

NLN AFFILIATED CONSTITUENT LEAGUE

Reference & Resources



National League
for **Nursing**

Guidelines for Revenue Creation Finance & Fundraising

Table of Contents

Finance Committee	1
Budget Process.....	2
A Balanced Budget	3
Controls.....	4
Accountability	5
Budget Responsibility.....	6
Fiscal Affairs Checklist	7
Proposed Budget Requests	9
Financial Statements & Expense Codes	10
Budgeting for Growth	12
Fundraising Guide.....	13

Finance Committee

Purpose and Functions

The purpose of the Finance Committee is crucial to the development of a league, and plays a key role in providing for services and programs. In the most leagues, the Finance Committee is one of the standing committees delineated in the bylaws.

Functions of this committee are many and may vary from league to league. Some of the functions of the Finance Committee are:

1. Develop and recommend an annual budget to the Board of Directors.
2. Review and approve budgets for local units and/or special program areas of the league.
3. Recommend to the Board of Directors means for securing adequate income to support programs.
4. Develop plans for short and long-range financial management of funds.
5. Advise and assist the treasurer.

While one of the functions of this committee is to recommend ways and means of generating income, it is its responsibility to oversee fund-raising activities. This should be delegated to a sub-committee composed of individuals with skills in fund-raising who can devote the necessary time and effort to fund-raising programs; e.g., it might be necessary for the Finance Committee to recommend a public solicitation campaign to raise money to finance a league scholarship program. However, it is up to the fund-raising committee to develop and implement the ways and means of raising such monies.

Composition of the Finance Committee

In most instances, the Finance Committee should be relatively small and be composed of individuals who are knowledgeable about budget development and financial administration. Since one of the primary functions of a Finance Committee is to assist and advise the treasurer, it is good practice to have the treasurer serve as an ex officio member, with another member of the board as chair.

The Budget Process

The Nature of Budgeting

Budget administration is a year-round process. It is the financial expression of an organization's program, showing estimates of expenditures and the proposed means of financing them. Budgeting is the art of spending money to build a stronger league. Budgeting is related directly to league programs, i.e., the plan to accomplish league goals. Program planning should begin with a determination of the needs and estimation of their probable costs.

The annual budget consists primarily of a statement of estimated income and anticipated expenditures. Source of information on routine expenditures are readily available. The financial statement of the prior year's activity along with a look at the audited books should give a clear indication of the nature and general amount of ongoing expenditures. Items such as expenses for board and committee meetings, annual meetings, salaries and employee benefits, overhead for the maintenance of office, equipment, post office box rental, are examples of this type of ongoing expenses.

It is much more difficult, and vitally important, to make accurate estimates of expenditures in program areas. Each program must be looked at in financial terms. Each committee should submit plans to the Finance Committee along with a statement of anticipated expenditures.

There is usually more than one source of income and it is important that all income be included in the budget projection. Common sources for constituent leagues are:

- a. Membership dues
- b. Income from exhibitors
- c. Convention or annual meeting registration fees
- d. Registration fees from workshops and conferences
- e. Gifts and bequests
- f. Fund-raising activities
- g. Sales of publications
- h. Special projects monies or grants
- i. Income on scholarship and loan funds administered by the league
- j. Income from interest-bearing accounts or investments
- k. NLN Revenue Share

It is essential that the estimate of revenue and expenditures be as realistic and all-inclusive as possible. This will add to various units of the organization in applying for project grant monies, or for any other kind of outside financial support. It is also

important that the membership have a full picture of the real and potential sources of anticipated income.

Total estimated income and expenditures should usually be in balance. Unreasonable accumulation of reserves generated from operating surpluses over an extended number of years is not permitted by U.S. Treasury regulations for non-profit organizations.

