

Understanding Private Funding



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American individuals, estates, foundations, and corporations gave an estimated \$306.39 billion to charitable causes in 2007.¹

Types of Philanthropy

Individuals

Individuals are an important component of any funding plan. Giving by individuals accounts for over three-quarters of philanthropy². Historically, individuals donate about 2.2% of annual income, which represents more than 80% of charitable giving. People are motivated to give because they value a given cause. To benefit from individual philanthropy, an organization must adjust its focus to meet individual rather than institutional concerns. Build relationships with potential donors to understand how proposed projects meet needs that matter to the prospective donor. Cultivate small donors to seek increasingly large and consistent donations.

Foundations

Foundations are endowed by an individual, family, organization, or business solely for the purpose of making grants to address particular problems or to serve specific populations. They are a recognized source of funding, although they account for just 5.6% of philanthropy each year. Large foundations have billions of dollars in assets. The Bill and Melinda Gates Foundation is the largest, with over \$30 billion in assets. In 2006, more than 71,000 United States grantmaking foundations gave \$40.7 billion to support nonprofit organizations (The Foundation Center, www.foundationcenter.org).

Corporate

Corporate donations account for 11% of annual charitable giving. Corporations make gifts to improve their image with constituents and customers; to improve the communities in which they operate; to improve the quality of life for their employees, constituents, and customers; or to improve their financial bottom line. Corporate giving is usually based on distributing the least amount of money to the most constituents. Corporations are more likely to support organizations that are perceived to be important to the community or ultimately beneficial to the company. The best way to approach corporate funders is to relate your request to their corporate goals and show the results of your work will benefit their employees, environment, or corporate image.

The Importance of Asking

The Foundation Center surveyed Foundations and made a surprising discovery – more than half of foundations received fewer than 100 proposals in 2004. One-third of

¹ Giving USA Foundation. (2008). Giving USA, 2007. Accessed online February 26, 2009, at http://www.aafrc.org/press_releases/releases/20080622.htm

² Ibid.

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foundations reported that they fund 50% or more of the proposals received³. Larger foundations and foundations associated with corporations received the larger volume of proposals.

This information points to the importance of asking for funding. The requests should be targeted to provide the closest match between your needs and the donor's purpose. There is no value in developing proposals for foundations that do not fund the type of request being proposed. However, this Foundation Center study offers promise that a well-placed grant request will receive strong consideration.

Targeting Potential Donors

Grant development is most successful when it is targeted. Upfront planning will pay off in time savings during the actual grant proposal process. The first step is to identify the pool of potential funders. With so many potential sources, it is important to understand the factors that determine whether a particular source would be likely to fund a specific project.

Successful grant developers do not waste time submitting proposals to funding sources that do not match in purpose. The match between a funding request and a donor is based on several factors. For example, many foundations/corporations support literacy, but do not fund K-12 schools. Many funders will not contribute to any tax-funded organization but will give to a non-profit partner for collaborative efforts. Consider these factors when targeting a funding source, including individual/bequest donors as well as foundations and corporations. All of the following information is available through most foundation web pages and through the Foundation Center's Online Directory.

- * **Geography:** Most donors set geographic boundaries that might include a city, state, or region. The preferred geography may be stated in the foundation's materials.
- * **Fields of Interest:** Match the donor's interests to your project's:
 - type of organization
 - targeted need
 - proposed beneficiaries
- * **Types of Support:** Schools tend to request cash gifts. There are many other types of gifts to consider. By being open to various types of support, you can expand the base of potential donors. Donors typically have preferred ways of supporting programs. Some examples include:
 - annual campaigns;
 - construction costs or major funding campaigns;
 - in-kind services and donated items;
 - program development, such as help to implement a new program;

³ The Foundation Center. (2005). *Foundation Growth and Giving Estimates, 2005*. Accessed online at FoundationCenter.org, April 2005.

