may inquire about such policies directly from a foundation program officer, or they may talk with colleagues who have previously submitted applications. An institution's sponsored programs or development offices may also be familiar with the sponsor's practices. Applicants can decide either to include

or exclude indirect costs in a letter of inquiry or pre-proposal and then address the issue in the formal application process. No matter how applicants treat indirect costs, they must be sure to inform their institution's administration of this issue. Failure to recover full indirect costs will be a drain on the institution's resources and may have an impact on its F & A cost rate.

Timing the Submission of a Proposal

Grant decisions are often tied to foundation board meetings, which can be held as infrequently as once or twice a year. Foundations may need to receive applications two to three months in advance of board meetings to allow time for review and investigation. Most published descriptions of foundations list what months, or at least how many times a year, the board meets. Proposals should be submitted with the board meeting, or review committee meeting, schedule in mind. If this information is not published, the prospective applicant should call the foundation to determine any applicable submission schedules or deadlines.

Once a proposal is submitted, it is important to follow-up. Applicants should call the foundation to verify that their application was received, as well as alert the organization of any other related grants that they receive or other material changes in the proposed project. The foundation may request additional information from applicants during its review process. Applicants should be prompt and thorough in replying to requests. Their response may determine their proposal's success.

Final Thoughts-Success or Resubmission

If an applicant is fortunate enough to succeed on the first submission of a proposal, it is best to notify the appropriate offices at the home institution so that all administrative requirements can be met before beginning work. Also, the successful applicant should be sure to maintain a relationship with the foundation, even if there are no formal requirements to do so. It is important to follow up with a thank you letter and to keep the foundation apprised of the progress of the work. The foundation's investment in the applicant, the

project, and applicant's institution demands courtesy and communication in return. In addition, a considerate and continuing relationship with the foundation will benefit future efforts to secure funding.

If, on the other hand, the proposal is turned down, the applicant should strongly consider resubmitting the proposal after revising it. The resubmission process involves attempting to find out why the proposal was not funded and asking for suggestions on how to improve the presentation of ideas in the revised proposal. Requesting a written list of suggestions, discussing the proposal by phone with a program officer, or meeting with a foundation representative are also advisable strategies in the revision process. The size of the foundation staff will determine the extent of the debriefing one might be provided on a proposal, but any information received will help one to decide whether or not to revise the proposal. One should not resubmit the proposal without first determining the foundation's resubmission policies and making significant changes according to the foundation's concerns. It bears repeating that successful proposals are often the result of multiple submissions. Finally, applicants should remember that their chances for success in the search for private funding will be enhanced if they start the search long before they actually need the support. They should research their potential sponsors thoroughly, develop concise and informative letters of inquiry and proposals, and allow enough time for the submission of a revised proposal.

Suggested Resources

General Information

The Foundation Center publishes a number of reference directories and books about foundations, maintains several databases (including FC Search: The Foundation Center's Database on CD-ROM that encompasses the data from many of the Center's hard cover publications), and has staff available to answer specific questions. This non-profit organization, along with The Taft Group, provides the most comprehensive information available regarding foundation grant giving. The Taft Group publishes reference works for members of the non-profit sector. Like The Foundation Center, it maintains an extensive database of individual, corporate and foundation giving information. A selection of its publications is provided in this section.

For further information, contact:

The Foundation Center
79 Fifth Avenue
New York, NY 10003
212.620.4230
Fax 800.424.9836
fdncenter.org

The Taft Group
27500 Drake Road
Farmington Hills, MI 48331-3535
800.877.TAFT
Fax 800.414.5043
www.taftgroup.com

The Foundation Center also offers a fax-on-demand delivery service available by calling 212.807.2577.

The following are other excellent online sources of up-to-date private funding information.

- ◆ The Council on Foundations is comprised of almost 1,600 grantmaking organizations. Its Web site is a good resource for gaining insight into the concerns and priorities of foundations. Web site: www.cof.org.
- ◆ The Forum of Regional Associations of Grantmakers is the national-level collaboration of 25 regional associations. These associations are groups of local grantmakers that work together to increase the effectiveness of private philanthropy in their regions. Web site: www.rag.org.
- ◆ CFRnet is an e-mail listserv for grantseekers to discuss how to strengthen relationships among educational institutions, corporations and foundations. Topics include proposal writing, corporate giving and solicitation strategies. To subscribe, send the message <subscribe cfrnet Your Name> to listproc@medicine.wustl.edu, leaving the subject line blank and removing any signature lines.
- ◆ American Philanthropy Review is another on-line discussion group aimed at nonprofit organizations. Issues relate to grants and foundations. Another valuable feature is the GuestShare™ site in which prospective applicants can view sample grant proposals. One can subscribe at their Web site: CharityChannel.com.

Publications

- ◆ *AASCU Proposal Development Handbook*, written by the Grants Resource Center staff, reviews the essential concepts of proposal writing and offers tips on soliciting sources. Available from AASCU.
- ◆ *Foundation Fundamentals* contains general information on all facets of foundation grantmaking, from defining foundations to locating foundation support for a project. Available from The Foundation Center for \$24.95.
- ◆ *The Foundation Center's User-Friendly Guide: A Grantseeker's Guide to Resources* is intended for novice grantseekers. It provides answers to commonly asked questions and familiarizes the reader with grant-related terminology. Available from The Foundation Center for \$14.95.