A Balanced Budget

Save Money

1. Some banks offer free banking services to non-profit organizations. Leagues should consider taking advantage of these situations.
2. Analyze costs; where can savings be made?
 - a. Can conference calls occasionally substitute for a committee meeting?
 - b. Can form letters be developed for answering routine requests?
 - c. If a large attendance is expected at a hotel, will they supply a "courtesy suite" which often includes two sleeping rooms?
 - d. Does the league obtain bids for large purchases?
 - e. Does the league obtain discounts often offered to non-profit organizations?
 - f. Does the league take advantage of discounts offered for prompt payment of bills?
 - g. Can the league obtain speakers and resource people at no cost? (members, government officials, other organizational representatives)
 - h. Can the league obtain speakers or resource people in a neighboring state, rather than from across the continent?

Earn Money

1. Keep only a minimum balance in the league checking account, which only need enough funds to cover operating expenses for the period between meetings of the Board of Directors. Any amount above this should be kept in interest bearing account.
2. Deposit monies as soon as received to obtain maximum interest.
3. Conferences and workshops should be made self-supporting, with some measure of profit. Thus registration fees charged to individual participants should be determined after the cost of the workshop has been determined.
4. If publications or other materials are a source of income the sale process should cover the entire cost of production, handling, and mailing, leaving some measure of profit.

5. If grants or special monies are requested from outside agencies, be sure the request includes a sufficient amount to cover expenses applicable to the project, including employee benefits and administrative costs.
6. Reserve funds—A plan for the development of a reserve fund should be included in the recommendations of the Finance Committee to the Board of Directors. Since constituent leagues are non-profit organizations, the purpose of reserve fund should be carefully explicitly described, with a firm rational relationship to the current annual budget.

Locate New Resources

Make a “Wish List” of everything the league would like to have: secretarial help, an office, equipment, printing, etc. Publicize it everywhere: in the League newsletter, in online communities. Then when the “gifts in kind” are given, thank the donors.

Inquire around about free to low-cost printing—from related organizations or institutions, printing classes, etc.

Controls

It is the responsibility of the Finance Committee to give consideration to all requests for monies, to weigh these against the overall goals of the organization and available revenue, and recommend to the members of the Board of Directors the most effective ways in which the monies of the organization should be spent. It is therefore, and inherent responsibility of this committee to build a budgeting system for the organization. This may include the development of such items as expense vouchers for certain categories of volunteers and personnel, and the development of a format for program committees and local units which will aid them in making realistic budget requests. Samples of some of these forms are attached as exhibits.

The books and accounts of the league should be audited annually in accordance with generally accepted accounting standards. It is not necessary for a professional firm to be employed; it is possible to obtain volunteer auditors from hospital administrators, independent CPA's or a special committee appointed by the board to perform the audit.

Authorization to open accounts must come from the board; action to adopt the resolution and give authorization to sign checks must be recorded in the minutes. A standards resolution form and signature cards can be secured by the bank and must be signed by the recording secretary. These procedures must be repeated every time the league changes officers.

The banks used should be members of the FDIC in order to offer insurance for deposits. Neither cash nor checks should be allowed to accumulate in the office or in the hands of any individual. All bills should be paid by check except for small items allowed through petty cash vouchers.

There should be a regular plan for paying all employees.

Accountability

The Finance Committee is directly accountable to the Board of Directors and should provide regular reports to them and the general membership, including not only the approved budget for the year, but also periodic review of current income and expenditures in relation to budget and program projections.

In financial matters:

- Staff is responsible to the executive.
- The executive is responsible to the board.
- Committees are responsible to the board.
- The board is responsible to the membership, and to the NLN.

The annual report of the league should include a financial report on income and expenditures, giving relevant facts and how they relate to program objectives. Accomplishments should be stressed. Concise and accurate detail covering all income and expenditures should be reported, together with a copy of the audit.

Reports to the Internal Revenue Service should be made on Form 990 or Form 990-EZ. While all constituent leagues are exempt from payment of federal income taxes under NLN's group exemption roster submitted by NLN to the IRS each year, it is necessary that those constituent leagues or units with gross receipts over \$200,000 file separate annual information returns on Form 990.

If your league's annual gross receipts are \$50,000 or less, you don't need to file a Form 990. However, the league should strongly consider the merits of filing an annual Form 990, as it will help you meet and maintain any annual state requirements.

Budget Responsibilities

The Finance Function: Preparation of the budget; raising of funds, management of funds and property; development of guides and controls.

