

# **A FUNDRAISING GUIDE** **FOR YALE STUDENTS** **AND STUDENT GROUPS**



**Second Edition by: Elliott Mogul**  
**President, Yale College Council, 2003-2004**  
**Timothy Dwight College, Class of 2005**

**First Edition by: Zach Kaufman**  
**President, Yale College Council, 1998-1999**  
**Saybrook College, Class of 2000**

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## **INTRODUCTION AND PURPOSE**

The Yale admissions office does an amazing job every year selecting a group of students that come to campus full of energy and vision. It is not surprising, then, that Yale is known for its thriving extracurricular scene – ranging from cultural dance troupes to scientific magazines, activist organizations to the surfing club. The possibilities for campus activities are endless, and any given weekend Yale students are torn between various meetings, activities, and performances to attend. Where there is no lack of vision, and undergraduates are known for stretching their time to accomplish anything, there always seems to be the one limiting factor that student organizations face: money.

This guide is designed for you to better deal with this limited resource and search out the funding that is frequently passed over in Yale's decentralized administrative system. The purpose is simple: with more money, students can accomplish more, in both the quantity and the quality of events. With better knowledge of money management and funding sources, not only will the effectiveness of student organizations increase, but so will the overall quality of life at Yale. This being the central mission of the Yale College Council, we are proud to provide you with this guide, inspired by the original version by Zach Kaufman, 1998-1999 YCC President.

The YCC would like to thank those who have helped us produce this guide, noted later with their respective contributions. Where appropriate, we have detailed the processes for applying for funds from various bodies within Yale College and without. Furthermore, we have provided advice for the effective management of funds and production of campus events. Other resources available to you are the heads of organizations similar to yours at Yale and at other universities. These people may have attempted similar projects, and we can learn a lot from their experiences. In your research, keep in mind that student groups with similar functions and purposes may be named very different things, so it may take some time to search for a particular group at another university. For example, the student government at Yale is called the Yale College Council, while its counterpart at Harvard is called the Undergraduate Assembly and the one at Stanford is called Associated Students.

Please keep in mind that this guide will be updated constantly as more information becomes available and processes change on campus. Should you encounter out-of-date information in this guide, please do not hesitate to contact the Yale College Council Executive Board. Furthermore, please give us feedback on this guide, should you find certain sections particularly useful or, on the other hand, lacking in information.

We hope that you find this helpful! Good luck in all your endeavors!

Best wishes,

Elliott Mogul, TD '05  
YCC President  
2003-2004

## **YALE SOURCES THAT PROVIDE FUNDS FOR STUDENT ACTIVITIES**

### **The Undergraduate Organizations Funding Committee (UOFC)**

*Elliott Mogul TD '05, YCC President 2003-2004 and UOFC Chair 2002-2003*

The Undergraduate Organizations Funding Committee (UOFC), is the agency of the Yale College Council that is responsible for the allocation of Yale College funds to registered undergraduate organizations. Organizations are registered with the Yale College Dean's Office during the first month of the academic year.

A Chair and eight appointed undergraduate students comprise the Committee. In addition, the YCC President sits as an ex-officio and non-voting member. At the beginning of the academic year, the YCC Executive Board interviews applicants and selects the members to serve a full year term. The Chair is elected by the student body in the Yale College Council officer elections in the spring preceding his/her year of service.

ALL students involved in undergraduate organizations should be particularly interested in the UOFC, as well as those who may be considering forming a new club or activity, as it is one of the major funding sources of organizations. This is especially true for the hundreds of smaller organizations on campus. Once registered with the Yale College Dean's Office, an organization is eligible to apply for funding to host parties, conferences, performances, activist events, etc. Nearly all organizations are eligible for registration, and, hence, funding. The registration process is very easy. Registration information is online at [www.yale.edu/ug-orgs/](http://www.yale.edu/ug-orgs/), and available at the Yale College Dean's Office in SSS 110. Officers of new organizations must report on the nature and goals of their organization before being considered for funding. In order to remain eligible for funding, registered organizations must submit receipts each semester to the UOFC.

An application is on-line at the homepage of the UOFC, at [www.yalestation.org/uofc](http://www.yalestation.org/uofc). The application must be submitted online, including supplemental information. The process is simple, but if you have any questions, please feel free to contact the Chair, whose name is listed on the website.