Foundation Directories

- ◆ *Annual Register of Grant Support: A Directory of Funding Sources* contains program details from government agencies, foundations, corporations, community trusts, and other organizations. Each entry includes the amount of funding available; the type, purpose and duration of a grant; geographic restrictions; representative awards; and contact information. Available from R.R. Bowker's Database Publishing Group for \$199.95. First-time standing order price: \$179.95. Web site: www.bowker.com/catalog/home/index.html. Phone: 888.269.5372.
- ◆ *Foundation Grants to Individuals* contains entries on programs that award grants to individuals (those not affiliated with a specific organization) from over 950 foundations. Available from The Foundation Center for \$65.
- ◆ *The Directory of Corporate and Foundation Givers* includes 4,500 private foundations and about 3,500 corporate giving programs. The most valuable feature is the detailed descriptions of nearly 45,000 grants. Available from the Taft Group for \$260.
- ◆ *The Foundation Directory* contains basic information on over 5,000 foundations that have assets of at least \$2 million or that give \$200,000 or more in grants annually. With the foundations indexed in six different

ways, this directory is a good place to start the search process. Part 2 of this directory focuses on foundations with assets between \$1 million and \$2 million or that annually award between \$50,000 and \$200,000. Available from The Foundation Center for \$190. Part 2 sells for \$135. A supplement is also available for \$135 and provides the most current information six months after The Foundation Directory is published.

- ◆ *The Foundation 1000* focuses on the 1,000 largest foundations and gives organization profiles and descriptions of grant programs. Five indices give grantseekers easy access to information on potential funders. Available from The Foundation Center for \$295.
- ◆ *Guide to U.S. Foundations, Their Trustees, Officers, and Donors* is a two-volume resource that provides a comprehensive list of U.S. foundations and the people who govern them. Each entry includes information on assets, giving amounts, geographic location, and additional references. Available from The Foundation Center for \$225.
- ◆ *Taft Foundation Reporter* contains biographical data on foundation officers and directors, foundation profiles, typical recipients, application procedures, and lists of recently awarded grants. It provides 13 indices to narrow a funding search. Available from the Taft Group for \$415.

Grants Listings

- ◆ *Foundation Giving Watch* is a monthly publication for nonprofit organizations. The report is divided into five sections and includes profiles and analyses of foundations; updates or changes in a foundation's contact information, personnel and operations; and other significant funding news. Available from the Taft Group for \$149 per year.
- ◆ *Grants on Disc* contains more than 370,000 grant profiles. Each entry includes the funder or recipient name, grant amount and year. It also features a search function that allows one to search by funder, recipient or other items within a grant listing. Available from the Taft Group for \$695.
- ◆ *The Chronicle Guide to Grants* is a comprehensive and searchable computer listing of new corporate and foundation grants and is published

bimonthly. Subscriptions cost \$395 for the CD-ROM edition and \$295 for 3.5" diskettes. Only for IBM-compatible computers. Available from The Chronicle of Higher Education. Phone: 800/287-6072. E-mail: grants@chronicle.com.

- ◆ *The Foundation Grants Index* provides information on recent grantmaker awards. These awards offer the best indication of a foundation's future funding priorities. It includes over 73,000 grant descriptions and may be obtained from The Foundation Center for \$165. Quarterly updates are also available for \$95 annually.
- ◆ *Who Gets Grants: Foundation Grants to Nonprofit Organizations* helps distinguish which foundations are funding other nonprofit organizations. The list includes grant descriptions, amounts, grantmakers, and recipients. Available from The Foundation Center for \$135.

Corporate Giving Directories

- ◆ *Corporate Foundation Profiles*, published biennially, details 235 of the largest U.S. corporate foundations that individually give at least \$1.25 million per year. Each profile includes foundation giving interests, application guidelines, recently awarded grants, and financial data. Available from The Foundation Center for \$155.
- ◆ *Corporate Giving Watch* is a monthly publication for nonprofit organizations. It focuses on the corporate sector and offers a section on recent grants and a section with corporate profiles, including details on smaller corporate giving programs. Available from the Taft Group for \$149 per year.
- ◆ *National Directory of Corporate Giving* offers information on 2,895 corporate foundations and direct-giving programs. Details on over 10,000 grants, including types of support, financial data and funding priorities. An extensive bibliography is included. Available from The Foundation Center for \$225.
- ◆ *Taft Corporate Giving Directory* contains nearly 1,000 of the largest corporate charitable giving programs in the United States. Each of these contributes at least \$200,000 annually. Entries include foundation

profiles, program priorities and recently awarded grants-data. Available from the Taft Group for \$440.

Works Consulted

- ◆ Buckley, Caroline, ed. *Annual Register of Grant Support*. New Providence: R.R. Bowker, 1998.
- ◆ Jones, Francine, ed. *The Foundation 1000*. New York: Foundation Center, 1997.
- ◆ Kaplan, Ann E, ed. *Giving USA 1997, The Annual Report on Philanthropy for the Year 1996*. New York: AAFRC Trust, 1997.
- ◆ *The Top 100 U.S. Foundations Ranked by Total Giving*. Foundation Center. (12 Feb. 1998): 1p. Online. Internet. 14 Aug. 1998.

The Foundation Center Cooperating Collections Network

The Foundation Center Cooperating Collections are libraries, community foundations and other nonprofit agencies that provide a core collection of Foundation Center publications and a variety of supplementary materials and services for grantseekers. Over 100 of the network members have sets of private foundation tax returns (IRS Form 990-PF) for their states or regions. The returns are available for public use. A complete set of U.S. foundation returns can be found at The Foundation Center offices in New York and Washington, DC. The Atlanta, Cleveland and San Francisco offices contain IRS returns for those foundations in the southeastern, midwestern and western states, respectively. The collections vary in their hours, materials and services. To check on new locations or current information, call toll free 800.424.9836, or see www.fdncenter.org/library/library.html.

