

***Neither Rain Nor Snow... But
Spam Filters Are Tough:
Using Email for Marketing and Fundraising***

***Development Executives Roundtable
April 8, 2005***

Michael Stein	Media & Communications Strategist GetActive Software	mstein@getactive.com www.getactive.com
Robert Weiner	President Robert L. Weiner Consulting	robert@rlweiner.com www.rlweiner.com

Agenda

- Email Marketing 101:
 - Survey of the What, Why, and How of “broadcast” email
- Discuss Best Practices, Case Studies.
- Provide resources.
- Time for questions and discussion.

Uses of Email Communications

- Staying in contact (cultivation)
- Engagement (advocacy, activism)
- Fundraising (email appeal)
- Urgent appeal (for action or funds)
- Service delivery (news, listings)

The Gilbert Email Manifesto

- E-mail is more important than a web site.
- Resources spent on e-mail strategies are more valuable than the same resources spent on the web.
- E-mail combines personal communication, immediacy, rapid response, and scale.
- People treat e-mail messages as To Do items.

[http://news.gilbert.org/features/featureReader\\$3608](http://news.gilbert.org/features/featureReader$3608)

Nielsen-Norman Survey

Jakob Nielsen (study of email newsletter usability):

- “E-newsletters that are informative, convenient, and timely are often preferred over other media.”
- “Email newsletters are so powerful that the best of them have a future” (despite spam and information overload).
- From a study participant: “Bottom line, I’d rather (get information) in an email newsletter than in regular mail.”

<http://www.useit.com/alertbox/20040217.html>


Collect Email Addresses Constantly

- Ask for email addresses in all communications.



Subscriber Information (required)

First Name	<input type="text"/>
Last Name	<input type="text"/>
Email Address	<input type="text"/>

Thank You	
I AM INTERESTED IN KNOWING MORE ABOUT:	
<input type="checkbox"/> The Salvation Army services in my community.	
<input type="checkbox"/> Charitable Estate Planning Opportunities.	
<input type="checkbox"/> Making a gift to The Salvation Army in my Will.	
<input type="checkbox"/> A visit to a Salvation Army facility.	
For any of the above, please call or email me at:	
() _____	
Email: _____	
<input type="checkbox"/> I have enclosed a memorial or honorarium gift. Information is provided on the reverse side.	

- Direct Mail
- During phonathons
- On surveys
- And on your website.

Get Permission

- Businesses generally use double opt-in.
- Higher education & nonprofits still tend to use opt-out.
- If you use opt-out, first email (and all subsequent) should offer it.
- Develop and post a privacy policy.
 - DMA Privacy Policy Generator www.the-dma.org/privacy/creating.shtml
 - Customer Respect Group privacy policy guidelines: www.customerrespect.com/default.asp?hdnFilename=research_bp_privacypays.htm
- Bottom line: make sure your audience wants to hear from you by email.

I'm a Real Publication Now

Treat it like any publication or appeal:

- Develop a publication/appeal schedule.
- Mail regularly (so recipients remember that they subscribed) but not too often.
- Set realistic goals.
- Be prepared to deal with responses.

Give The People What They Want

- Message format
- Content
- Frequency of contact

connect@UCLA
Bringing UCLA to You

Archived Editions of the HTML E-mails

For upcoming events in a specific region, click on the most recent C@U e-mail for that region.

February 13, 2004

- [Los Angeles Edition](#)
- [Orange County Edition](#)
- [San Fernando Valley Edition](#)
- [Greater Pasadena Edition](#)
- [Ventura County Edition](#)
- [San Diego County Edition](#)
- [South Bay Edition](#)
- [Bay Area Edition](#)
- [National Edition](#)
- [International Edition](#)
- [Greater California](#)

January 15, 2004

- [Los Angeles Edition](#)
- [Orange County Edition](#)
- [San Fernando Valley Edition](#)
- [Greater Pasadena Edition](#)
- [Ventura County Edition](#)
- [San Diego County Edition](#)
- [South Bay Edition](#)
- [Bay Area Edition](#)
- [National Edition](#)
- [International Edition](#)
- [Greater California](#)

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Make it Easy

Make it easy to:

- Subscribe
- Learn more
- **Give**
- Unsubscribe
- Reach a human.

**Subscribing, unsubscribing,
and dealing with bounces
should be automated!**



Name:

E-mail:

Phone:

Subject:

Message:

SEND



We invite your feedback. Email the editor at dschack@ucsc.edu.