There are usually five deadlines per semester, when undergraduate organizations have the opportunity to apply. The deadlines for application will be posted on line at [www.yalestation.org/uofc](http://www.yalestation.org/uofc), and will be emailed to the entire Yale community at the beginning of each semester. Requests for funding should be submitted in the same semester as the event to be funded. Further guidelines for funding are available online. If you have difficulty finding the deadline dates or instructions, please contact the Chair.

### **The Council of Masters**

*Catherine J. Marshall, Senior Administrative Assistant of the Office of the Council of Masters*

The Council of Masters is composed of the Masters of each of the residential colleges, as well as the President, the Provost, the Dean of Yale College, the Dean of Academic Affairs, and the Dean of Student Affairs, ex-officiis. The council makes recommendations to the President upon all questions of policy touching the interests of the colleges. It serves as a "committee of control" in all matters affecting two or more colleges. Students may address concerns to this body by writing to its chair at 493 College Street in advance of its monthly meeting. The Chair is appointed for a term of one year by the corporation, on recommendation of the president. The chair for 1998-99 is Harry S. Stout, Jonathan Edwards Professor of American Christianity, American Studies, History, and Religious Studies.

## Funding Information:

Each Master has at his or her disposal a Master's Fund that is restricted to the support of activities and events for students in that college. The Master's Fund may not be used to support individual students or to support events or activities involving students from more than one college. Examples of requests that cannot be funded from the Master's Fund are the support of a student's travel to attend a competition or the support of costs associated with an organization's conference.

On rare occasions, the Council of Masters has provided financial support to campus-wide student activities that are open to and involve large numbers of undergraduates. Examples are Spring Fling and club sports. Requests for financial support of such events should be made in writing and delivered to 493 College Street. The Council of Masters would review such requests at their regular meetings held during the academic year.

Contact the Council of Masters - Patricia Dallai, Executive Assistant: 493 College Street, (2-1145).

## **Sudler Fund**

The Sudler Fund was established in 1986 to provide support for the creative and performing arts in Yale's residential colleges. The Fund, administered by the Committee on the Creative and Performing Arts of the Council of Masters, welcomes proposals from students for creative arts projects in the colleges.

Students must submit proposals in writing (and include the Sudler Funding Application Form) and proposals must be sponsored by the Master of the proposer's college. A primary proposer (e.g., producer, director, editor, lead actor) of the project must be a member of the college that sponsors the proposal. The proposal should briefly describe the project and explain how it will enhance the artistic life of the college and how members of the college will be involved.

Sudler funds may be used to support on-campus dramatic, musical, dance, video or film productions, and literary publications. Productions should be held in residential colleges if possible, and if not, must at least take place on campus.

The Sudler Fund may not be used to purchase equipment, to pay for projects proposed after they have taken place, to support visits by outside artists (except to give Master classes), to pay wages or honoraria, or to purchase food for props or recreation.

The Committee on the Creative and Performing Arts meets at the beginning of each term to review student proposals. Its decisions are conveyed in writing to the Masters who in turn inform their students.

The maximum grant for a play is \$1,000, for college publications, \$1,200 per year, for concerts, \$500, for video or film, \$1,000. The maximum for a dance is \$500 and for visual arts exhibits, \$500. The Administrative Assistants in each Master's office have more detailed guidelines for the use of the fund.

## **Residential College Councils and Residential College Social Activities Committees (SACs)**

*Catherine Hinsdale SY '99, 1998-1999 President of Saybrook College Council*

Each residential college elects a group of representatives to serve on the college council. This group is responsible for meeting the needs of the students in the college by planning social events, lobbying for physical improvements, and determining how to spend the college's budget allotment. At the beginning of each semester, the college council holds a budget meeting where elected representatives vote to fund various proposals. Typically, the president, vice president and treasurer of the council ask students to submit budget proposals within the first two weeks of the semester. The council leaders then prepare a list of all these proposals, providing the representatives with figures from the previous budget meeting. The proposals are then introduced at the budget meeting, followed by brief discussion and then voting. The representatives are generally receptive to viable, thoughtful and creative proposals. Most college councils also hold a "physical" budget meeting to determine structural improvements or purchases for the weight room, etc. Both types of budget meetings are well-publicized over e-mails and it is relatively easy for students to have their requests met by the council if they demonstrate the value of their proposals.

### **Dwight Hall**

*Matt Rivara SM '04, 2003 Financial Coordinator of Dwight Hall Executive Committee*

Dwight Hall at Yale, the umbrella organization for public service and social justice groups at Yale, is an independent non-profit organization which promotes community service and social justice by providing funding, resources and support for the over 70 student groups under its umbrella. Dwight Hall member groups, which are voted in by the Student Cabinet of Dwight Hall after an application process and provisional period, have access to resources such as: direct funding; transportation; office space and equipment (including photocopying, scanning, computer and internet access); training; publicity; and staff support. In order to receive funding or have access to the physical resources of the Hall, the student group must be a Dwight Hall member group.