<u>Board of Directors</u>	<u>Finance Committee</u>	<u>Treasurer</u>	<u>Executive Secretary</u>
<p>Adopts plans, budget and financial policies, and standards for administration.</p> <p>Receives and acts on reports of financial operations.</p> <p>If no employed staff, administers the budgeted.</p>	<p>Develops financial plans, policies and standards for board approval.</p> <p>Prepares budget presentation to board.</p> <p>Raises the necessary funds.</p> <p>Advises and serves as a resource to board, president, treasurer and other committees.</p> <p>Perform other functions usual to board committees.</p>	<p>Serves as fiscal officer.</p> <p>Is responsible for receipt, custody, and disbursement of funds.</p> <p>Sees that accurate accounts are kept.</p> <p>Prepares and issues financial reports.</p> <p>Is a co-signer of checks.</p>	<p>Provides assistance to finance committee and treasurer.</p> <p>Assist in the preparation of budget.</p> <p>Administers the budget, seeing that monies are spent only as authorized.</p> <p>Is a co-signer of checks.</p>

Fiscal Affairs Checklist

_____ League for Nursing

1. **Bylaws provide for adequate fiscal control?** Yes ____ No ____
 - a. Annual audit? Yes ____ No ____
 - b. Submit copy to NLN headquarters? Yes ____ No ____
 - c. Board review and approve financial actions on a regular basis? Yes ____ No ____
 - d. Does league make annual report to its members? Yes ____ No ____
 - e. Are there job descriptions and/or guidelines for league treasurer? Yes ____ No ____
 - f. Are there job descriptions and/or guidelines for executive secretary with a section on fiscal management and procedures? Yes ____ No ____

2. **Does the League prepare an annual budget?** Yes ____ No ____
 - a. Is the budget preparation done by a committee of the board? Yes ____ No ____
 - b. Is the budget based on approved program goals? Yes ____ No ____
 - c. Does each program chair have an opportunity to provide input and review for his section? Yes ____ No ____
 - d. Is it reviewed by the board or by the executive committee prior to implementation? Yes ____ No ____
 - e. Is a quarterly report on the status of budgeted expenditures prepared? Yes ____ No ____
 - f. Does the budget have a reserve fund? Yes ____ No ____

3. **Does your league have good internal fiscal controls?** Yes ____ No ____
 - a. Does league have an approved bookkeeping system? Yes ____ No ____
 - b. Use of receipts for all funds received? Yes ____ No ____
 - c. All funds promptly deposited? Yes ____ No ____
 - d. Disbursements made by dual signature checks? Yes ____ No ____
 - e. Checkbook properly maintained? Yes ____ No ____
 - f. IS each disbursement properly supported by invoice with approval, check number and detail of services provided? Yes ____ No ____
 - g. Are all advances promptly settled?¹ Yes ____ No ____

FINANCE COMMITTEE

- h. Is the scholarship fund a separate account? Yes ____ No ____
 - i. Are funds in excess of monthly operating expenses kept in an interest bearing savings account? Yes ____ No ____
 - j. Are funds deposited in bank covered by FDIC? Yes ____ No ____
 - k. Are there adequate provisions for regular employee paychecks? Yes ____ No ____
 - l. Does the league participate in the necessary Social Security, tax withholding programs, unemployment compensation and other required stator programs? Yes ____ No ____
- 4. Are supplies and property adequately protected?** Yes ____ No ____
- a. Are resale items inventoried annually? Yes ____ No ____
 - b. Are they carried as assets in audit? Yes ____ No ____
 - c. Does league have adequate insurance protection? Yes ____ No ____
 - d. Does the league keep an adequate record of non-expendable property? Yes ____ No ____

Proposed Budget Requests

_____ **League for Nursing**

Name of Committee (or local unit) _____

Fiscal Year _____

Anticipated receipts (revenue):

Institutes and workshops	_____
Local Dues	_____
Gifts	_____
Other (specify)	_____
Estimated disbursements:	_____
Speakers (honorarium)	_____
Printing	_____
Postage	_____
Stationary	_____
Travel expenses	_____
Committees or local unit meetings	_____
Other	_____