To unsubscribe from the *eSlug Bulletin* mailing list, email us at alumni@ucsc.edu

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Get Personal



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Because the earth needs a good lawyer

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Earthjustice Post-Election E-Brief

▶ A Note from Executive Director Buck Parker

Dear Eve,

Earthjustice is fully prepared to face the challenges posed by four more years of the most anti-environmental presidential administration in American history. Like many of our supporters, our initial reaction to the election was disappointment, but we will not be discouraged or deterred. For more than 30 years, Earthjustice has been representing the environmental community in the courts and we will spend the next four years playing a leading role in defending environmental laws--such as the Clean Air Act and the Endangered Species Act--and preventing the irretrievable loss of wild places and imperiled species.

In this special post-election edition of *e-Brief*, our monthly electronic newsletter, Marty Hayden, our Vice President for Policy and Legislation, and Tom Turner, our Senior Editor, offer insightful commentary on what the election means for Earthjustice and the environmental community as a whole.



Executive Director Buck Parker

Measuring email

Campaign Detail: Performance Summary

summary	tracked urls	subscribers		
Show Content Formats	Totals	Rate	Change vs. Previous	Change vs. List .
Attempts	2210		14 ↑	22 ↑
Bounces	3	0.001%	4.3% ↓	5.3% ↓
Deliveries	2197	99.4%	4.3% ↑	5.3% ↑
Unique Opens	2143	96.9%	38.4% ↑	1.3% ↑
Unique Clicks	2019	91.3%	4.9% ↑	4.4% ↑
Total Opens	2189			
Total Clicks	2175			

Track Results

Appeal	Net Sent	# of Donations	Total Donations	Response Rate	Avg Gift
Undergraduate AF Solicitation	11758	184	18,124	1.6%	98.50
Law AF Solicitation	8847	23	5,990	0.3%	260.43
Medical AF Solicitation	1998	2	200	0.1%	100.00
Class of 1999 AF Solicitation	1068	41	2,254	3.8%	54.98
Class of 1997 AF Solicitation	931	31	1,652	3.3%	53.29
Class of 1993 AF Solicitation	864	16	1,145	1.9%	71.56
Class of 1995 AF Solicitation	603	18	1,615	3.0%	89.72

Neither Rain nor Snow nor AOL

- Use a consistent and/or easily recognizable Sender name – preferably a real person.
- Don't personalize the Subject, but do mention your institution.
- Don't overdo HTML or graphics.
- Test appeals with spam filters (www.lyris.com/contentchecker/, <http://spamcheck.sitesell.com/>, www.spamassassin.org) & accounts on AOL, Earthlink, Yahoo, etc.
- Avoid spam “trigger words” www.businessknowhow.com/internet/spamwords.htm

Good, Better, Best

Test, Analyze, Fine Tune

- Subject line
- Sender
- Frequency
- Message
- Segmentation
- Format.

Evaluating email vendors & software

- (Not systems: Microsoft Outlook, Eudora, Yahoo! Mail, AOL address book, etc.)
- Free: Topica, Yahoo Groups
- Single solutions: Cooler, Groundspring, iMakeNews, Microsoft bCentral, MailerMailer, NPOGroups, Sparklist.com, Topica Email Publisher, Roving, etc.
- Integrated solutions: GetActive, Convio, Blackbaud, Kintera, CitySoft, etc.

Case Study: Earthjustice

Earthjustice: A nonprofit law firm for the environment, representing—without charge—hundreds of citizen and conservation groups throughout the country.

- online cultivation program since 2001
- monthly e-newsletter, online fundraising appeals, online Supporter Center, online action alerts, e-cards, memos
- integrated approach to communicating online with donors and prospects
- in 2004, earthjustice.org averaged 47,000 visits and 220,000 page views per month
- 120,000 active donors, of which 30,000 receive e-Brief
- 65,000 e-mail addresses on GetActive list of which 34,000 are online activists and 44,000 e-Brief recipients

Case Study: Earthjustice



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- ▶ [A future for the Okinawa dugong](#)
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- ▶ [Tom's Turn: Manipulating science](#)
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EARTHJUSTICE E-BRIEF