Dwight Hall also encourages all of its member groups to seek funding outside of the Hall as well, from sources such as the Undergraduate Organization Funding Committee (UOFC), Yale Office of New Haven and State Affairs, and outside grants. Any questions should be directed to the Dwight Hall Executive Committee Financial Coordinator, whose mailbox is located in the front lobby of Dwight Hall (on your right as you enter the Hall), or to Raymond Bendici, the Dwight Hall Business Manager, at 432-2423. There are a few different potential sources of funding within the Hall, whose descriptions follow.

#### **Dwight Hall Campus and Community Fund**

The Dwight Hall Campus and Community Fund designates a set amount of funding each semester through the Dwight Hall Resource Allocation to support the community service and social justice programs as well as projects of Dwight Hall member groups. All member groups in good standing are invited to apply. The Application deadline is generally announced sometime during the first month of each semester by the Dwight Hall Student Financial Coordinator. Applications are reviewed by the Resource Allocation Committee of the Executive Committee. Member groups are eligible to apply for up to \$350 a semester. Generally, provisional member groups are also eligible to apply, but are considered for funding after the allocation for full member groups has happened.

To apply for funds, your organization should:

1. Fill out a Resource Application available during the first month of the semester in the Dwight Hall office (also included in the Coordinator's Handbook). This application also requires that you submit a comprehensive, detailed budget for the semester, as well as a detailed budget of actual expenses for the last semester. The Resource Allocation committee will not distribute funding if detailed budgets are not submitted.
2. Submit the Resource Application to the Financial Coordinator's mailbox (to the right as you enter Dwight Hall) by the indicated deadline.
3. The Dwight Hall Executive Committee's Resource Allocation Committee will review the application. If there are any questions, or if additional information is required, applicant groups may be asked to make a presentation to the Executive Committee, or to resubmit the application.
4. Attached budgets should include a section of cumulative income and cumulative expenditures. Expenses should be line-itemized (i.e. if you have food, postage costs, school supplies, they can be totaled up in a table form), but more specific receipts under each category should also be included. If you receive funding from more than one source, please include a table indicating these other sources.
5. The General Secretary/Business Manager will write your group a check for the approved amount if your group has a checking account. If your group does not have a checking account, your group can only receive funding with clearly documented receipts. For everyone's convenience, checking accounts are strongly encouraged.

Things to remember when applying for Dwight Hall C&C funds:

- Full and provisional members are eligible for funding
- The Dwight Hall Campus and Community Fund will not sponsor events ex post facto. Please make sure that you plan ahead so you can get funded!

#### Dwight Hall Social Justice Network Organizing Fund

As of 1998, the Social Justice Network (SJN) administers its own budget, separate from the Campus and Community Fund. As a result, SJN has developed an "Organizing Fund," which serves as the only funding source on campus that is tailored to the special needs and goals of the activist community. The SJN Organizing Fund is designed to support projects that may not otherwise obtain funding from other campus sources, provided that those projects meet the following specifications and requirements and are approved by the Organizing Fund Committee of SJN, a body that meets once a month to review applications. Applications may be picked up in the Dwight Hall Office.

- The SJN Organizing Fund exists to support and strengthen the efforts of Yale students who work for social justice, broadly defined. The organizing fund is for student projects that may not otherwise obtain funding from other sources on campus. Priority will be given to projects that involve collaboration between different student groups, projects that focus upon single actions/events within larger movements, and projects that are well thought out and will succeed.
- Requirements of every group that receives funding are:
  1. Membership within the SJN, which requires representation at every SJN meeting.
  2. Contribution to MESH, the alternative press publication of SJN, through at least one article.
  3. Presence at recommended Leadership Institute Organizing Workshops.
  4. Presentation of ideas for the project(s) to the general SJN group in order to receive input about improving the projects(s).

- No funding of events ex post facto. Please be advised of the monthly deadlines.

Yale Charities Drive:

Alpha Phi Omega, a service fraternity, sponsors several campus events to raise money that it distributes in April to student run service programs through an application process.

If you have any questions, please contact Raymond Bendici at 432-2423.