Budget request _____

Signed (by Chair) _____

Financial Statement & Expenditure Codes

_____ Constituent League for Nursing

<u>INCOME</u> <u>Budget</u>	CURRENT YEAR BUDGET	CURRENT YEAR ACTUAL	NEXT FISCAL YEAR BUDGET
Balance Brought Forward	_____	_____	_____
Dues: Individual			
Sponsorship: Agency			
Sponsorship: Association			
Sponsorship: Corporate			
Interest	_____	_____	_____
Registration Annual meeting	_____	_____	_____
Registration Workshops	_____	_____	_____
Registration Gala/Dinner	_____	_____	_____
Sales of Materials	_____	_____	_____
Donations/Contributions	_____	_____	_____
Other	_____	_____	_____
TOTAL INCOME	_____	_____	_____
<u>EXPENDITURES</u>	_____	_____	_____
<u>Standing Committees 200</u>			
201 Bylaws	_____	_____	_____
202 Finance	_____	_____	_____
203 Membership	_____	_____	_____
204 Public Relations	_____	_____	_____
205 Nominating	_____	_____	_____
206 Headquarters	_____	_____	_____
207 Annual Meeting	_____	_____	_____
208 Educational Fund	_____	_____	_____
209 Public Affairs	_____	_____	_____
210 Program	_____	_____	_____
<u>Special Committees 300</u>			
301 Historical Source	_____	_____	_____
302 Scholarships	_____	_____	_____
303 Careers	_____	_____	_____

Checklist: Budgeting for League Growth

- Does your league plan any publications? Can any of them be offered for sale?
- Does your league newsletter present an attractive appearance with lively, stimulating ideas? How often is it published?
- Are your league meetings interesting and growing in attendance?
- Does your league provide opportunities for continuing education?
- Do fees set for workshops and the convention pay all expenses?
- Is your league adequately represented at national and regional conferences and conventions?
- Does your league have local units with provision in the budget for program activities?
- Does your league provide scholarships benefiting the nursing community? What sources of funding can be provided for them?

Fund-Raising Guide

A Fundamental Responsibility

The idea of asking people for money may seem offensive to some; but the results obtained by fund-raising are not. If there were no fund-raisers, there would be fewer or no churches, schools, hospitals, and health agencies. Keep in mind, most of fundraising is storytelling and listening.

The National League for Nursing is recognized as a voluntary, tax-exempt agency under Section 501 c 3 on the Internal Revenue Code. Experience has shown that we cannot obtain sufficient funds from membership dues to meet our responsibilities for improving nursing education and nursing service.

Committee on Financial Development

Each constituent league should appoint a standing committee on Financial Development charged with developing a plan for increasing the financial resources of the league to include:

1. Establishment of financial goals, based on program objectives.
2. Evaluation of current sources of income to determine whether additional income is possible from them.
3. Identification of new sources of income
4. Identification and recruitment of fund-raising leadership
5. Implementation of fund-raising activities

Membership of the Financial Development Committee should not be restricted to constituent league board members, but should include individuals with fund-raising experience who may or may not be current members.

Charge of Committee

The Financial Development Committee should be charged with the development and implementation of a plan for increasing the total income of the constituent league. To fulfill these responsibilities, the committee should engage in the following activities:

1. Review current income sources and offer recommendations for increasing income from these.

2. Identify new sources of income and initiate appropriate action.
3. Identify and help enlist fund-raising leadership.
4. Make regular reports to the board of directors and the membership.

Committee Membership

The stronger the make-up of the committee, the more effective it will be in generating funds. Fund-raising requires special skills and experience.

The chair should be selected on the basis of fund-raising leadership. He need not be a league officer. The aim should be to recruit the most qualified person available.

Establishment of a Fund-Raising Goal

Before a fund-raising campaign is attempted, a fund-raising goal should be established. The amount of money being sought will help determine the kind of fund-raising campaign which needs to be organized. There is a well known fund-raising saying "People give to promising programs, not needy institutions." Your fund-raising goal should be based on program needs, and not the size of your current budget deficit.