MARCH 2005

There's a lot of news to report this month. From the ongoing battle to protect the Arctic National Wildlife Refuge to the fight to keep our air clean, we've got it covered in this month's *e-Brief*. Read Policy Press Secretary Cat Lazaroff's article for the full story on last week's [Refuge](#) vote and see Executive Director Buck Parker's column for the scoop on the recent thwarting of the Bush administration's so-called "[Clear Skies](#) Initiative." Don't forget to **take action** to block the confirmation of William Myers and oppose the Senate's "nuclear option" while you're at it. Insist on fair and impartial judges! And, ever wonder why we spend so much of our time dragging government agencies into court? This month, Senior Editor Tom Turner reports on a recent survey that implicates agency officials, who are often under pressure from industry groups, in [manipulating science](#). Someone has to set the record straight--and Earthjustice is often the group to do so.

Sweating about global warming? Don't miss a special opportunity to speak out about [climate change](#). Help fund the Inuit people in their struggle to hold the U.S. accountable for its failure to curb its greenhouse gas emissions--emissions causing devastation in the Arctic region and threatening to destroy the Inuit's food sources, homes, and culture. **Please give generously today.**

▶ **Block William Myers and oppose the Senate's "nuclear option"!**
The Senate will soon vote on the re-nomination of former Interior Solicitor

Case Study: Earthjustice

A CLOSER LOOK: EARTHJUSTICE REPORTS

Want to get the whole story behind the cases we're taking to court on behalf of our environment? Check out the PDFs of the reports featured below and e-mail Eve Lotter to request hard copies:

elotter@earthjustice.org

(Please write "Report Request" in the subject line, include your mailing address, and specify which reports you'd like to receive.)

[Citizens' Guide to the Endangered Species Act](#)

[The Northwest Forest Plan: Ancient Forests At Risk Again](#)

[Refuges in Peril: Fish, Wildlife, and the Klamath Water Crisis](#)

[Reckless Abandon: How the Bush Administration is Exposing America's Waters to Harm](#)

[Defending the Gains: June 2004 Report \(PDF only\)](#)

ABOUT EARTHJUSTICE
Founded as the Sierra Club Legal Defense Fund in 1971, Earthjustice is the nonprofit law firm for the environment.

Teshekpuk Lake area, one of the most sensitive and important wetlands of the Western Arctic. Only the lake itself is subject to a temporary leasing deferral. By rejecting any idea of balance and opening virtually every acre around the Lake, the administration's plan undoes longstanding protections for wildlife and subsistence values--tens of thousands of geese and 45,000 caribou could be surrounded by roads, pipelines, and industrial sprawl.

Take action now--send a letter to Interior Secretary Gale Norton telling her to retain protections for critical bird, fish, and wildlife habitats around Teshekpuk Lake. [Click here.](#)

See this month's "Buck in Brief" for more on the Bush administration's energy policy and public lands.

► Photo Download: Alaska's Midnight Sun

This month's desktop download, taken in the Western Arctic, tracks the path of the midnight sun over the partly frozen Arctic Ocean. Though much of the Western Arctic is officially known as the National Petroleum Reserve-Alaska, this vibrant and sensitive ecosystem is far more than its formal name suggests. **After taking action** to protect the prized Teshekpuk Lake area, [click here to decorate your desktop](#) with this fantastic image.

For more on the Western Arctic, [click here.](#)

► Help the Inuit People Fight for Survival!

Climate change isn't just an environmental issue--to the Inuit people of the Arctic, it threatens their lives and culture. As ice and permafrost melt and sea levels rise, the Inuit are struggling



Photo courtesy BLM



Photo by Gary Schultz



Case Study: Earthjustice

November 11,
2004 (part of list-
building
campaign)



**LAST CHANCE: The deadline is
Monday, November 15**

**OUR ROADLESS FORESTS
NEED YOU!**

Just two of the areas at
risk if the Roadless Rule
is eliminated:



Sonora Pass, California
Stanislaus National Forest
© Bill Stevenson



Kalmiopsis Wildlands, Oregon

Dear Eve,

Last week, the Bush administration--the most anti-environmental administration in American history--secured a second term. The coming years will hold many challenges for the environmental community, but here's the first one: **Stopping the administration's reckless plan to scrap the Roadless Area Conservation Rule.**

Of course, we've been telling you about the administration's plans to eliminate the Roadless Rule--the landmark conservation measure that protects nearly 60 million acres of wild national forests--for some time. The result of last week's election means that our fight to protect our national forests just became a whole lot more critical.