Outside Sources/Grants:

A number of Dwight Hall organizations have received grants from local, state, and national foundations. A guide to grant-giving organizations, The Foundation Directory is available in the Dwight Hall office. For more information, contact Raymond Bendici at 432-2423. Also, some Dwight Hall groups have successfully approached academic departments that might have an interest in planned events about co-sponsorship (and co-funding!).

Letters to department heads, meetings with professors, and inter-group collaboration often helps. For larger, more established groups, approaching alumni and parents may prove to be helpful. However, keep in mind that the Office of Student Affairs under Dean Betty Trachtenberg has regulations on this type of fund-raising: consult your copy of the Undergraduate Regulations for more guidance.

Other Sources Recommended by Dwight Hall:

- Undergraduate Organization Funding Committee (UOFC)
- Office of New Haven and State Affairs: The Yale Office of New Haven and State Affairs traditionally funds education-oriented community service efforts within New Haven. For more information, contact Mike Morand at 432-4082 (433 Temple St.).

**Asian American Student Association (AASA)**

*Shilpi Mehta MC'99, 1998-1999 Moderator of AASA*

The Asian American Cultural Center (AACC) does not have an expansive budget, and often has difficulty funding its everyday expenses. However, it is very interested in furthering the projects and programs of as many of the events and organizations that focus on Asian American issues as they can in any given semester.

Currently, budget requests to the AACC are made to the Asian American Students Association (AASA), the umbrella organization of the 8 ethnic-specific Asian American organizations on campus. These 8 groups are given a small amount of that budget every semester, and AASA itself uses this budget for its own expenses. However, at the beginning of every semester, a good portion of the entire budget is set aside as a “Discretionary Fund.” This is where money you request would come from. The source of this funding is the Yale College Dean’s Office, which means that money cannot be requested for publications of any sort. Restrictions on what can and cannot be funded are similar to those that the UOFC follows.

Steps to Follow:

1. Make sure you have exhausted every other method of getting funding. If you have not, you are unlikely to get money until you have shown you have done so.
2. Come up with a detailed budget (see example). AASA Discretionary funds are given out only to those who need the money; that means you cannot use the fund as a cushion, just in case you don't have enough; the money should be put to a specific use. The more substantial the use, the better; requesting money for food is not as persuasive a cause as requesting money for a speaker on Asian American issues.
3. Contact the Moderator of the Asian American Students Association. The Moderator for Fall of 1998 is Andrew Song, BK '00 (andrew.song@yale.edu). Let him know well in advance of your event that you would like to make a budget request. He will tell you when you will be put on the agenda (normally at a Monday night meeting at 7PM at the AACC). **SHOW UP ON THIS DAY!!!!**
4. Write up a cover letter to your budget explaining why you are requesting money and how what you are doing would benefit the Asian American community at Yale. If possible email your letter and request to the AASA Moderator a week or so in advance; that way, the executive committee will have a chance to look over it.
5. Go to the meeting and present your case. Take 10 copies of your budget and the letter. If you have flyers or posters bring those as well. Usually there will be some discussion among the 8 presidents on the Executive Committee. They will look at the amount of money you have requested and they will most likely ask you many questions. Be prepared to answer all questions about the budget-- know your budget inside and out.
6. One of the committee members will then make a motion to give you a certain amount of money (not always as much as you have requested) and someone will second that motion, and then the eight executive committee members will vote. However, if you have not given them enough information they can table your request until the following meeting.
7. At this point you may or may not have received all of the money you requested. Make sure you ask the committee members to help you in other ways, such as getting people to help you put up posters.
8. Although AASA recommendations about the discretionary budget are normally accepted, all final decisions must first be approved by the Yale College Dean's Office before you actually receive the money. Dean Hsu, the dean currently in charge of the AACC, will often call the requester in to find out exactly how the money will be spent. The decision is only final after the Dean's approval. Be sure to have made your request as far in advance as possible to allow time for this approval.

That is basically the whole procedure; however, there are few other avenues you may want to try. If you think you have enough money to put on an event for fifty people, you may ask for an insurance policy of a certain amount (e.g. \$100) from AASA, which basically means you do not get the money unless for some reason you fall short. Also, it is possible that the Dean who runs the cultural center may be able to give you money from her discretionary fund. Make sure you go to her and ask her as well, for she is always interested in knowing about your events!