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- volunteer time or services;
- challenge grants, a donor may offer a certain amount of money if the recipient can raise an equal amount of money from other sources.

Start Close to Home

Individuals, foundations and corporations with interests in or near the targeted community are the most likely to provide financial support. Many corporate donation programs restrict giving to “areas of operation.” Most foundations are limited to a certain community or geographic area. Another advantage in targeting local entities is the ability to generate excitement and friendly competition. Think of the creative ways in which local organizations raise funds.

Individuals

A key step is to get the individuals involved in the project and/or the organization. People donate money where they donate time. By being involved with the organization, individuals will have an opportunity to see how their contributions will directly benefit children and improve learning. They will also see that “tax dollars” only go so far toward meeting needs and addressing problems. Make it easy for people to donate. Create an accessible donation system (online methods are popular). Follow up on all donations with thank you notes written by beneficiaries of the project.

Make face-to-face visits with key donors. If a community member is a candidate for a substantial gift, set up a meeting with someone from your organization who is familiar to the donor. Explore the person’s concerns and then return with a specific proposal that matches those stated interests. Determine the level of recognition the donor would like to receive. Follow up by involving the person in the project.

Community-based Businesses

This section pertains primarily to small and medium-sized businesses that are closely tied to the local community. Businesses give where they conduct business and where their employees live. To identify potential donors, identify major businesses that are located in the community or have employees living in the community. This information can be obtained from the Chamber of Commerce, tax collector’s office, or council of government.

Approach the owner or local manager directly to determine whether these businesses will be likely to support a technology initiative. If your organization does not regularly approach local businesses for grants, this may be a successful strategy. When businesses respond, be certain to give them sincere appreciation and recognition that will be noted by their constituents.

If the local business is part of a larger corporation, it may be possible to access a national pool of funding. The local manager may not be aware of funding that is available at the corporate level or through a corporate sponsored foundation. If the local donation budget has been spent, the local manager may think he or she is unable to

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help. Therefore, it is best to do some homework prior to calling. If there is a related national funding program or foundation, be prepared to provide the local contact with information on how to apply.

Use guides and other resources to obtain more information about prospective sources. There are many books and services that provide information on corporate giving and foundation giving. Two national directories are usually available in major community libraries and in college or university libraries. The Foundation Center has a fee-based, on-line search service that enables one to identify foundations based on key words, geographic locations, types of funding, and other sorting categories.

The Foundation Center
79 Fifth Avenue
New York, NY 10003-3076
800/424-9836

www.fdncenter.org

The Foundation Directory

Corporate Foundation Profiles

National Guide to Funding for

Elementary and Secondary Education

The Taft Group
835 Penobscot Bldg.
Detroit, MI 48226-4094
800/877-TAFT

https://isbndb.com/d/publisher/the_taft_group.html

Corporate Giving Directory

Foundations

Foundations are established by individuals, families, clubs, businesses, and other organizations to support particular causes and address specific needs. Billions of dollars are available through foundations. It would be enticing to think that the foremost foundations would be the ideal place to start a fundraising campaign. After all, they would barely notice a \$5,000 - \$10,000 grant; that's the point to remember. The major national foundations support major national initiatives. How would they decide to support one community's technology project over another's? They primarily support nationally significant projects.

However, community and regional foundations have fewer dollars to give, so they tend to focus on a small geographic area. As a result, they are a good place to look for support for a single organization's project. The national directories listed in the previous section may have information on smaller foundations. However, the best place to begin is with a state directory. The list of state directories in the Appendix is not exhaustive. For example, directories that target regions within states are excluded. None of the directories are being specifically endorsed. Check first with local libraries to see if a free copy is available. For a complete list, contact The Foundation Center at 800/424-9836 or <http://www.fdncenter.org/>.

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Foundations That Fund Technology and Distance Learning

This section explains how to conduct a search of foundation and corporate donors that might fund your project. It is based on The Foundation Center's print and on-line directories.