This is your **FIRST** chance since the election to speak up and declare that last Tuesday was not a mandate to despoil our wild forests--and it's your **LAST** chance to speak up and tell the Bush administration and its friends in the timber, mining, and energy industries that you support the Roadless Rule. The deadline is **MONDAY, NOVEMBER 15**. **[Make your first action since the election count. Click here.](#)**

The Roadless Rule is one of the most significant

LAST CHANCE
It only takes a minute:
CLICK HERE
to stand up for the
Roadless Rule.

Case Study: Earthjustice



Just three of the areas at risk if the Roadless Rule is eliminated:



Siskiyou National Forest
The High Siskiyous, Oregon
© Richard Wilhelm



NEARLY 60 MILLION ACRES ARE AT STAKE.
HELP US KEEP UP THE FIGHT FOR ROADLESS FORESTS!

With people's attention elsewhere, the Bush administration and its friends in the timber, mining, and energy industries are zeroing in on our nation's forests. Their #1 goal? Eliminating the Roadless Rule, the landmark conservation measure that protects nearly 60 million acres of wild national forests.

The administration isn't taking any time off in the battle over these forests--and neither can we! Today we need your help to keep our work going strong on behalf of our national forests.

It only takes a minute:

Click here to help us protect roadless forests!

Please, [click here](#) to make an emergency gift to support our work to safeguard roadless forests!

We MUST remain strong in response to this challenge. Earthjustice, the non-profit law firm for the environment, is part of an all-out effort to stand up to the administration's reckless plan to scrap the Roadless Area Conservation Rule. The Rule was established in 2001 to safeguard our last unspoiled national forest lands from road building and the industrial development that comes with it. **We're working around the clock to hold the line against the extractive industries' push to log, drill,**

2004 Roadless Appeal

Integrated with action alert/list-building campaign. Overall, roughly **21,000 comments** to Forest Service generated through GetActive.

- **\$9,182 raised**
- **174 gifts**
- **\$52 average gift**

Case Study: Earthjustice

There's still time!

Make your tax-deductible year-end gift to Earthjustice by December 31st

Dear Eve,

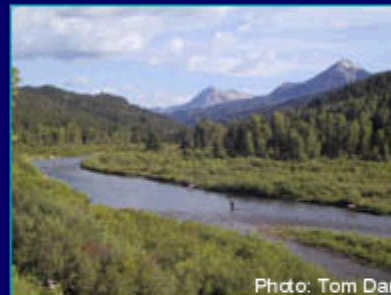
As we look forward to 2005, there's no denying this fact: Never in American modern history have Congress and the White House been so hostile to environmental progress.

So why am I writing to ask you to share my spirit of optimism and resolve?

Not just because despair is not an option, but because over the past four years, Earthjustice's ability to hold the line--and force the administration to uphold the law--has been proven time and time again by our accomplishments as the lawyers for the Natural Resources Defense Council, the Sierra Club, The Wilderness Society, and hundreds of other national, regional, and local groups.

In the last year we have:

LAST CHANCE
to put your year-end
tax-deductible gift to work
protecting the earth and
its treasures
[Click here](#)



2004 Year-End Appeal

- \$33,340 raised
- 307 gifts
- \$108 average gift

Case Study: Earthjustice



EARTHJUSTICE
Because the earth needs a good lawyer

Last chance to double your money to stop the Bush administration!

To help Earthjustice fend off the Bush administration's relentless anti-environment assault, a generous Earthjustice Trustee has offered to match all donations, dollar for dollar. **But this offer ends TOMORROW!**

So before the Bush administration can double its efforts to...

- ▶ Threaten treasured national forests like the Tongass by undermining the Roadless Rule
- ▶ Allow Big Industry to develop millions of acres of public lands
- ▶ Place our federal courts in the hands of extremist judges

...you can double YOUR efforts to protect our precious earth. It's your last chance. [Click here to give right now!](#) And if you've already responded, thank you! [Please tell a friend.](#)

If you would like to unsubscribe from Earthjustice, or update your account settings, please [click here](#) or respond to this email with "REMOVE" as the subject line.

LAST CHANCE!