***SAMPLE BUDGET REQUEST:***

PRISM Budget Request

PRISM, a support and action group for lesbian, gay, bisexual, transgendered, and questioning students of color at Yale College is sponsoring a conference on February 20 and 21, 1998. As part of the conference, we would like to invite a speaker from the Asian & Pacific Islander Coalition on HIV/AIDS (APICHA), a non-profit AIDS education, prevention, and advocacy organization based in New York City that caters specifically to the needs of Asian and Pacific Islander Americans. We would also like to invite two graduate students from Columbia and Brown to speak on gay & lesbian issues in Asian American studies. PRISM is asking AASA to help make the attendance of these three speakers possible by providing funds for transportation and one meal for the speakers.

2 round trips from NYC @ \$30 = \$60  
1 round trip from Providence, RI = \$50  
TOTAL REQUEST = \$110

Total Estimated Expenses for Conference	\$3000
<u>Funding Sources</u>	
LGTB Co-OP	\$500
Registration fees, entrance fees to dance and performance	\$800
UOFC	\$500
Yale departments (women's studies, af-am)	\$260
Fund for Lesbian and Gay Studies	\$500
United Colors of Epidemiology and Public Health	\$200
	-----
Yale ethnic groups (e.g. AASA, MEChA, DB):	\$240

We are still waiting to hear from MEChA and DB, but we expect around \$100 from each of them.

We hope AASA can help to make this unique conference possible, and at the same time raise awareness at Yale about current issues affecting Asian American communities by sponsoring the three speakers.

**Afro-American Cultural Center (AACC)**

*Tauheedah Rashid SM '99, Staff Coordinator at the Afro-American Cultural Center*

In order to receive funding from the AACC the student organization must be currently registered with the Yale College Dean's Office and a resident group of the AACC. Once these two procedures have been completed, the student group will be allowed to submit a funding application to the AACC Junior Board for review. For further questions on how to become a resident group, please call the Afro-American Cultural Center at 432-4131.

**La Casa**

La Casa seeks to fund any student-generated activity or student-run organization that promotes social, political, or cultural issues that relate to the Latino/a community. There are no set application deadlines for requests for funding; however, it is recommended that formal proposals for funding be submitted to the Dean no later than two weeks prior to the date of a proposed event where attendance is expected to be less than fifty persons or three months in advance for large-scale events open to the entire Yale College community. Students or student groups who wish to apply for funds should:

- Create a request for funding: a one-page, type-written proposal to include the title of the event, the nature of the event, the names of the event sponsors (including telephone numbers and addresses), the date of the event, expected attendance, duration of event, as well as information on other sources of funding being requested or secured.
- Meet with Dean Rosalinda Garcia to discuss funding options

Funding will be awarded based on a review of the organization's current budget (if funded by the UOFC), the strength of the proposal, the budget sheet, and the level of contribution such an event will make to the enhancement and understanding of the Latino/a community.

Groups interested in applying for funds or using space in the Cultural Center should contact Dean Rosalinda Garcia at (203) 432-2913.

### **The Women's Center**

*Rebecca Lemaitre, '05, Women's Center Business Manager, 2003-2004*

The Women's Center at Yale exists as a resource for women and feminists (not necessarily converging identifiers, though often they are) in the Yale and New Haven communities. The Center acts as both an umbrella organization and physical space for numerous residence groups (including the Political Action Committee, the Reproductive Rights Action League at Yale, and PRISM: Queer People of Color at Yale).

The Center, as a separate entity, sponsors speakers, and acts as a location for performing and visual arts. The Women's Center is eager to hear about relevant projects- such as student performances, or guest speakers- and to help either by providing funding where possible or by aiding with publicity. For further information, contact Rebecca Lemaitre, at [rebecca.lemaitre@yale.edu](mailto:rebecca.lemaitre@yale.edu).

### **Yale Office of New Haven and State Affairs (OHNSA)**

*Submitted by: Michael Morand, Assistant Vice President of the Office of New Haven and State Affairs*

The Office of New Haven and State Affairs provides funding for undergraduate, graduate, and professional student groups that work in partnership with the City and citizens of New Haven to promote economic development, human development, and neighborhood revitalization.

Priority for funding is given to projects that are sustainable, have a demonstrated impact with the community, and that promote collaboration among organizations at Yale and in the community in order to reduce duplication of services.

While there is no set minimum or maximum for funding, the typical grant in recent years has been for between \$100 and \$1,000. Groups interested in funding should apply in writing to Michael Morand,

Assistant Vice President, Office of New Haven and State Affairs, 433 Temple Street, and include a letter that outlines the history of the organization, its partners in the community, the neighborhood(s) where it works, the number of people impacted, a description of the proposed project and how its success will be assessed, a project budget, and the overall budget for the organization for the year. Groups should also include other information, such as annual reports or press clippings, that describe their work.