Those collections marked with an asterisk (*) have available for public reference, sets of private foundation tax returns (IRS Form 990-PF) for their states or regions. Collections marked with a diamond (◆) have FC Search: The Foundation Center's Database on CD-ROM available for patron use.

Alabama

Birmingham Public Library * ♦
Government Documents
2100 Park Place
Birmingham, AL 35203
205.226.3620

Huntsville Public Library ♦
915 Monroe Street
Huntsville, AL 35801
205.532.5940

University of South Alabama * ♦
Library Building
Mobile, AL 36688
334.460.7025

Auburn University
at Montgomery Library ♦
7300 University Drive
Montgomery, AL 36124-4023
334.244.3200

Alaska

University of Alaska
at Anchorage* ♦
3211 Providence Drive
Anchorage, AK 99508
907.786.1846

Juneau Public Library ♦
Reference
292 Marine Way
Juneau, AK 99801
907.586.5267

Arizona

Flagstaff Coty-Coconio
County Public Library
300 West Aspen Ave
Flagstaff, AZ 86001
520.779.7670

Phoenix Public Library * ♦
Information Services Department
1221 N. Central
Phoenix, AZ 85004
602.262.4636

Tucson Pima Library * ♦
101 N. Stone Avenue
Tucson, AZ 87501
520.791.4010

Arkansas

Westark Community College-
Borham Library * ♦
5210 Grand Avenue
Ft. Smith, AR 72913
501.788.7200

Central Arkansas Library System *
♦
100 Rock Street
Little Rock, AR 72201
501.918.3000

Pine Bluff-Jefferson ♦
County Library System
200 E. Eighth
Pine Bluff, AR 71601
501.534.2159

California

Humboldt Area Foundation ♦
P.O. Box 99
Bayside, CA 95524
707. 442.2993

Ventura County Community
Foundation * ♦
Resource Center for Non-profit
Organizations
1317 Del Norte RD
Camarillo, CA 93010-8504
805.988.0196

Fresno Regional Foundation ♦
Nonprofit Advancement Center
3425 N. First St, Suite 101
Fresno, CA 93726
559.226.0216

Center for Non-profit Management
in Southern California ♦
Non-Profit Resource Library
315 West 9th St, Suite 1100
Los Angeles, CA 90015
213.623.7080

Flintridge Foundation ♦
Philanthropy Resource Library
1040 Lincoln Avenue, Suite 100
Pasadena, CA 91103
626.449.0839

Grant and Resource Center
of Northern California * ♦
Building C, Suite A
2280 Benton Dr.
Redding, CA 96003
530.224.1219

Los Angeles Public Library
West Valley Regional Branch Library
19036 Van Owen Street
Reseda, CA 91335
818.345.4393

Riverside Public Library ♦
3581 Mission Inn Ave.
Riverside, CA 92501
909.782.5202

Nonprofit Resource Center * ♦
Sacramento Public Library
828 I Street, 2nd Floor
Sacramento, CA 95814
916.264.2772

San Diego Foundation ♦
Funding Information Center
1420 Kettner Boulevard, Suite 500
San Diego, CA 92101
619.235.2300

San Francisco Field Office
and Library ♦
312 Sutter Street, Suite 606
San Francisco, CA 94108
415.397.0902

Nonprofit Development Center * ♦
Library
1922 The Alameda, Suite 212
San Jose, CA 95126
408.248.9505

Peninsula Community
Foundation * ♦
Peninsula Nonprofit Center
1700 S. El Camino Real, #300
San Mateo, CA 94402-3049
650.358.9392

Los Angeles Public Library ♦
San Pedro Regional Branch
9131 S. Gaffey Street
San Pedro, CA 90731
310.548.7779

Volunteer Center
of Orange County * ♦
Nonprofit Management
Assistance Center
1901 East 4th Street, Suite 100
Santa Ana, CA 92705
714.953.5757

Santa Barbara Public Library * ♦
40 E. Anapamu Street
Santa Barbara, CA 93101
805.962.7653

Santa Monica Public Library ♦
1343 Sixth Street
Santa Monica, CA 90401-1603
310.458.8600

Sonoma County Library ♦
3rd & E Streets
Santa Rosa, CA 95404
707.545.0831

Seaside Branch Library ♦
550 Harcourt Street
Seaside, CA 93955
831.899.8131

Sonora Area Foundation ♦
20100 Cedar Road, North
Sonora, CA 95370
209.533.2596

Colorado

Pomar Nonprofit Resource Center ♦
1661 Mesa Ave
Colorado Springs, CO 80906
719.577.7000

Denver Public Library * ♦
General Reference
10 W. 14th Avenue Parkway
Denver, CO 80204
303.640.6200

Connecticut

Danbury Public Library ♦
170 Main Street
Danbury, CT 06810
203.797.4527

Greenwich Public Library * ♦
101 West Putnam Ave.
Greenwich, CT 06830
203.622.7900

Hartford Public Library * ♦
500 Main Street
Hartford, CT 06103
860.543.8656

New Haven Free Public Library * ♦
Reference Department
133 Elm Street
New Haven, CT 06510-2057
203.946.8130

Delaware

University of Delaware * ♦
Hugh Morris Library
Newark, DE 19717-5267
302.831.2432