The deadline to have your gift matched is TOMORROW!
[Click here to give TODAY!](#)

2003 Matching Gift Campaign Appeal

- \$32,663 raised
- 480 gifts
- \$68 average gift

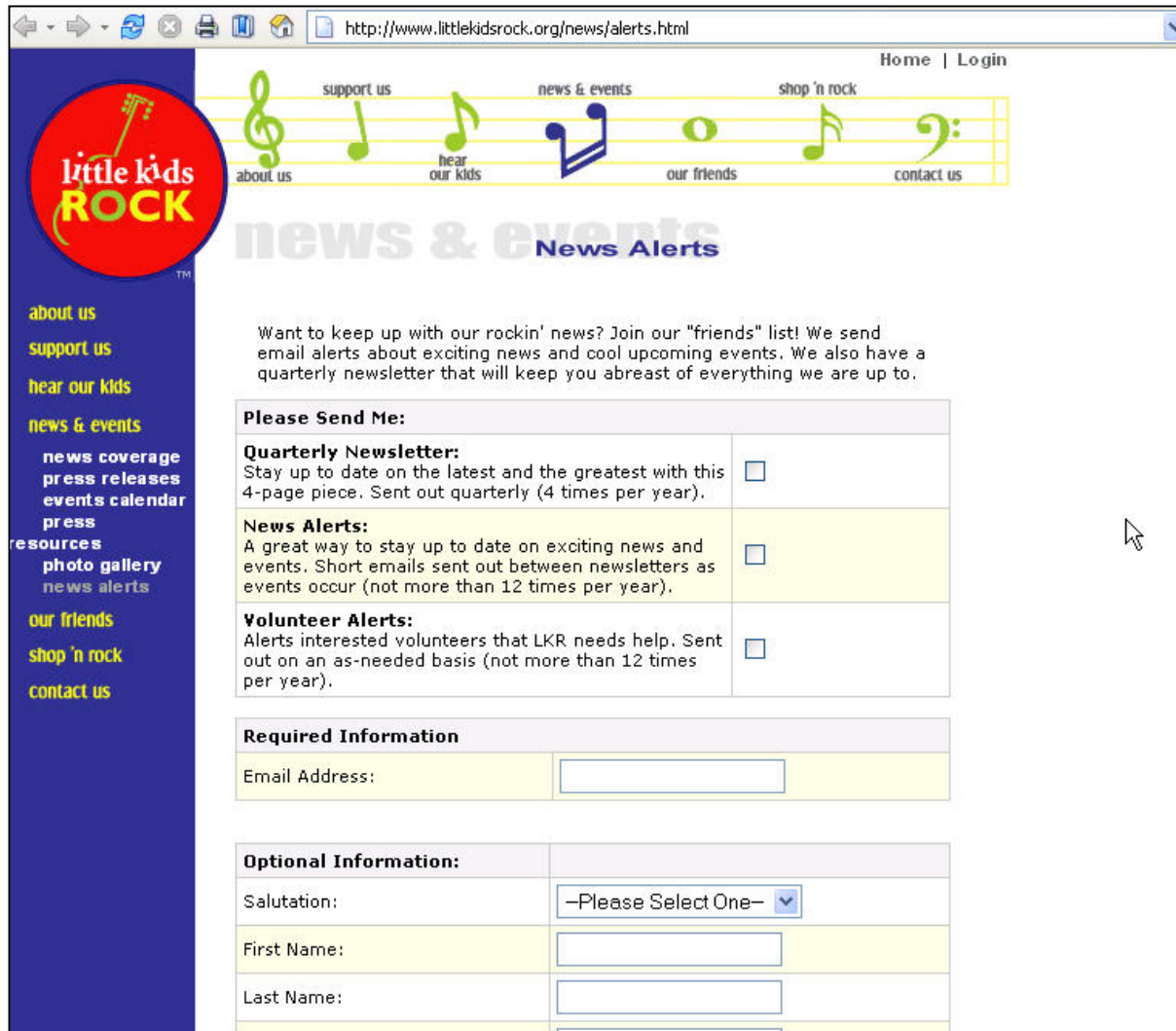
Case Study: Little Kids Rock

- Little Kids Rock (LKR) works to inspire children to express themselves through music, building creativity, confidence, and self-esteem. LKR provides instruments and trains public school teachers to offer free music classes to kids.
- Annual budget: \$150,000, 3 FTE staff
- **Technology vendors:**
 - Salesforce.com for database
 - Groundspring.org for online gift processing
 - VerticalResponse for email messaging