The following table provides some of the key words used for "fields of interest" by the Foundation Center. The numbers beside each key word indicates the number of foundations currently listed in the online directory that match the field of interest. Think about how your proposed project might be presented differently to match one or more of these fields of interest.

- Cancer (3,104)
- Children/youth, services (7,267)
- Christian agencies & churches (8,304)
- Community development (836)
- Crime/law enforcement (303)
- Crime/violence prevention, domestic violence (184)
- Disabilities, people with (1,374)
- Economic development (5,252)
- Education (45,045)
- Family services (2,597)
- Food services (899)
- Government agencies (43)
- Health care (9,370)
- Health organizations (5,812)
- Higher education (22,331)
- Hospitals (general) (6,626)
- Human services (23,514)
- International affairs (573)
- Libraries (public) (961)
- Media/communications (380)
- Mental health/crisis services (526)
- Museums (4,694)
- Performing arts (5,453)
- Protestant agencies & churches (4,976)
- Public health (436)
- Rural development (79)

Using the Foundation Center's research tools as an example, a search would be based on a field of interest (probably including one or more of the items listed above) or by keyword, such as "distance learning". This would provide all sources that fund your type of program. Consider limiting to foundations that fund in your state. If none match both factors, look for those that fund nationally. Read the descriptions for the foundations that meet the criteria to determine if they match your project. For most districts, it is realistic to find fewer than ten foundations that meet all of these measures. A search tutorial is online at <http://fconline.fdncenter.org/>. The following examples of "good fits" may help clarify this process:

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- * Many projects – AT&T Foundation
- * Higher Education – The Ford Foundation
- * Libraries in Iowa – Roy J. Carver Charitable Trust
- * Health Providers in Georgia – Healthcare Georgia Foundation, Inc.
- * Liberal Arts Colleges – Andrew Mellon Foundation
- * Schools in Seattle – The Seattle Foundation

Homework

The following process will lead to a list of potential donors and a general understanding of each funding source based on annual reports, web pages, and other “public” information. Some people will submit a letter of intent or proposal at this point. This is not typically a successful strategy and many first proposals are rejected. Another, more promising strategy, is to conduct still more homework and become more familiar with the funding source.

Be diligent in this process. It will save a tremendous amount of time that would be wasted pursuing inappropriate funding sources. Do not try to stretch the funding standards of the corporations in the community. If it says they do not fund K-12 schools, yours will not be the exception.

This research will significantly reduce the list of potential sources. The next step is to contact their headquarters to request annual reports and guidelines for grant requests. Once these come, make another careful assessment of the fit between your project and the funding source's mission.

The following research tool was developed by Jeremy T. Miner of Miner and Associates. It provides a format to use in collecting data regarding a funding source. It is used here with permission of the author. Additional details are available at:
<http://www.minerandassociates.com/>.

PREP Model

Questioning is the foundation of preproposal contacts, getting essential background information to decide (1) if you should submit a proposal, and (2) if you submit, how best to frame the proposal so it matches the “values glasses” of the sponsor. The list of questions that you could pose is theoretically endless. Nevertheless, if you want to write a successful grant, you must PREP first, where PREP is an acronym to distinguish between four basic types of questions.

1. Position: what are the baseline situations, present circumstances, and basic facts?
2. Rationale: what are the problems, needs, and injustices that exist today?
3. Expectation: what are the implications for addressing these problems?
4. Priority: what approaches are most likely to lead to an improved situation now?

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Collectively, PREP questions span a continuum of time from past actions to future intentions. Beginning grantseekers often ask too many Position questions and too few Rationale-Expectation-Priority questions. Here are some “starter questions” in each category, to which you will undoubtedly add your own.

Questions to ask of former grant recipients

Former grant recipients can be identified through the funders' annual reports or web sites, through The Foundation Center, or by searching on the Internet. Many recipients will be helpful in answering questions.