The committee needs to be told how much money must be raised in order to finance the program of the league. This is the responsibility of the board of directors, or its program or budget committee. The fund-raising goal of the league thus becomes the amount of money which must be raised over and above its regular income, in order to finance the operations of the league. The needs to expand current programs, the initiation of a new activity, the need to employ staff or to expand part-time staff to full time, all represent legitimate goals for a league band all require additional funds.

Analysis of Current Sources of Income

The Financial Development Committee should review current income sources with an eye to determining whether additional funds might be realized from these sources. If the committee believes improvements can be made it should so indicate. For example, the committee might come to the conclusion that there is a potential for increased income from a more effective membership recruitment effort. A recommendation to this effect can be made to the board which could instruct its membership committee to take appropriate action.

By examining the current income sources, the committee helps not only to assure that maximum effort is being generated in this area, but also confirms the need to develop new sources of income.

Most campaigns depend upon support from the following areas:

- Special gifts from individuals
- Corporation and business gifts
- Foundation grants
- Special events and benefits

- Companies that manufacture or distribute healthcare materials or equipment
- Conversion foundations (i.e. foundations created as the result of a hospital closure or insurance companies that became nonprofit)

It is good sense to plan a balanced campaign that relies on several sources. This suggests that your league should carry activities in each of the areas listed on the previous page. This can be accomplished most effectively by assigning responsibility for each major area to an individual, i.e., chair of special gifts, chair of corporate appeal, etc.

SPECIAL GIFTS APPEAL

A special gift is a contribution which requires a personal thoughtful and special approach to a contributor. Every community has special gift prospects. Prospective donors are individuals of wealth, business executives, and community leaders. You can begin by listing all the directors and trustees of hospitals, school of nursing, health departments, community nursing agencies, etc. These individuals are already interested in nursing and health care. A review of the daily newspaper will also turn up the names of other individuals who are associated with health care or who have made a generous donation to a health cause. Each member of the special gifts subcommittee should be asked to submit names of potential donors. Board members should do likewise. The result will be a prospect list of the names of all potential donors. Prospect cards should be prepared for each potential donor, and given to the person making the solicitation.

A minimum gift of \$25 should be sought, but higher amounts should be encouraged depending on the interest of the donor and his ability to give. Before making a call the committee members should determine a fair "asking" amount and use this as a basis of discussion.

Personalized Mail Appeal

It may not be possible to make a personal call on all prospective donors. For those who cannot be visited, a carefully prepared personal letter may also be productive. The best approach is a handwritten letter, signed by someone the prospect knows. A "Dear Jim" letter will certainly be read and will probably result in a contribution. Here are some suggestions:

- 1. Recruitment of Writers.** Each member of the Special Gifts Committee and board members should write their own letters.
- 2. Development of Lists.** We have offered suggestions on the developing of a prospect list. A mail appeal lends itself to a wider solicitation so it may be advisable to augment the earlier suggestions to include membership of selected organizations.
- 3. Involvement of Writers with Program.** So that your letter writers can write their appeals with enthusiasm, is helpful to ask them to attend a special meeting at which league officials could describe the league's programs and activities.

4. **Content of Letters.** The committee should prepare a suggested appeal letter which can serve as a point of departure for the individual writer. The writer should be encouraged to include some personal comments so that the letter has a personal flavor. The preparation of a basic letter is important, because it is not realistic to expect a volunteer to be sufficiently familiar with the work of your league to include all the pertinent points, and the need for funds.
5. **Avoiding Duplication.** Every effort should be made to eliminate duplications. This can be done by preparing a master list in alphabetical order. Another way of handling this is to have all envelopes come to the office before mailing where they are checked for duplication.
6. **Follow up.** A very useful procedure which will assure a maximum response to the mail appeals, is to recruit volunteers to conduct a follow-up telephone call within 15 to 20 days of the mailing. To the person who has not yet contributed, the volunteer says "I am a volunteer calling for (name of letter writer). She hopes that you have received her letter and will send your contribution." Where the letter writer is willing to make the telephone call, this will even be more effective.
7. **Acknowledgements.** Whether a contribution is secured from a letter or personal visit, it should be acknowledged in the name of the person who solicited the gift.
8. **Record Keeping.** A record card should be prepared for all donors, containing full name and address and the date and amount of contribution. The name of the person making the solicitation should be included. This will enable your league to ask for a similar contribution.
9. **Year Round Contact.** Special gift contributors should be added to the mailing list of your league so that they receive your newsletter and other mailings.