Case Study: Little Kids Rock

- **Size of their email list: Under 5,000; approximately 66% receive regular email communications**
- **20% of individual donations come online**
- **Benefit event on March 23, 2005 (\$100 per ticket)**
- **Series of emails**
 - 2 months before: Save the date
 - Feb 15 e-newsletter: top story was benefit event
 - 1 month before: event invitation mailed and emailed
 - 1 week before: reminder email
 - 1 day before: blast to people that are coming
- **75% of tickets were bought online**

Case Study: Little Kids Rock



http://www.littlekidsrock.org/news/alerts.html

Home | Login

support us news & events shop 'n rock

about us hear our kids our friends contact us

news & events News Alerts

Want to keep up with our rockin' news? Join our "friends" list! We send email alerts about exciting news and cool upcoming events. We also have a quarterly newsletter that will keep you abreast of everything we are up to.

Please Send Me:

Quarterly Newsletter: Stay up to date on the latest and the greatest with this 4-page piece. Sent out quarterly (4 times per year).	<input type="checkbox"/>
News Alerts: A great way to stay up to date on exciting news and events. Short emails sent out between newsletters as events occur (not more than 12 times per year).	<input type="checkbox"/>
Volunteer Alerts: Alerts interested volunteers that LKR needs help. Sent out on an as-needed basis (not more than 12 times per year).	<input type="checkbox"/>

Required Information

Email Address:

Optional Information:

Salutation:

First Name:

Last Name:

We invite you to a special benefit event:



Music Matters... 2005

Wednesday, March 23rd, 2005 • 6:30 - 9:00pm • Mighty • 119 Utah St. • San Francisco • CA

Join Us for an Evening of Live Music, Cocktails & Hors D'oeuvres

Tickets available at: www.littlekidsrock.org/mmtickets.html

Help us put music back where it belongs . . . in our public schools!

Performances by:

Rick Springfield



Rick Springfield has given us much enduring pop & rock music. He's sold 18 million

records and scored 17 Top 40 Hits. He's also a father and a strong advocate for music education.

Norton Buffalo & Friends



Norton Buffalo is a highly celebrated member of the Steve Miller Band. He has

recorded and toured with some of the top names in music including: Bonnie Raitt, The Doobie Brothers, Johnny Cash, and others.

Joseph "Ziggy" Modeliste



Joseph "Ziggy" Modeliste is one of the premier drummers in modern history. His innovative

work as a member of the

Mimi Fox



Mimi Fox is a virtuoso guitarist and an outstanding performer who plays major jazz

clubs and festivals around the


Sponsored By:

- ▶ NAMM
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- ▶ Norcal Music Coalition
- ▶ Sony Computer Entertainment
- ▶ Air Products
- ▶ First Republic Bank
- ▶ Pro-Mark
- ▶ Sabian
- ▶ Dean Markley
- ▶ Paysett Corporation
- ▶ Booz Allen Hamilton
- ▶ Project Ahimsa
- ▶ Display and Play
- ▶ Gretsch Guitars
- ▶ Modulus Guitars
- ▶ Sunlite Guitars
- ▶ Digidesign

Email invitation that went out one week before March fundraising event


Online event registration

Case Study: Little Kids Rock



QUARTER NOTE

WINTER 2005 E-MAIL NEWSLETTER



[Click Here to Donate!](#)

In This Issue:

- ▶ [LKR Fundraiser in March!](#)
- ▶ [New LKR Website](#)
- ▶ [Al Leiter Joins Board](#)
- ▶ [Rockin' Cruise Helps LKR](#)
- ▶ [New LA Chapter Launches](#)
- ▶ [Thoughts from a Volunteer](#)

Support Little Kids Rock While You Shop

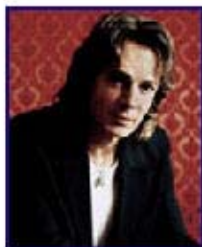
at Amazon.com and iTunes!

[Click here to learn more](#)

MAJOR DONORS

NAMM
Geraldine R. Dodge Foundation
D'Addario Foundation
J.P. Morgan Chase Foundation
Walter & Elise Haas Fund
Elvis Presley Enterprises™
Mockingbird Foundation

MUSIC MATTERS: LKR Fundraising Event in March!