District of Columbia

Foundation Center Office
and Library * ♦
1001 Connecticut Avenue, NW
Suite 938
Washington, DC 20036
202.331.1400

Florida

Volusia County Library ♦
City Island
105 E.Magnolia Ave
Daytona Beach, FL 32114-4484
904.257.6036

Nova Southeastern University * ♦
Einstein Library
3301 College Ave.
Fort Lauderdale, FL 33314
954.262.4601

Indian River Community College ♦
LearningResource Center
3209 Virginia Ave.
Fort Pierce, FL 34981-5596
561.462.4757

Jacksonville Public Libraries * ♦
Grants Resource Center
122 N. Ocean Street
Jacksonville, FL 32202
904.630.2665

Miami-Dade Public Library * ♦
Humanities/Social Science
101 W. Flagler Street
Miami, FL 33130
305.375.5575

Orange County Library System ♦
Social Sciences Department
101 E. Central Blvd.
Orlando, FL 32801
407.425.4694

Selby Public Library ♦
Reference
1331 First St
Sarasota, FL 34236
941.316.1183

Tampa-Hillsborough County
Public Library * ♦
900 N. Ashley Drive
Tampa, FL 33602
813.273.3652

Community Foundation
of Palm Beach and Martin * ♦
324 Datura Street, Suite 340
West Palm Beach, FL 33401
561.659.6800

Georgia

Atlanta Field Office and Library ♦
Suite 150, Grand Lobby
Hurt Building
50 Hurt Plaza
Atlanta, GA 30303-2914
404.880.0094

Atlanta-Fulton Public Library ♦
Foundation Collection-Ivan
Allen Department
1 Margaret Mitchell Square
Atlanta, GA 30303-1089
404.730.1900

United Way of Central Georgia ♦
Community Resource Center
277 Martin Luther King Jr. Blvd,
Suite 301
Macon, GA 31201
912.745.4732

Savannah State University ♦
Asa Gordon Library
P.O. Box 20394
Savannah, GA 31404
912.356.2185

Thomas County Public Library ♦
201 N. Madison Street
Thomasville, GA 31792
912.225.5252

Hawaii

University of Hawaii * ♦
Hamilton Library
2550 The Mall
Honolulu, HI 96822
808.956.7214

Hawaii Community Foundation
Funding Resource Library ♦
900 Fort St, Suite 1300
Honolulu, HI 96813
808.537.6333

Idaho

Boise Public Library ♦
715 S. Capitol Blvd.
Boise, ID 83702
208.384.4024

Caldwell Public Library * ♦
1010 Dearborn Street
Caldwell, ID 83605
208.459.3242

Illinois

Donors Forum of Chicago * ♦
208 South LaSalle, Suite 735
Chicago, IL 60604
312.578.0175

Evanston Public Library * ♦
1703 Orrington Ave.
Evanston, IL 60201
847.866.0305

Rock Island Public Library ♦
401 19th Street
Rock Island, IL 61201
309.788.7627

University of Illinois
at Springfield ♦
Brookens Library
P.O. Box 192443
Springfield, IL 62794-9243
217.206.6633

Indiana

Evansville-Vanderburgh
County Public Library * ♦
22 Southeast Fifth Street
Evansville, IN 47708
812.428.8200

Allen County Public Library * ♦
900 Webster Street
Ft. Wayne, IN 46802
219.421.1200

Indianapolis-Marion County
Public Library * ♦
Social Sciences
40 E. Street Clair
Indianapolis, IN 46206
317.269.1733

Vigo County Public Library * ♦
1 Library Square
Terre Haute, IN 47807
812.232.1113

Iowa

Cedar Rapids Public Library ♦
Foundation Center Collection
500 First Street, SE
Cedar Rapids, IA 52401
319.398.5123

Southwestern Community
College ♦
Learning Resource Center
1501 W. Townline Rd.
Creston, IA 50801
515.782.7081

Public Library of Des Moines ♦
100 Locust
Des Moines, IA 50309-1791
515.283.4295

Sioux City Public Library ♦
529 Pierce Street
Sioux City, IA 51101-1202
712.255.2933

Kansas

Dodge City Public Library * ♦
1001 2nd Ave.
Dodge City, KS 67801
316.225.0248

Topeka and Shawnee County
Public Library * ♦
1515 SW 10th Ave.
Topeka, KS 66604-1374
785.233.2040

Wichita Public Library * ♦
223 S. Main Street
Wichita, KS 67202
316.261.8500

Kentucky

Western Kentucky University ♦
Helm-Cravens Library
Bowling Green, KY 42101-3576
502.745.6125

Lexington Public Library * ♦
140 East Main Street
Lexington, KY 40507-1376
606.231.5520

Louisville Free Public Library * ♦
301 York Street
Louisville, KY 40203
502.574.1611

Louisiana

East Baton Rouge Parish
Library * ♦
Centroplex Branch Grants Collection
120 Street Louis
Baton Rouge, LA 70802
225.389.4967

Beauregard Parish Library * ♦
205 S. Washington Ave.
De Ridder, LA 70634
318/463-6217

Ocachita Parish Public Library
1800 Stubbs Ave
Monroe, LA 71201
318.327.1490

New Orleans Public Library * ♦
Business & Science Division
219 Loyola Ave.
New Orleans, LA 70140
504.596.2580

Shreve Memorial Library * ♦
424 Texas Street
Shreveport, LA 71120-1523
318.226.5894