- * **Position Questions:** *Did you call or visit the sponsor before writing the proposal? (This will give you a clue about the extent to which the grantee engaged in pre-proposal contact.) Who did you find most helpful on the funding source staff? (This query will help identify an “in-house hero,” an agency staff person who may be the best source of inside information for you.) How close was your initial budget to the awarded amount? (The interest here is to identify the extent to which budget negotiations took place.)*
- * **Rationale Questions:** *You got funded because the sponsor was convinced you could solve some big problems they were concerned about. What were those big problems? (Look for “big picture” problems that really trouble the sponsor.) Are there problems or difficulties in this area that are particularly challenging now? (Take note of priorities among complex problems: what are the top issues?) Generally speaking, what are the disadvantages of the way these problems are being handled now? (Pay attention to what’s wrong today and will be worse tomorrow.)*
- * **Expectation Questions:** *Given the problems you identified, what are the implications of those difficulties? (Get the informant talking about the consequences of existing problems.) What’s the desired impact on these problems, balancing project breadth, depth, and financial resources available? (The answer to this question helps you find a proper balance within budgetary constraints.) What would you do differently next time? (Invariably, people learn from the positive experience of getting a grant and have a number of suggestions about things they would do next time to strengthen a proposal.)*
- * **Priority Questions:** *Why did the sponsor think it important to solve the problem you identified? (This will give you insight to the sponsor’s motivation for solving the problem.) What are the benefits you see of your approach? (Look for reasons why the sponsor found this solution so useful.) Would this approach be useful for cost reasons or something else? (Narrow the general benefits to that major motivator: money.)*

Questions to ask of a Program Officer

Tell the program officer you have studied the program guidelines carefully and have some additional questions. Realize, however, that your credibility will decrease if you ask questions that are answered in their written guidelines. Use this contact as an

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opportunity to obtain "between the lines" information. Start by briefly describing your project, stressing its objectives and outcomes, then ask:

- * **Position Questions:** *How much of the money distributed this year will be available for new awards as opposed to noncompeting continuation awards? (This answer will tell you how much money is actually available for new applicants like you.) How are proposals being evaluated? (This response will help you to identify the yardstick against which proposals are measured.) Would you review our draft proposal if we got it to you early? (A favorable response will help you better cast your proposal to meet the sponsor's expectations.)*
- * **Rationale Questions:** *Why have you targeted your program dollars toward this problem? (This answer explains why money will solve the problem.) What are the biggest hurdles in this area now? (The response points out the biggest challenges people in the field now face.) Which dimensions of this problem need to be addressed next? (This answer points to the "big impact" needs.)*
- * **Expectation Questions:** *Does my project fall within your current priorities? (If it does, begin writing. If it doesn't, explore different activities that might yield a better fit or ask for suggestions of other grant programs that might be interested in your project.) What would you like to see addressed in a proposal that others may have overlooked? (This question provides program officers with an opportunity to articulate their pet ideas.) Can you provide me with a copy of the reviewer's evaluation form? (Use this form to organize your proposal, using the same headings and subheadings, even if they differ from those in the application guidelines.)*
- * **Priority Questions:** *Would this approach produce what is needed? (This answer helps map out a successful action plan.) What are the long-term benefits of this solution? (This answer describes the long-range implications of your solution.) What outcomes do you expect from grantees? (This answer clarifies what the program officer will expect from you.)*

Successful grant seekers who follow this PREP proposal planning process can use that information to write winning proposals⁴.

⁴ Miner, J.T. (2005). A Guide to Proposal Planning and Writing. Available online at <http://www.minerandassociates.com/>.

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Appendix

List of State Foundation Directories

ALABAMA

Guide to Alabama Grantmakers. Birmingham, AL: Alabama Giving/Alabama Funders Forum, 2004. Alabama Giving/Alabama Funders Forum; P.O. Box 530727, Birmingham, AL 35253-0727. (205) 313-4830, www.alabamagiving.org. Also contact Birmingham Public Library, Attention: Government Documents, 2100 Park Place, Birmingham, AL 35203. (205) 226-3620.