March is National Music In Our Schools month and LKR is pleased to announce that we will be celebrating with a special fundraising event: [Music Matters 2005](#). The event will be held on March 23 in San Francisco, the city of our birth. Legendary pop star [Rick Springfield](#) will make an appearance and guests at the event will be treated to a rockin' evening of music, hors d'oeuvres and cocktails. Jazz virtuoso [Mimi Fox](#) will also be performing as will LKR students and others to be announced. Several guests will be honored at the event, including [Peter Finch](#) from KFOG Radio. All proceeds will benefit Little Kids Rock.

The event will take place from 6:30 to 9:00pm at [Mighty](#) which is located on 119 Utah Street in San Francisco. Tickets start at \$100 and are available online at: <http://www.littlekidsrock.org/rmmtickets.html>.

Corporate sponsors include: [NAMM](#), [Sonor](#), [Wilson Sonsini Goodrich & Rosati](#), [J. D'Addario Company, Inc.](#), [Norcal Music Coalition](#), [Sony Computer Entertainment](#), [Air Products](#), [First Republic Bank](#), [Promark](#), [Sabian LTD](#), [Modulus Guitars](#), [Gretsch Guitars](#), [Display And Play](#) and [Digidesign](#)

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Case Study: Little Kids Rock

STAFF

David Wish
Barbara Crossen
Allison Neves
Laura Subotky

Thoughts from a Volunteer

Excerpt from a letter from [Tara Kelly](#), one of our volunteer designers



"Music's positive impact on the minds of our youth has long been a focus of educators

worldwide. When introduced to this concept through the volunteer efforts of the Little Kids Rock program, I knew I had found something that would inevitably have a profound impact on my own life.

Not only have I met some amazingly talented and inspiring people through LKR, I also know that by volunteering for the program, I have taken away the personal gift of realizing the effect that music has had, and continues to have on me and on

NY Met, Al Leiter, "Pitches" In for Music Education!

We are happy to announce that New York Mets pitcher, Al Leiter, has joined Little Kids Rock as an Honorary Board Member. Mr. Leiter's involvement with Little Kids Rock is just one of his many endeavors that help give back to the community.



"I am proud to be teaming up with Little Kids Rock to bring music education to public school children," said Al Leiter. "At a time when funding for music programs is being cut in schools across the country, Little Kids Rock's work is more important than ever." "We are delighted that Al Leiter has accepted an appointment to our Honorary Board," said David Wish, founder and Executive Director of Little Kids Rock. "Mr. Leiter is a long-standing champion of children's causes, so it is no surprise that his ideals and tremendous foresight align with the mission of Little Kids Rock."

With an impressive professional baseball career spanning nearly fifteen years, Al Leiter became an avid coordinator and participant in aid organizations in 1998. At that time, Mr. Leiter publicly pledged to donate \$1 million to kids' causes, mostly through a foundation he and his wife launched called the Leiterlanding Children's Foundation. Al Leiter is the latest name on LKR's growing list of high profile supporters. Bonnie Raitt, Paul Simon, BB King, Jason Newsted, Dave Mason and Les Paul are all honorary members of the Board of Directors.

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Michael McDonald & Show Boat Cruises Help Us Rock the

More from Jakob Nielsen

- **The good news:** most participants can distinguish between spam and legitimate email.
- **The bad news:** spam has made people less patient when reading email.
- Only 11% of participants read e-newsletters thoroughly. 57% skim them.
- Newsletters must be current and timely. However, people will continue to subscribe to newsletters that are periodically relevant.
- Most frequent advice: “Keep it brief.”
- Most frequent complaint: newsletters that arrived too frequently.

Resources

Alder Consulting - *E-Newsletter Tools on a Shoestring*:

www.alderconsulting.com/enews.html

Allison, Rachel: *Testing e-mail without testing your sanity*

<http://www.malwarwick.com/newsletter/success0403.html#testing>

dotorgEssentials: *Best Practice for Email Campaigns*:

http://www.dotorgessentials.net/browse_issues.php?switch=1&dir=20040116

DotOrg Media – *Electronic Mailing Lists - Resource List*

www.dotorgmedia.org/Publications/Publications.cfm?ID=76&c=18

Groundspring.org: *Online Fundraising Handbook* (chapter 3 discusses email newsletters): www.groundspring.org/learningcenter/handbook.cfm

NP Advisors: *Guidelines for Preparing E-mail Copy*:

www.npadvisors.com/NewContent/100244.asp

Stoner, Michael: *Creating Effective Email Campaigns*:

<http://www.mstonerblog.com/archives.php?id=A2004081>

More resources are at: www.rlweiner.com/resources.html