

INDEX

- Abu Dhabi, UAE, 153, 154
Aeschylus, 113
Affluent Americans
 assets versus income as source of
 donated funds, 105
 and mega-gifts, 160, 161
 as source of information and
 ideas, 36
 sources of wealth, 130
 statistics, 3, 20–22, 71, 72
Affluent Europeans, 152
Age-related issues, donors, 48–52
American Express, 67
Ask. *See* Solicitation
Astor, Mrs. Vincent, 45
AT&T Foundation, 8, 73
Attitude, importance of, 7, 9,
 35–37
- Banks, 157
Bartirromo, Maria, 145
Bass, Lee, 119
Batkin, Alan, 143
Bell Laboratories 73
- Bennack, Frank A., Jr., 89, 115,
 117, 118, 134, 137, 138
Bequests, 4, 5, 18, 130
Bill and Melinda Gates
 Foundation, 22
Bloomberg, Michael, 89, 160
Board of directors
 and access to corporations, 73,
 74
 committees, importance of, 23,
 24, 27
 diversity in composition of, 26,
 150, 151
 as donors, 28, 29, 122
 engagement and support of,
 23–29, 31
 leadership role, 27
 meetings, 33, 34
 number of members, 24–26,
 195, 196
 personal involvement with,
 32
Bonn, Claudia, 41
Broad, Eli, 160

- Brokaw, Tom, 89, 96, 98,
201–204
- Brooks, Arthur, 157
- Brown, Kathy, 41
- Buffett, Warren, 99
- Buffett, Warren E., 6, 22, 155
- Burundi, 107
- Bush, George W., 37
- Business Committee for the Arts,
71
- Callaghan, Mary, 91
- Carnival Center for the Performing
Arts, 68
- Carson, Russ, 156
- Cayne, James, 104
- Challenge grants, 49, 50
- Chief executive officer (CEO)
involvement, level of, 52–54
role of, 33–35, 106–108, 111
and special events, 86, 87
time management and priority
setting, 111–113
turnover, 2
- Coles, Michael, 142
- Columbia University, 73
- Committees, 23, 24, 27
- Communications
with board members, 33, 34
characteristics of successful
fundraisers, 41
and generational differences,
50, 51
timing and frequency of, 128
written, 54, 125
- Cook, Barbara Bell, 91
- Council on Financial Aid to
Education, 70
- Council on Foundations, 70
- Dayton, Kenneth N., 18, 19
- Die Soldaten*, grant proposal for,
54–61
- Dillon, Douglas, 141, 142
- Direct mail
donors, 18
International Rescue
Committee sample letters,
199–208
use of, 85, 94–98
- Diversification
board of directors, composition
of, 26, 150, 151
of funding sources and methods,
122
- Doctors Without Borders,
119, 120
- Donor recognition, 47, 126,
127
- Donor relations, 50–52
- Donors
age-related issues, 48–52
ask as benefit to donors, 39, 40,
124, 125
assistance from, obtaining, 129,
130
board members as, 28, 29, 122
checklist, 62, 63

- choice, offering, 48
 “donor fatigue,” 110
 as example to others, 155
 individuals. *See* individual donors
 institutional. *See* Institutional donors
 privileges versus overreaching, 118–120
 prospects. *See* Prospects
 solicitation. *See* Solicitation
 Dover Management, 75, 76
 Duffin, Peter, 146, 147

 E-philanthropy, 158, 159
 Economy, impact of on giving and fundraising, 4, 17, 19, 37, 38, 104–106, 123
 EMILY (early money is like yeast), 126
 Essner, Robert, 28

 Farley, Katherine, 90
 5% Club, 19, 72
 Fleishman, Joel, 81
 Foreign companies and fundraising, 151–155
 Ford Theater, 68
 Foundations, private, 17, 81–83
 Franklin, Benjamin, 126
 Frankel, Viktor, 157
 Fundraisers
 attitude, importance of, 7, 9, 35–37
 characteristics of successful fundraisers, 41, 42, 126
 as donors, 8
 examples of successful fundraisers, 113–118
 humor, use of, 133, 134. *See also* Humor
 motivational quotations, 163–172
 roles of, 128
 solicitation. *See* Solicitation
 Fundraising
 as business skill, 2
 challenges and enjoyment of, 2, 3, 15
 economy, impact of. *See* Economy, impact of on giving and fundraising
 guidelines for, 122–131
 impact of increased giving, 4, 5
 importance of, 2, 3, 149, 150
 myths, 108–110
 negative associations with, 1, 2, 39
 potential, 6–9
 small nonprofits, challenges and advice, 100–102
 statistics. *See* Statistics