Maine

The Maine Philanthropy Center ♦
University of Southern
Maine Library
314 Forest Ave
Portland, ME 04104-9301
207.780.5039

Maryland

Enoch Pratt Free Library ♦
Social Science & History
400 Cathedral Street
Baltimore, MD 21201
410.396.5430

Massachusetts

Associated Grantmakers
of Massachusetts * ♦
55 Court St, Room 520
Boston, MA 02108
617.426.2606

Boston Public Library * ♦
Social Science Reference
700 Boylston Street,
Boston, MA 02116
617.536.5400

Western Massachusetts Funding
Resource Center ♦
65 Elliot Street
Springfield, MA 01101-1730
413.452.0697

Worcester Public Library * ♦
Grants Resource Center
160 Fremot St
Worcester, MA 01603
508.799.1655

Michigan

Alpena County Library * ♦
211 N. First Street
Alpena, MI 49707
517.356.6188

University of Michigan-
Ann Arbor * ♦
Graduate Library
Reference & Research
Services Department
Ann Arbor, MI 48109-1205
313.764.9373

Willard Public Library ♦
Non-profit and funding
resource collections
7 West Van Buren Street
Battle Creek, MI 49017
616.968.8166

Henry Ford Centennial Library * ♦
Adult Services
16301 Michigan Ave.
Dearborn, MI 48124
313.943.2330

Wayne State University * ♦
Purdy/Kresge Library
265 Cass Avenue
Detroit, MI 48202
313.577.6424

Michigan State University
Libraries * ♦
Main Library Funding Center
100 Library
East Lansing, MI 48824-1048
517.355.2344

Farmington Community Library * ♦
32737 West 12 Mile Rd.
Farmington Hills, MI 48334
248.553.0300

University of Michigan-
Flint * ♦
Library
Flint, MI 48502-2186
810.762.3408

Grand Rapids Public Library * ♦
60 Library Plaza NE
Grand Rapids, MI 49503-3093
616.456.3600

Michigan Technological
University ♦
Van Pelt Library
1400 Townsend Dr.
Houghton, MI 49931
906.487.2507

Northwestern Michigan College * ♦
Mark & Helen Osterin Library
1701 E. Front Street
Traverse City, MI 49684
616.922.1060

Minnesota

Duluth Public Library *
520 W. Superior Street
Duluth, MN 55802
218.723.3802

Southwest State University ♦
University Library
North Highway 23
Marshall, MN 56258
507.537.6176

Minneapolis Public Library * ♦
Sociology Department
300 Nicollet Mall
Minneapolis, MN 55401
612/630-6300

Rochester Public Library ♦
101 2nd Street, SE
Rochester, MN 55904-3777
507.285.8002

Street Paul Public Library ♦
90 W. Fourth Street
Street Paul, MN 55102
651.266.7000

Mississippi

Jackson/Hinds Library System * ♦
300 N. State Street
Jackson, MS 39201
601.968.5803

Missouri

Clearinghouse for Midcontinent
Foundations* ♦
P.O. Box 22680
Kansas City, MO 64113-0680
816/235-1176

Kansas City Public Library * ♦
311 E. 12th Street
Kansas City, MO 64106
816.701.3541

Metropolitan Association for
Philanthropy, Inc. * ♦
211 North Broadway, Suite 1200
Street Louis, MO 63102
314.621.6220

Springfield-Greene
County Library * ♦
397 E. Central
Springfield, MO 65802
417.837.5000

Montana

Montana State University-
Billings * ♦
Library-Special Collections
1500 North 30th Street
Billings, MT 59101-0298
406.657.2046

Bozeman Public Library * ♦
220 E. Lamme
Bozeman, MT 59715
406.582.2402

Montana State Library * ♦
Library Services
1515 E. 6th Ave.
Helena, MT 59620
406.444.3004

University of Montana * ♦
Maureen & Mike Mansfield Library
Missoula, MT 59812-1195
406.243.6800

Nebraska

University of Nebraska-Lincoln * ♦
Love Library
14th & R Streets
Lincoln, NE 68588-0410
402.472.2848

Omaha Public Library * ♦
Social Sciences Department
215 S. 15th Street
Omaha, NE 68102
402.444.4826

Nevada

Clark County Library * ♦
1401 E. Flamingo
Las Vegas, NV 89119
702.733.3642

Washoe County Library * ♦
301 S. Center Street
Reno, NV 89501
775.785.4190

New Hampshire
Concord Public Library * ♦
45 Green Street
Concord, NH 03301
603.225.8670

Plymouth State College * ♦
Herbert H. Lamson Library
Plymouth, NH 03264
603.535.2258

New Jersey

Cumberland County Library ♦
800 E. Commerce Street
Bridgeton, NJ 08302
609.453.2210

Free Public Library of Elizabeth ♦
11 S. Broad Street
Elizabeth, NJ 07202
908.354.6060

County College of Morris ♦
Learning Resource Center
214 Center Grove Rd.
Randolph, NJ 07869
973.328.5296

New Jersey State Library * ♦
Governmental Reference Services
185 West State Street
Trenton, NJ 08625-0520
609.292.6220

New Mexico

Albuquerque Community
Foundation ♦
3301 Manual NE, Ste. 30
Albuquerque, NM 87176-6960
505.883.6240

New Mexico State Library * ♦
Information Services
1209 Camino Carlos Rey
Santa Fe, NM 87505-9860
505.476.9714

New York

New York State Library ♦
Humanities Reference
Cultural Education Center 6th Floor
Empire State Plaza
Albany, NY 12230
518.474.5355