Groups are encouraged to contact the Office of New Haven and State Affairs prior to formal application to discuss their project and the priorities of the office.

### **City of New Haven Aldermen**

*Julio Gonzalez CC'99, Former New Haven Ward One Alderman*

What is an Alderperson?

The City of New Haven's Charter designates Aldermen with advocating the interests of their ward. There are thirty wards in the Elm City, and Yale occupies most of Ward One and spills over into Wards Two, Seven, and Twenty-two. Although three aldermen share Yale's dorms, the Ward One alder has historically been the most actively involved in supporting student issues. Students should feel free to seek his / her support on any project involving city funding. The Board of Aldermen meets at least once a month. They deliberate on most issues affecting the everyday services provided by city government, as well as the long term vision for the city's improvement.

Something to consider

Before calling your elected representative you should think about some of the differences between funding that is available in the city, and funds commonly utilized by Yale students. First, city monies require that the organization be a 501(c)3 (a registered non-profit.) If your organization does not have said status, you should probably find a non-profit agency which is willing to be your fiduciary agent. If your organization is currently not a non-profit, it is unlikely that your organization could attain it quickly enough to take advantage of city funds. Second, most city funds are not for one-shot projects, but are intended to fund year round programs that serve the community. Many funding streams are intended for serious attempts at providing social services or community building, and thus, seek to fund substantial outcomes. Finally, City funds can be very political. In other words, having the power to influence and provide useful information to key decision makers is a must. Some niches are not as blatantly politicized as others are. For example, the city's allotment of federal funding through the Community Development Block Grants program is more politicized than an application to the Community Foundation (not to imply that the latter is free of the burden). Potential applicants should be aware of this dynamic since it makes the process much more time consuming and straining.

There are a countless number of funding streams both (a) within government and (b) community agencies. Depending on the strength of the application, these coffers might be able to provide funding for student projects. The viability of applying for funding depends on the applicant's mission and timetable.

Let us compare a few types of popular sources of city funding to make key distinctions between funds clear:

- Community Development Block Grants (CDBG) : These funds are intended to fund substantial social service or community building projects either through the creation of actual physical structures (hardware) or the teaching of a skill (software). The application process is lengthy and very political, requiring support from community agencies and aldermanic approval. Projects that have been started

by students that have been considered or have received funding include LEAP, Jumpstart, and Urban Solutions.

- Community Foundation: The Foundation has many different funds targeting a diverse set of issues. Applications are rather lengthy and involved. While the process is certainly not "political," being able to communicate effectively with decision makers is crucial to a successful application. Alderpeople have no direct influence over an application, but can help be valuable advisers.
- Cultural Affairs Commission's Neighborhood Festival Grants: Applying to these grants is very easy and does not consume much time. These grants come out of city hall and are somewhat political. A brief application is considered by the Cultural Affairs Commission, and if chosen, a small amount of money (between \$250 and \$500) is given to the project. The grants have a very specific mission - to promote neighborhood identity and "togetherness" through social activities. Even though Alderpeople have no direct influence over decision making, they can have a profound impact on an application's chances by advocating for it.

Aldermen do not have individual coffers from which they can provide funds at their own discretion. However, as the above examples illustrate, they have significant power in controlling and overseeing some of the City's funds. Alderpeople serve as communication links between the administration and citizens. Alderpeople can also act as resources to citizens by providing non-governmental community contacts that might be of invaluable assistance. As such, an alderpeople can't guarantee you money, but they can put someone in the right places at the right time.

For example, alderpeople can usually refer you to the main players within a funding organization. Often, if an alderperson supports a project, he or she can set up meetings and discussions of the project. Other times, they can write letters of support for a program. Some alders will also publicly vouch for a program. Additionally, almost all alders sit on boards of agencies, foundations, or corporations that have access to some type of funding.

A step-by-step process: anyone interested in getting funding from City Sources should:

- First - mission and time constraints - get a clear idea of what your project entails and how much time you can put into seeking out funds.
- Second - assessment - contact the alderperson and explain your project and time commitment. Your Alderperson will assess to the best of his or her ability the viability of your project as an applicant to City and \ or community funding pools.
- Third - contact - If your project seems viable, your alder will then give you information about specific funds you might be interested in utilizing, the process by which those funds are governed, and who should be contacted. Your alder then becomes an advocate for your project, keeping you informed of developments, and making sure your project is treated fairly during deliberations.