CORPORATE GIFTS APPEAL

Today, corporate contributions are being spread over a wide range of charitable agencies. The sooner we make our story known to corporate leaders, the sooner we will be able to attract their support. Here are some suggestions which will help.

Corporate Appeals Committee

Care should be exercised in selecting the chair and members of the Corporate Appeals Committee. The chair should be a corporate executive, or at the very least, an outstanding citizen of the business community. If you can identify a corporation which is associated with the health field, you may find it easier to enlist one of their executives.

If your corporate campaign is limited, it may be possible to proceed with just the chair, asking him to make all the appeals. This will usually consist of a personal letter, typed, on the business stationery of the chair, in which he asks for a generous contribution. Obviously, the better the chair is known to the reader, the greater the chances of a contribution. This kind of personal approach should prove effective in developing new

support from corporations. Once you get your league on the corporation's contribution list, it is usually possible to secure annual renewal gifts.

Suggested Steps

1. Draw up a prospect list of corporations and businesses. The local Chamber of Commerce will have directories containing information on corporations in your city, including the names of their top executives. Put this list on prospect cards and divide them into appropriate groups, according to the nature of their business.
2. Draft a basic appeal letter for the use of the chair. Encourage the signee to personalize the letter by adding his own comments.
3. Ask for a specific contribution to the letter. The corporate executive will want to know what you consider a "fair" gift. Obviously, some corporations can give more than others. We suggest you ask for no less than \$100 up to \$500.
4. Include descriptive literature on the work of your league. A copy of your annual report or statement of your aims and objectives.
5. Tell the prospective donor what you need the money for and how you plan to spend it. It is usually more effective to say that the contribution will be used to support a specific program or activity, i.e., a series of continuing education workshops, a scholarship program, etc.
6. Follow-up on all prospects who do not reply.
7. Acknowledge contributions promptly with a personal letter signed by the person who issued the appeal.
8. To those who reply by saying their company contributions budget is fully committed, thank them for the consideration and ask to be included in their new budget when it is developed.
9. Prepare a final report on all contributions received listing each corporation and the amount of their contribution. You may wish to publicize these contributions by listing them in your newsletter.
10. Properly record all contributions on record cards and retain.

FUND-RAISING FROM FOUNDATIONS

There are five major classifications of foundations:

1. **General Purpose.** These foundations have about 2/3 of all foundation assets and have a very broad purpose, i.e., the identification of problems important to American society and the support of efforts toward their solution. Almost any program designed to improve health care would fall under this definition.
2. **Special Purpose.** These have been established by the donor to serve a specific cause. A foundation which has been created to improve health conditions would be an excellent one to approach.
3. **Corporation or Company.** These are established as vehicles to channel company contributions. Most company foundations have a broad interest and do contribute to health causes.

4. **Community Foundations.** These are basically administrative bodies established to receive and administer funds. Donors who have special interest can make a gift to a community foundation which will create a special fund for support of the interest of the donor. Most community foundations administer a considerable number of these funds. It is important for constituent leagues to identify whether any of these funds have a specific interest in nursing or health care.
5. **Family.** These are established to handle the contributions of an individual, or a family. There are large numbers of family foundations, but they are usually small and do not give away large sums of money. These foundations can usually be approached in the same manner as soliciting a gift from an individual.

Determining a Foundation's Interest

No two foundations are alike in their methods of giving or the areas to which they give and support. It is important to study the aims and objectives of a foundation before soliciting a grant. This can be accomplished by reading the data on individual foundations contained in THE FOUNDATION DIRECTORY, published by the Foundation Center and available in your local library. The foundations are grouped by states and there is a brief description of the foundation's area of interest, total grants made; and a listing of officers. You may also obtain names and information on local foundations from your local Health and Welfare Council.