Suffolk Cooperative
Library System ♦
627 N. Sunrise Service Rd.
Bellport, NY 11713
516.286.1600

The Nonprofit Connection ♦
One Hanson Place, Room 2504
Brooklyn, NY 11243
718.230.3200

Brooklyn Public Library ♦
Social Sciences/Philosophy Division
Grand Army Plaza
Brooklyn, NY 11238
718.230.3200

Buffalo and Erie County
Public Library * ♦
Business Science,
and Technology Department
Lafayette Square
Buffalo, NY 14203
716.858.7097

Huntington Public Library ♦
338 Main Street
Huntington, NY 11743
516.427.5165

Queens Borough Public Library ♦
Social Sciences Division
89-11 Merrick Blvd.
Jamaica, NY 11432
718.990.0700

Levittown Public Library * ♦
1 Bluegrass Lane
Levittown, NY 11756
516.731.5728

Foundation Center Office
and Library ♦
79 Fifth Avenue
2nd Floor
New York, NY 10003-3076
212.620.4230

Adriance Memorial Library ♦
Special Services Department
93 Market Street
Poughkeepsie, NY 12601
914.485.3445

Rochester Public Library ♦
Social Sciences
115 South Avenue
Rochester, NY 14604
716.428.8120

Onondaga County Public Library ♦
447 S. Salina Street
Syracuse, NY 13202-2494
315.435.1818

Utica Public Library ♦
303 Genesee Street
Utica, NY 13501
315.735.2279

Yonkers Public Library ♦
Reference Department,
Getty Square Branch
7 Main St
Yonkers, NY 10701
914.476.1255

White Plains Public Library * ♦
100 Martine Ave.
White Plains, NY 10601
914.422.1480

North Carolina

Community Foundation
of Western North Carolina ♦
Pack Memorial Library
67 Haywood St
Asheville, NC 28801
828.255.5203

The Duke Endowment * ♦
100 N. Tryon Street, Suite 3500
Charlotte, NC 28202
704.376.0291

Durham County Public Library ♦
301 North Roxboro
Durham, NC 27702
919.560.0110

State Library of North Carolina * ♦
Government and Business Services
Archives Bldg., 109 E. Jones Street
Raleigh, NC 27699-4641
919.733.3270

Forsyth County Public Library * ♦
660 W. 5th Street
Winston-Salem, NC 27101
336.727.2680

North Dakota
Bismarck Public Library ♦
515 North Fifth Street
Bismarck, ND 58501
701.222.6410

Fargo Public Library * ♦
102 N. 3rd Street
Fargo, ND 58102
701/241-1491

Ohio

Stark County District Library ♦
715 Market Ave. N.
Canton, OH 44702
330.452.0665

Foundation Center Office
and Library ♦
Kent H. Smith Library
Suite 1356
1422 Euclid Avenue
Cleveland, OH 44115
216.861.1933

Public Library of Cincinnati
and Hamilton County * ♦
Grants Resource Center
800 Vine Street, Library Square
Cincinnati, OH 45202-2071
513.369.6940

Columbus Metropolitan Library ♦
Business and Technology Dept.
96 S. Grant Ave.
Columbus, OH 43215
614.645.2590

Dayton and Montgomery County
Public Library * ♦
Grants Resource Center
215 E. Third Street
Dayton, OH 45402
937.227.9500 ext. 211

Mansfield/Richland County
Public Library * ♦
42 West Third Street
Mansfield, OH 44902
419.521.3110

Toledo-Lucas County
Public Library * ♦
Social Sciences Department
325 Michigan Street
Toledo, OH 43624-1614
419.259.5245

Public Library of Youngstown
and Mahoning County * ♦
305 Wick Avenue
Youngstown, OH 44503
330.744.8636

Muskingum County Library ♦
220 N. 5th Street
Zanesville, OH 43701
614.453.0391

Oklahoma

Oklahoma City University * ♦
Dulaney Browne Library
2501 N. Blackwelder
Oklahoma City, OK 73106
405.521.5822

Tulsa City-County Library * ♦
400 Civic Center
Tulsa, OK 74103
918.596.7940

Oregon

Oregon Institute of Technology
Library ♦
3201 Campus Dr.
Klamath Falls, OR 97601-8801
503.885.1780

Pacific Nonprofit Network ♦
Education Resource Center
1600 N. Riverside #1094
Medford, OR 97501
541.779.6044

Multnomah County Library * ♦
Government Documents
801 SW Tenth Ave.
Portland, OR 97205
503.248.5123