 Gardner, John, 27
 Gates, Bill, 6, 22, 155, 160
 Gates, Melinda, 6, 22, 160

- Giving. *See also* Donors
 embedded, 68
 impact of increased giving, 4, 5
 online, 158, 159
 reasons for, 8
 stages of, 18, 19
 statistics on. *See* Statistics
- Giuliani, Mayor Rudy, 31
- Global fundraising, 151–155
- Grant proposals, 127. *See also*
 Private foundations
 guidelines for, 61, 62
 Lincoln Center Festival 2008,
 54–61
- Gross, Bill, 109, 110
- Grove, Andy, 95, 96, 143
- Grove, Barry, 142
- Gullong, Jane, 41
- Harvard Business School, 30
- Harvard University, 40
- Hedge funds, 21, 156, 157
- Hess, John, 27, 28
- Holmes, Justice Oliver Wendall,
 99
- Hopkins, Karen, 42
- Humor
 jokes, quips, cartoons and
 humorous stories, 134–147
 use of, 133, 134
- In-kind support, 67, 68, 73
- Individual donors. *See also*
 Donors; Prospects
 checklist, 62, 63
 corporations as pathway to
 affluent donors, 71, 72, 130
 and happiness, 157, 158
 importance of, 17, 18
 institutional donors compared,
 65
 mega-gifts, 160, 161
 and stages of giving, 18, 19
 statistics on giving, 3, 18
- IBM, 67
- Icahn, Carl, 114
- Institutional donors. *See also*
 Donors
 and business success, 75, 76,
 157, 158
 cause-related marketing, 67, 68
 common interests with, 66, 74,
 80–82, 126
 corporate branding, 68, 69
 and corporate earnings, 17
 corporate sponsorships, 18, 68,
 69
 corporations as pathway to
 affluent donors, 71, 72,
 130
 decision makers, 73
 embedded giving, 68
 importance of, 66
 in-kind support, 67, 68, 73
 individual donors compared, 65
 mega-gifts, 160, 161
 naming rights, 68, 69

- obtaining business support, 72–76
- private foundations, 81–83
- reasons for giving, 66
- small and midsize businesses, 70, 71, 75
- statistics on giving, 66, 67, 69, 70
- types of support, 66, 67
- underperforming businesses, 155–158
- International fundraising, 151–155
- International Rescue Committee (IRC)
 - background, 7, 10, 11, 14
 - board members, number of, 24
 - board members, obtaining support of, 23
 - direct mail campaigns, 95–98, 199–208
 - fundraising challenges, 93, 94
 - fundraising story, 143–145
- Internet, 158, 159
- Investment firms, 156
- Isherwood, Charles, 47
- Jokes and stories. *See* Humor
- Jones, Paul Tudor, 156
- Kindler, Jeff, 28
- Kluge, John, 160
- Koch, Mayor David, 31
- Kovner, Bruce, 156
- Kravis, Henry, 156
- Krens, Thomas, 154
- Ladder of charity, 169
- Lee, Tom, 156
- Legal services, pro bono, 29, 30
- Lennon, John, 99
- Lev, Baruch, 76
- Levine, Naomi, 43, 79
- Levy, Reynold, 53, 97, 205–208
- Lewin, Tamar, 154
- Lincoln Center
 - background, 7, 11–14
 - board members
 - annual giving level, 28
 - engagement of, 24, 26–28
 - meetings, 33–35
 - number of, 24, 26, 196
 - reasons for serving, 32, 33
 - relationship with, 23, 32–35
 - role of, 32
 - committees, 197, 198
 - component organizations, 11–13
 - Counsel’s Council, 29, 30
 - fundraising information, 76–80, 189–193
 - institutional donors, 76–80
 - interns, use of, 30
 - special event example, 86–94
 - volunteers, 29–33
- Lincoln Center Conservancy, 12, 77–80
- Long, Gregory, 42