Obviously, a foundation whose aims includes the improvement of nursing, or related fields would be interested in a program or project developed by constituent leagues.

Before You Write

1. Do your homework. Be sure the foundation's interests are in line with your project. The best source for this information is THE FOUNDATION DIRECTORY, and the foundation's annual report.
2. Before submitting a written proposal, ask for a meeting in the appropriate foundation official. This will give you an opportunity to describe the project and to determine the² extent of the foundation's interest. If a meeting cannot be arranged, phone the foundation to learn how it prefers request to be submitted, to whom it should be addressed, and what deadlines there are, if any.
3. If you are seeking a governmental grant, arrange a meeting first with the office of the agency. They can tell you if the program meets their requirements, and if it does, they will advise you as to the proper steps to take, and any deadline dates.

You can't succeed on all funding attempts. Try and pick a winner. The shotgun approach of firing out 50 identical proposals, and hoping that one hits is usually a

waste of time. This is why it is so important for leagues to research potential foundations before submitting formal requests.

Writing the Foundation Proposal

There is nothing mystical about foundation proposals. The main thing is to have an idea and a clearly thought out action plan to accomplish something important in nursing education or nursing service.

One foundation advises "Give us a statement of purpose of a clearly thought out idea and the plan of action to put it into effect; why the idea is important; how it is to be achieved; what results are expected; who will direct it; why the agency is fitted to undertake the plan; how much it will cost and what share of the cost you are asking form us; what other sources of support are being approached."

The proposal itself, or a cover letter should provide assurance that the plans have the backing of the president of the league. In the majority of cases the essential facts can be stated in three or four pages. If it takes much more space it has probably not been thought through sufficiently.

Here are some suggestions for the preparation of your proposal:

1. Personalize your request by having it individually typed and addresses to the appropriate foundation official.
2. Don't spend a lot of money on elaborate presentations. If you spend your money that way, the foundation may wonder what you'll do with its funds.
3. State the purpose of the request early in the proposal.
4. Suggest how the project fits in with the philanthropic interests of the foundation.
5. Give the amount of money needed or desired for the project and justify it to the extent necessary.
6. Outline the benefits or values the project should produce.
7. Show why your agency is well qualified to undertake such a project and succeed with it.
8. Include an itemized budget for the project.
9. Specify who will direct the project and state their qualifications.
10. State the proposal has the full support of the board of directors. Attach your latest annual report or financial statement.
11. Have the proposal signed by the official likely to be most influential with the foundation.
12. After proposal is completed, prepare a brief summary in the form of a cover letter.
13. Provide proof of your agency's tax exemption, or at least state that you have such exemptions.

Follow-Up

Once a request is submitted to a foundation, the initiative usually lies with the foundation. Someone on the foundation's staff will acknowledge the application and either say that a grant cannot be made or suggest that the matter be pursued in a conversation or by submission of additional information. Your league may be invited to send a representative to the foundation office or a foundation staff person may visit your league. A reasonably prompt reply can normally be expected.

If a request is turned down by a foundation, the proper thing is to thank them for their consideration and then look for another appropriate foundation. This cannot be stressed too strongly. There are thousands of foundations in the United States. An applicant with a promising proposal and persistence can almost always secure the funds required sooner or later.³

SPECIAL EVENTS

There are many other methods of raising money. These have a definite place in a fund-raising campaign, but they should always supplement and not take the place of the methods previously mentioned as they require a large committee and high level of commitment for possibly meager returns.

Special events can be conducted at any time and have useful publicity value. Dances, tag sales, auctions, fashion shows, sporting events, cake sales, --these and many more can be organized and conducted in all communities for additional income for the fun and benefit of the participants.

Steps to Take

1. Appoint a chair for special events. Ideally, the chair should be someone with previous experience. The chair may wish to enlist a few persons to work with her on a special events committee.
2. Determine the type of special events which might be feasible for your league to become involved in. You may decide to concentrate on one major event, or a series of small special events.
3. Arrange to have large special events and benefits underwritten.
4. Since successful special events depend on good advance publicity, the special events chair should work closely with your publicity chair in promoting the event and gaining visibility for your league as well.