Oregon State Library ♦
State Library Building
Salem, OR 97310
503.378.4277

Pennsylvania

Northampton Community College



Learning Resources Center

3835 Green Pond Rd.

Bethlehem, PA 18017

610.861.5360

Erie County Library ◆

160 East Front Street

Erie, PA 16507-1554

814.451.6927

Dauphin County Library System ◆

Central Library

101 Walnut Street

Harrisburg, PA 17101

717.234.4976

Lancaster County Public Library ◆

125 N. Duke Street

Lancaster, PA 17602

717.394.2651

Free Library of Philadelphia * ◆

Regional Foundation Center

Logan Square

Philadelphia, PA 19103-1189

215.686.5423

Carnegie Library of Pittsburgh * ◆

Foundation Collection

4400 Forbes Ave.

Pittsburgh, PA 15213-4080

412.622.1917

Pocono Northeast

Development Fund ◆

James Pettinger Memorial Library

1151 Oak Street

Pittston, PA 18640-3795

570.655.5581

Reading Public Library ◆

100 South Fifth Street

Reading, PA 19602

610.655.6355

Martin Library ◆

159 Market Street

York, PA 17401

717.846.5300

Rhode Island

Providence Public Library ◆

225 Washington Street

Providence, RI 02906

401.455.8088

South Carolina

Anderson County Library ◆

202 East Greenville Street

Anderson, SC 29621

803.260.4500

Charleston County Library * ◆

68 Calhoun Street

Charleston, SC 29401

843.805.6950

South Carolina State Library * ◆

1500 Senate Street

Columbia, SC 29211-1469

803.734.8666

Community Foundation

of Greater Greenville

27 Cleveland Street, Suite 101

P.O. Box 6909

Greenville, SC 29606

864.233.5925

South Dakota

South Dakota State Library * ♦
800 Governors Drive
Pierre, SD 57501-5070
605.773.3131 ext. 1841
800.592.1841 (South Dakota
Residents)

Dakota State University ♦
Nonprofit grants assistance
132 S. Dakota Avenue
Sioux Falls, SD 57104
605.367.5380

Siouxland Libraries
201 N.Main Ave
Sioux Falls, SD 57104
605.367.7081

Tennessee

Knox County Public Library * ♦
500 W. Church Avenue
Knoxville, TN 37902
423.544.5750

Memphis and Shelby County
Public Library * ♦
1850 Peabody Avenue
Memphis, TN 38104
901.725.8877

United Way of Greater Catanooga
Center for Non-Profits
406- Frazier Ave
Chattanooga, TN 37405
423.265.0514

Nashville Public Library * ♦
Business Information Division
225 Polk Ave.
Nashville, TN 37203
615.862.5842

Texas

Nonprofit Resource Center ♦
Funding Information Library
500 N. Chestnut, Suite 1511
Abilene, TX 79604
915.677.8166

Amarillo Area Foundation * ♦
Funding Research and Nonprofit
Management Library; Onprofit
Services Center
700 First National Place, Suite 700
801 S. Fillmore
Amarillo, TX 79101
806.376.4521

Hogg Foundation
for Mental Health * ♦
3001 Lake Austin Blvd.
Austin, TX 78703
512.471.5041

Beaumont Public Library * ♦
801 Pearl Street
Beaumont, TX 77704-3827
409.838.6606

Corpus Christi Public Library ♦
Funding Information Center
805 Comanche Street
Corpus Christi, TX 78401
361.880.7000

Dallas Public Library * ♦
Urban Information
1515 Young Street
Dallas, TX 75201
214.670.1487

Southwest Border Nonprofit
Resource Center ♦
1201 W.University Drive
Edinburgh, TX 78539
956.384.5920

Center for Volunteerism
and Nonprofit Management ♦
1918 Texas Avenue
El Paso, TX 79901
915.532.5377

Funding Information Center * ♦
329 S. Henderson
Fort Worth, TX 76104
817.334.0228

Houston Public Library * ♦
Bibliographic Information Center
500 McKinney
Houston, TX 77002
713.236.1313

Nonprofit Management
and Volunteer Center ♦
Laredo Public Library
1120 east Calton Rd
Laredo, TX 78041
956.795.2400

Longview Public Library ♦
222 W. Cotton Street
Longview, TX 75601
903.237.1352

Lubbock Area Foundation, Inc. ♦
1655 Main Street
Suite 209
Lubbock, TX 79401
806.762.8061

Nonprofit Resource
Center of Texas * ♦
111 Soledad, Suite 200
San Antonio, TX 78205
210.227.4333

Waco-McLennan County Library
1717 Austin Avenue
Waco, TX 76701
254.750.5941

North Texas Center
for Nonprofit Management ♦
1105 Holliday
Wichita Falls, TX 76301
940.322.4961

Utah

Salt Lake City Public Library * ♦
209 East 500 South
Salt Lake City, UT 84111
801.524.8200

Vermont
Vermont Department
of Libraries * ♦
Reference & Law Info. Services
109 State Street
Montpelier, VT 05609
802.828.3268

Virginia

Hampton Public Library ♦
4207 Victoria Blvd.
Hampton, VA 23669
757.727.1312

Richmond Public Library * ♦
Business, Science & Technology
101 East Franklin Street
Richmond, VA 23219
804.780.8223

Roanoke City Public
Library System * ♦
Main Library
706 S. Jefferson Street
Roanoke, VA 24016
540.853.2471

Washington

Mid-Columbia Library ♦
405 South Dayton
Kennewick, WA 99336
509.586.3156

Seattle Public Library * ♦
Fundraising Resource Center
1000 Fourth Avenue
Seattle, WA 98104-1193
206.386.4620

Spokane Public Library * ♦
Funding Information Center
West 818 Main Avenue
Spokane, WA 99201
509.444.5336

United Way of Pierce County ♦
Center for Nonprofit Development
1501 Pacific Ave., Suite 400
Tacoma, WA 98401
206.272.4263

Greater Wenatchee Community
Foundation at the Wenatchee ♦
Public Library
310 Douglas Street
Wenatchee, WA 98807
509.662.5021

West Virginia

Kanawha County
Public Library * ♦
123 Capitol Street
Charleston, WV 25301
304.343.4646

Wisconsin

University of Wisconsin-
Madison * ♦
Memorial Library–Grants
Information Center
728 State Street, Room 276
Madison, WI 53706
608.262.3242

Marquette University
Memorial Library * ♦
Funding Information Center
1415 W. Wisconsin Avenue
Milwaukee, WI 53201-3141
414.288.1515