- Maimonides 126, 127
- Matthews, Chris, 38
- McDonald, Ronald, 67
- McLuhan, Marshall, 128
- Meadow, Lynne, 142
- Meetings
 board of directors, 33–35
 face-to-face solicitation. *See*
 Solicitation
- Mega-gifts, 160, 161
- Morgan Stanley Children’s
 Hospital, 69
- Movado, 67
- Naming rights, 68, 69
- Nathan Cummings Foundation, 8,
 9
- Newman, Paul, 96, 98, 199–201
- New York University School of
 Business, 76
- Nichols, Mike, 34
- 92nd Street Y
 background, 7, 9, 10, 13
 board members, number of,
 24
 board members, relationship
 with, 23
- Noah’s principle, 7, 164
- Nokia Theater, 68
- Nonprofit executives. *See also*
 Chief executive officer
 (CEO)
 as CEO candidates, 41, 42
 turnover, 2
- Oil and gas companies, 155
- O’Neal, Stanley, 104
- Ospel, Marcel, 104
- Performance reviews, 102–104
- Persistence, need for, 38
- Peterson, Pete, 138, 139
- Petrovits, Christine, 76
- Planning and preparation, 128,
 129
- “Please,” importance of, 46, 47,
 123
- Podell, Tamar, 91
- Powell, Colin, 37
- Prince, Charles, 104
- Princeton University, 40
- Private equity firms, 22, 156, 157
- Private foundations, 17, 81–83
- Prospects
 donor checklist, 62, 63
 face-to-face solicitation. *See*
 Solicitation
 learning about, importance of,
 125
 relationships with, importance
 of, 35–37, 123
- Public relations, 127, 128
- Quotations, 163–172
- Radhakrishnan, Suresh, 76
- Rafferty, Emily K., 42
- Reading, recommendations for,
 80, 81, 183–188

- Reasons for giving, 8
- Rejection
 dealing with, 124
 fear of, 39
- Religion
 donations to religious organizations, 69
 as source of obligation to give, 8
- Reputation, importance of, 127, 128
- Restaurant Associates, 91
- Reynolds, Catherine, 119
- Reynolds, Russell, 41
- Robertson, Julian, 156
- Rockefeller, David, 160
- Rolux, 67
- Rosenberg, Claude, Jr., 22
- Ross, Arthur, 143–145
- Roosevelt, President Theodore, 101
- Rosenwald, Julius, 127
- Roundabout's American Airlines Theatre, 68
- Rubenstein, David, 114, 115, 145–147, 156
- Saatchi, Charles, 119
- Sachs, Jeffrey, 6
- Schuler, Arlene, 42
- Schwarzman, Steve, 156
- Sills, Beverly, 13, 113, 114, 137, 139–142
- Small and midsize businesses as donors, 70, 71, 75
- Small nonprofits, fundraising challenges and advice, 100–102
- Solicitation
 and age gap between fundraisers and donors, 50–52
 ask, guidelines for, 38–41
 challenge grant, use of, 49, 50
 choices, offering to donors, 48
 donor checklist, 62, 63
 face-to-face
 appointments, setting, 43–45
 benefits of, 43, 44
 first meeting, 45, 46
 importance of, 43
 meetings, 124
 please and thank you, 46, 47
 formal written request, 48, 49
 guidelines for, 38–41
 rejection, 39, 124
- Sorensen, Ted, 139
- Soros, George, 160
- Special events, 86–94
- Speyer, Jerry, 90, 116
- Staff, hiring and firing, 130, 131
- Stages of giving, 18, 19
- States, statistics on giving, 5
- Statistics
 affluent Americans, 3, 20–22, 71, 72
 fundraising, 3–5, 18
 growth of philanthropy, 105

- Statistics (*Continued*)
 individual donors, statistics on
 giving, 3, 18
 institutional donors, statistics
 on giving, 66, 67, 69, 70
 international wealth and giving,
 152–155
 online giving, 159
 religious organizations,
 donations to, 69
 states, statistics on giving, 5
 Stern, Henry, 31
 Stuart, Spencer, 41

 Telemarketing, 94, 98
 Thank-you, importance of, 46, 47,
 51, 123
 The Conference Board, 70
 Thompson, G. Kennedy, 104
 Trustees. *See* Board of directors
 Turner, Ted, 155
 Turnover, nonprofit executives, 2
 2% Club, 72

 United Arab Emirates, 153,
 154

 United Kingdom
 as home of affluent Europeans,
 152
 nonprofits and philanthropy,
 152, 153
 United States, affluence of,
 19–23. *See also* Affluent
 Americans
 Universities
 donations to, 40
 international presence, 154, 155

 Volunteers
 engaging, 31–33
 importance of, 29, 30
 interns, use of, 30

 Wang Center for the Performing
 Arts, 68
 Whitehead, John, 115, 116, 118,
 143–145
 Wilde, Oscar, 90

 Yale University, 40, 119

 Zuckerman, Mort, 160