ALASKA

Maling, Ellen, ed. *The 2003 Alaska Funding Guide: A Directory of Foundations, Corporate Giving, and Technical Assistance Programs for Alaska-Based Organizations.* **10th ed. Anchorage, AK: Funding Exchange, Inc., 2003.** The Foraker Group, 880 H Street, #100, Anchorage, AK 99501. (907) 743-1200 www.foreakergroup.org/fundersguide.

ARIZONA

Arizona Guide to Grants Online. **Glendale, AZ: Just Grants! Arizona.** Just Grants! Arizona, P.O. Box 5456, Glendale, AZ 85312-5456. (623) 412-8650; www.azgrants.com / online at: <http://www.azgrants.com/>.

2007 Guide to Arizona Grantmakers, 10th ed. Glendale, AZ: Just Grants! Arizona, 2007. Just Grants! Arizona, P.O. Box 5456, Glendale, AZ 85312-5456. (602) 230-5326; www.azgrants.com.

ARKANSAS

Johnson, Bonnie, Maria Mullins and Mary Alyce Robinson, ed. *Arkansas Funding Directory: A Guide to Private and Public Funders in Arkansas, 2001-2002.*

CALIFORNIA

California Guide to Grants Online. **Glendale, AZ: GrantsUSA.** GrantsUSA LLC, P.O. Box 5456, Glendale, AZ 85312-5456. (866) 472-6878; www.grantsca.com

East Bay Funders Directory. **San Francisco, CA: CompassPoint Nonprofit Services.** Published by CompassPoint Nonprofit Services, 731 Market Street, Suite 200, San Francisco, CA 94103. (415) 541-9000; <http://www.eastbayfunders.org> / www.compasspoint.org)

Pearson, Ford T. *California Foundation DataBook.* Portland, OR: C&D Publishing, 2000. C&D Publishing, 1017 SW Morrison Street, Suite 500, Portland, OR 97205. (208) 743-0569; www.foundationdatatbook.com

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San Diego County Directory of Foundations. **San Diego, CA: The San Diego Foundation.** The San Diego Foundation, 1420 Kettner Blvd., Suite 500, San Diego, CA 92101. (619) 235-2300; www.sdfoundation.org.

Silicon Valley Funders. San Francisco, CA: **CompassPoint Nonprofit Services.** Compass Point Nonprofit Services, Sobrato Center for Nonprofits, 600 Valley Way, Suite A, Milpitas, CA 95035. (408) 719-1400; www.compasspoint.org / <http://www.compasspoint.org/funders>.

COLORADO

The 2007-2008 Colorado Grants Guide. 9th ed. **Denver, CO: Community Resource Center, 2006.** Community Resource Center, 655 Broadway, Suite 300, Denver, CO 80203-3426. (303) 623-1540; www.crcamerica.org.

CONNECTICUT

Connecticut Grantmakers Online. Hartford, CT: *Connecticut Council for Philanthropy.* Connecticut Council for Philanthropy, 221 Main Street, Hartford, CT 06106. (860) 525-5585, online at: <http://www.ctphilanthropy.org/>.

DELAWARE

2006 Directory of Delaware Grantmakers Funding Programs in Delaware. Wilmington, DE: *Delaware Association of Nonprofit Agencies 2006.* Delaware Association of Nonprofit Agencies, 100 W. 10th Street, Suite 102, Wilmington, DE 19801, (302) 777-5500, online at: <http://www.delawarenonprofit.org>.

DISTRICT OF COLUMBIA

Guide to Greater Washington D.C. Grantmakers on CD-ROM. New York, NY: The Foundation Center. The Foundation Center 79 Fifth Ave., New York, NY 10003-3076. (800) 424-9836, www.fdncenter.org.