Regardless of what stage of a project you are in, contact your elected officials. They are there to serve YOU!

### **Graduate and Professional Student Senate**

*Robert Covington, 1998-99 President of the Graduate and Professional Student Senate*

The Graduate and Professional Schools at Yale offer a unique resource to the undergraduate community. Through the Graduate and Professional Student Senate (GPSS) the undergraduates can access potential funding and develop links with graduate organizations. This funding is dependent on graduate involvement in the event. For example, the GPSS helped sponsor the undergraduate Spring Fling last year and, in return, the graduate and professional students were invited to take part. Undergraduate students should look to the Senate to help build links with Graduate and Professional Student Organizations. For example, the School of Medicine has a program, AIDS Project New Haven, that provides support to individuals and families infected with AIDS. This type of organization can link up with Dwight Hall to allow for undergraduate involvement. There are thousands of opportunities just like this one in which undergraduates and graduates can benefit from the others' resources, knowledge, and in some cases financial support.

Some areas that organizations can probably find graduate counterparts or graduate support:

- 1) Religious Organizations
- 2) Philanthropic Organizations
- 3) Academic Organizations
- 4) Social Organizations
- 5) Political Organizations

In some cases we allow the graduate student center at Yale to be used for undergraduate activities (if interested call GPSCY 203-432-2638)

### **University Chaplain's Office**

While there is no set funding for student religious groups, it is possible to apply both to the University Chaplain's Office and to Yale Religious Ministry funding for special events. In order to do this, a student group must be registered with the Chaplain's Office. The Chaplain's Office will list all registered student religious groups on its website ([www.yale.edu/chaplain](http://www.yale.edu/chaplain)), including a short description of the organization and links to its website. Groups that continue from year to year can also be listed in the Religious and Spiritual Life Brochure (updated in May each year).

Registration with University Chaplain's Office is possible if the organization:

- Has at least 5 student members;
- Is a religious group within some religious tradition.

If you aren't sure about whether or not you meet the criteria, please contact the Chaplain's Office. Registration is simple; download and complete the registration form. The form can be completed and emailed ([chaplains.office@yale.edu](mailto:chaplains.office@yale.edu)) or delivered to the Chaplains office (in the lower level of Bingham Hall, entryway D).

## **HOW TO ORGANIZE AND FUNDRAISE FOR AN EVENT**

*Tyson Belanger ES'98, 1996-97 President, Yale College Council*

"You can count on others. But it's better to use your own fingers and toes."  
-wisdom from a Bazooka Bubble Gum Comic

The effectiveness of every undergraduate organization is in some way tied to its ability to raise funds. As this guide suggests, there are many ways for an organization to do so. The subject of this section is independent fund raising.

### **What is independent fund raising?**

In an independent fund raising effort, a single organization has final authority over and responsibility for all revenues and costs. This sponsor organization is also held accountable if its fundraising effort violates any undergraduate regulations. Independent fundraising efforts are often the principal source of funding for undergraduate organizations, and, as such, it is of critical importance that they are successful.

### **Why fundraise independently?**

Independent fund raising often provides organizations with the bulk of their funding and is usually the most dependable kind of fund raising. In its other sections, this guide discusses several ways in which an organization can capitalize on resources provided by the administration, seek funding outside of Yale, and coordinate its actions with other student groups. These means of fund raising are important, but they often demand a great deal of time and patience, in addition to some luck. To avoid these frustrations, many organizations turn their focus to independent activities. Sometimes, by demonstrating an organization's abilities and seriousness, independent efforts actually improve that organization's chances of receiving other outside assistance. Even an organization whose funding is already provided for (whether by the administration or by their alumni) may wish to employ the strategies of independent fundraising. For such an organization, independent fund raising techniques may supplement their present funding resources and enable them to sponsor events of a scale otherwise impossible.

Example: The Yale College Council is provided a yearly operating budget in the General Account of the University. This budget is significant. But it is not nearly enough to cover the costs of the campus-wide events it produces yearly. The YCC, therefore, makes use of independent fund raising strategies when it sponsors events, such as charging admission to the Winter Ball. In the eyes of the administration and other student groups, these events then become tests of the YCC's seriousness, competence and responsibility. Depending on the YCC's successes or failures in sponsoring its independent fund raising campaigns, the administration and other student groups are then more (or less) likely to work with the YCC on future projects.

### **Should the event be held?**

The importance of this question is not always obvious. But there are serious differences between undergraduate organizations and not every fund raising technique is appropriate to every group. An organization should evaluate its strengths and weaknesses before deciding upon a fundraiser. An organization's reputation, institutional memory, level of student participation, financial resources and traditions should each be accounted for.