University of Wisconsin-
Stevens Point ♦
Library-Foundation Collection
900 Reserve Street
Stevens Point, WI 54481-3897
715.346.4204

Wyoming

Natrona County Public Library * ♦
307 E. 2nd Street
Casper, WY 82601-2598
307.237.4935

Laramie County Community
College * ♦
Instructional Resource Center
1400 E. College Drive
Cheyenne, WY 82007-3299
307.778.1206

Campbell County Public Library * ♦
2101 4-J Road
Gillette, WY 82718
307.687.0115

Rock Springs Library
400 C Street
Rock Springs, WY 82901
307.362.6669

Teton County Library ♦
125 Virginian Lane
Jackson, WY 83001
307.733.2164

Puerto Rico
Universidad Del
Sagrado Corazon ♦
M.M.T. Guevara Library
Santurce, PR 00914
809.728.1515 ext. 4357

Top Foundations with Web Sites

This list contains 55 top giving foundations in the United State that have information available on the Web. The Web addresses are current as of the date of publication of this *Handbook* (July 2000). The list ranks foundations by total giving between 1997-1999. Some of the Web pages are not maintained by the foundations themselves, instead they are informational pages maintained by The Foundation Center.

For a complete list of the 100 top foundations see the Foundation Center Web site at www.fdncenter.org.

- ◆ The Ford Foundation
www.fordfound.org
- ◆ W.K. Kellogg Foundation
www.wkkf.org
- ◆ The Robert Wood Johnson Foundation
www.rwjf.org/main.html
- ◆ The Pew Charitable Trusts
www.pewtrusts.com/
- ◆ John D. and Catherine T. MacArthur Foundation
www.macfdn.org/
- ◆ The Andrew W. Mellon Foundation
www.mellon.org/
- ◆ The David and Lucile Packard Foundation
www.packfound.org/index.htm
- ◆ The Annenberg Foundation
www.whannenberg.org/
- ◆ The Open Society Institute
www.soros.org/
- ◆ The Rockefeller Foundation
www.rockfound.org/

- ◆ The Duke Endowment
www.dukeendowment.org/
- ◆ The Annie E. Casey Foundation
www.aecf.org/
- ◆ The William and Flora Hewlett Foundation
www.hewlett.org/
- ◆ Charles Stewart Mott Foundation
www.mott.org/
- ◆ Carnegie Corporation of New York
www.carnegie.org/
- ◆ Alfred P. Sloan Foundation
www.sloan.org/
- ◆ Houston Endowment
www.hou-endow.org/
- ◆ Robert R. McCormick Tribune Foundation
www.rrmtf.org/
- ◆ The Whitaker Foundation
www.whitaker.org/
- ◆ Weingart Foundation
www.weingartfnd.org/
- ◆ The James Irvine Foundation
www.irvine.org/
- ◆ Freedom Forum, Inc.
www.freedomforum.org/
- ◆ The William Penn Foundation
fdncenter.org/grantmakerwmpenn/
- ◆ AT&T Foundation
www.att.com/foundation/
- ◆ John S. and James L. Knight Foundation
www.knightfdn.org/

- ◆ The California Wellness Foundation
www.tcdf.org/
- ◆ Ewing Marion Kauffman Foundation
www.emkf.org/
- ◆ DeWitt Wallace-Reader's Digest Fund, Inc.
www.wallacefunds.org/dewitt/index.htm
- ◆ W.M. Keck Foundation
www.wmkeck.org/
- ◆ California Community Foundation
www.calfund.org/
- ◆ The Greater Kansas City Community Foundation
www.gkccf.org/
- ◆ Howard Heinz Endowment
www.heinz.org/
- ◆ GE Fund
www.ge.com/fund/
- ◆ Marin Community Foundation
www.marincf.org/
- ◆ The Procter and Gamble Fund
www.pg.com/community/activity/index.html#top
- ◆ The Edna McConnell Clark Foundation
fdncenter.org/grantmaker/emclark/index.html
- ◆ The Lynde and Harry Bradley Foundation
www.townhall.com/bradley/
- ◆ Lila Wallace-Reader's Digest Fund, Inc.
www.wallacefunds.org/lila/index.htm
- ◆ The Henry Luce Foundation
www.hluce.org/
- ◆ SBC Foundation
www.sbc.com/Community/SBC_Foundation/Home.html

- ◆ US WEST Foundation
www.uswf.org/uswf.shtml
- ◆ W. Alton Jones Foundation
www.wajones.org/
- ◆ William Randolph Hearst Foundation
fdncenter.org/grantmaker/hearst/
- ◆ General Motors Foundation
www.gm.com/about/info/world/foundation.html
- ◆ The Skillman Foundation
www.skillman.org/
- ◆ GTE Foundation
www.gte.com/AboutGTECommunity/gte_foundationindex.html
- ◆ The Milken Family
www.mff.org/index.html
- ◆ The Henry J. Kaiser Family Foundation
www.kff.org/
- ◆ The George Gund Foundation
www.gundfdn.org/
- ◆ Exxon Education Foundation
www.exxon.com/exxoncorp/main_frame_3.html
- ◆ The Prudential Foundation
www.prudential.com/aboutpru/community/apczz1013.html
- ◆ BankAmerica Foundation
www.bankofamerica.com/community/
- ◆ Surdna Foundation
www.surdna.org/surdna/
- ◆ M. J. Murdock Trust
www.acgilbert.org/murdock.htm

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