FLORIDA

Adams, John L., ed. *The Complete Guide to Florida Foundations. 16th ed.* **Miami, FL: Florida Funding Publications, 2004.** Florida Funding Publications, 8925 SW 148 Street, Suite 110, Miami, FL 33176, (305) 251-2203, <http://www.floridafunding.com/>.

Donors Forum of South Florida. Profiles of South Florida Donors: 2005-2006. 10th ed. **Miami, FL: Donors Forum of South Florida, 2005.** Donors Forum of South Florida, 200 South Biscayne Blvd., Suite 3300, Miami, FL 33131. Tel.: (305) 371-7944; www.donorsforumsf.org.

GEORGIA

The Georgia 400 Plus: Georgia Foundation Database. Atlanta, GA: **Sinclair, Townes & Co.** Sinclair, Townes & Co., P.O. Box 28716, Atlanta, GA 30358, (770) 988-8111, www.sinclairtownes.com.

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Guide to Georgia Grantmakers on CD-ROM. New York, NY: The Foundation Center, 2007.
Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076. Tel.: (800) 424-9836;
www.fdncenter.org.

HAWAII

No Directory

IDAHO

Leppert, Elaine C., ed. *Directory of Idaho Foundations. 12th ed. Caldwell, ID: Caldwell Public Library, 2008.* Caldwell Public Library, 1010 Dearborn St., Caldwell, ID 83605-4195, (208) 459-3242.

ILLINOIS

Directory of Illinois Foundations. 9th ed. Chicago, IL: Donors Forum of Chicago, 2006.
Donors Forum of Chicago, 208 South LaSalle, Suite 740, Chicago, IL 60604-1006,
(312) 578-0090, www.donorsforum.org.

INDIANA

Directory of Indiana Grantmakers: Grant and Scholarship Information. Indianapolis, IN: Indiana Grantmakers Alliance, 2008. Indiana Grantmakers Alliance, 32 East Washington St., Suite 1100, Indianapolis, IN 46204, (317) 630-5200,
www.indianagrantsmakers.org.

IOWA

Pearson, Ford T. *The Iowa Foundation DataBook. 3rd ed. Portland, OR: C&D Publishing, 2005.* C&D Publishing, 1017 SW Morrison Street, Suite 500, Portland, OR 97205.
(208) 743-0569; www.foundationdatabook.com.

KANSAS

The Directory of Kansas Foundations, 2006-2007. Topeka, KS: Mainstream, Inc, 2006.
Kansas Non Profit Association, P.O. Box 47054, Topeka, KS 66647. (785) 266-6422;
www.mainstreaminc.net/knpa.

KENTUCKY

Pearson, Ford T. *The Kentucky Foundation DataBook. 2nd ed. Portland, OR: C&D Publishing, 2005.* C&D Publishing, 1017 SW Morrison Street, Suite 500, Portland, OR 97205.
(208) 743-0569; www.foundationdatabook.com.

LOUISIANA

2004 Louisiana Funding Guide. 2nd ed. Baton Rouge, LA: Louisiana Association of Nonprofit Organizations, 2004.

Pearson, Ford T. *The Louisiana Foundation DataBook. 2nd ed. Portland, OR: C&D Publishing, 2005.* C&D Publishing, 1017 SW Morrison Street, Suite 500, Portland, OR 97205.
(208) 743-0569; www.foundationdatabook.com.

MAINE

Directory of Maine Grantmakers. 6th ed. Portland, ME: Maine Philanthropy Center, 2007.

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Maine Philanthropy Center, USM Glickman Family Library, Box 9301, Portland, ME 04104-9301, (207) 780-5039, <http://www.mainephilanthropy.org>.

MARYLAND

Jankowski Research. *GrantsDirect.com*. **Frederick, MD: Jankowski Associates, Inc.** Jankowski Associates, 216 W. Patrick Street, Frederick, MD 21701. Tel.: (301) 696-0797; www.jankowskiresearch.com.

Maryland Association of Nonprofit Organizations and GrantsDirect.com. 4th ed. **Maryland's Leading 500 Foundations. Frederick, MD: Jankowski Associates, Inc., 2004.** Jankowski Associates, 216 W. Patrick Street, Frederick, MD 21701. Tel.: (301) 696-0797; www.jankowskiresearch.com.

MASSACHUSETTS

Associated Grant Makers. AGM Grant Makers Directory 2005, **Boston, MA: Associated Grant Makers, 2005.** Associated Grantmakers of Massachusetts, 55 Court Street, Suite 520, Boston, MA 02108, (617) 426-2606, www.agmconnect.org.

MICHIGAN

The Michigan Foundation Directory. 15th ed. **Grand Haven, MI: Council of Michigan Foundations, 2006.** Council of Michigan Foundations, One South Harbor Ave., Suite 3, Grand Haven, MI 49417, (616) 842-7080 www.michiganfoundations.org.

MINNESOTA

Capriotti, Beatrice and F.J. Capriotti, eds. *Minnesota Foundation Directory and Minnesota Foundation Directory Update Service*. **Minnetonka, MN: Foundation Data Center.** Foundation Data Center, 100 Kenmar Center, 401 Kenmar Circle, Minnetonka, MN 55305-1019, (952) 542-8582, www.capriotti.com/fdc.

Minnesota Council on Foundations. Guide to Minnesota Grantmakers, 2007-2008. **Minneapolis, MN: Minnesota Council on Foundations, 2007.** Minnesota Council on Foundations, 100 Portland Avenue South, Suite 225, Minneapolis, MN 55401-2575, (612) 338-1989, www.mcf.org.

Minnesota Council of Nonprofits. **Minnesota Grants Directory 2008. St. Paul, MN: Minnesota Council of Nonprofits, 2007.** Minnesota Council of Nonprofits, 2314 University Ave., W, #20, St. Paul, MN 55114. Tel.: (651) 642-1904; www.mncn.org.

MISSISSIPPI

No directory.

MISSOURI

Borman, Anne E., ed. *The Directory of Missouri Foundations. 8th ed.* **St. Louis, MO: Directory of Missouri Foundations, 2005.** Directory of Missouri Foundations, P.O. Box 50299, St. Louis, MO 63105, (314) 725-6834.

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Foundation Center and Metropolitan Association for Philanthropy. Directory of Missouri Grantmakers. 7th ed. New York, NY: The Foundation Center, 2007. Foundation Center, 79 Fifth Avenue, New York, NY 10003-3076. (800) 424-9836; foundationcenter.org/marketplace.

MONTANA

Bares, Joan, ed. *Montana Foundation Directory, 2006-2007. 17th ed. Billings, MT: MSU-*

Billings Library, 2006. Montana State University-Billings Library, 1500 University Drive, Billings, MT 59101-0298, (406) 657-2262, www.msubillings.edu/library/grants/.

NEBRASKA

Pearson, Ford T. *The Nebraska Foundation Databook. 3rd ed. Portland, OR: C&D Publishing, 2006.* C&D Publishing, 1017 SW Morrison Street, Suite 500, Portland, OR 97205, (208) 743-0569, <http://www.foundationdatabook.com>.

Junior League of Omaha. Nebraska Foundation Directory, 2004-2005. Omaha, NE: Junior League of Omaha, 2004. Junior League of Omaha, 608 North 108th Court, Omaha, NE 68154. (402) 493-8818; www.juniorleagueomaha.org.

NEVADA

Pearson, Ford T. *The Nevada Foundation DataBook. 1st ed. Portland, OR: C&D Publishing, 2006.* C&D Publishing, 1017 SW Morrison Street, Suite 500, Portland, OR 97205. Tel: (208) 743-0569; www.foundationdatabook.com.

Reed, Ellen B., comp. *Nevada Funding Directory. 4th ed. Las Vegas, NV: Las Vegas-Clark County Library District, 2000.* Clark County Library, 1401 East Flamingo Road, Las Vegas, NV 89119.

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