Example: The YCC has a fairly strong reputation for sponsoring an enjoyable Winter Ball for many years now. These veteran members and those new to the YCC will likely volunteer to invest their time and energy to see the Winter Ball become a success each year. In terms of financial resources, the YCC has enough to cover the event's initial costs and is likely to raise enough with ticket sales to cover the rest. The fact that it has become tradition for the YCC to host the only campus wide, semi-formal dance provides a level of security in that a large number of students will likely attend. Each of these characteristics factor into the decision making process of the YCC officers when they ask whether or not a Winter Ball should be hosted each year.

### **At whom is the fundraiser targeted?**

This question is one concerning audience. When fundraising, an organization's ultimate objective is to generate money from some group of people. In exchange for the group's money, an organization provides the group a service related to the group's interests. By defining an audience in terms of its interests, your organization may discover useful principles that will answer many other questions concerning your fund raising. This is not to say that your organization should completely ignore the interests of those outside the fundraising effort's direct audience. To the contrary, most successful fund raising efforts are planned with inclusivity in mind.

Example: Many ethnic associations sponsor dinners which feature their culture's style of food. These dinners are meant for several "audiences" within the student body. The first and perhaps most important is their own membership. The effort of hosting a dinner pulls members together while it provides the members with an opportunity to celebrate the culture of their organization. The dinners are also useful because they attract new members to the organization. Therefore, the second audience is the body of potential recruits within the student body. A third audience for a cultural dinner is the rest of the student body in general. Therefore, many cultural groups will include an element of cultural education into these primarily social events. Activities such as dinners may provide an organization with name recognition and increase cultural awareness among those who might not otherwise know of the group. Each of these audiences has a different interest that can be served by a well-organized dinner. And all of this can occur while raising funds for the organization.

### **What is to be done?**

Methods of fundraising can be usually categorized in two ways; they are either activities or sales campaigns. It is important to note, however, that these are not mutually exclusive. An organization may sell products at an activity, or it may host an activity to promote interest in a product being sold. An activity may even be combined with other activities. Likewise, different products can be sold at the same time. Common fundraising activities and sales campaigns include dances, study breaks, contests, field trips, mixers, talent attractions, carnival rides, concerts, clothing sales, raffle tickets, memorabilia sales and auctions.

Example: An excellent example of a fund raising effort which involves several activities and sales campaigns is the Casino Night sponsored by the Ezra Stiles and Morse Student Activities Committees. In the past, Casino Nights have been preceded by sales campaigns peddling specialty shot glasses, discounted tickets for Casino Night tickets, and t-shirts. These campaigns, when they are successful, both publicize the evening and raise extra cash. Those who pay the admittance fee for Casino Night itself are treated to fortune tellers, dance floors, pretend gambling, a bar and an auction to top the night off.

### **Where will the activity be held?**

The "What?" often determines the "Where?". Obviously, some activities must be indoors and others must be outdoors. But some can be either or even both. An organization may even wish to consider hosting the activity off Yale campus (New Haven Green, an amusement park or private property.) Wherever it is held, always be certain that the location satisfies the activity's needs and that the host organization reserves the space well in advance. Reservations are important for almost every space available on and off campus. If the fundraiser is outside, remember to always have a well-publicized contingency plan in the event of inclement weather. In order to reserve Old Campus, see Dean Betty Trachtenberg, and to reserve Cross Campus or Beinecke Plaza, see Nina Glickson in the President's Office.

Example: In the Fall of 1996, the President's office and the Yale College Council teamed up to sponsor a Halloween party. Most of the attractions (including caricature artists, games, a fortune teller,

free food, a magician, a belly dancer and a costume contest) were inside Commons. Special reservations and costs were involved in securing Commons for the event, and the sponsors worked closely with Yale Dining Services to pull off the event. The YCC reserved Beinecke Plaza by seeking the permission of the President's Office. On the Plaza, the Anti-Gravity Society juggled fire. Obviously, this attraction could not have happened inside and nor could Commons have accommodated the total number of people who stopped to attend the party. Thus, the outdoor fire show nicely complemented the indoor events and helped make the party a great success.

### **When will the fund raiser take place?**

The answer to this question is interdependent with the previous questions of "What?" and "Where?". Activities that are held outside are particularly sensitive to weather conditions. Other activities, while they may not be as threatened by foul weather, are still sensitive to the rhythms of the calendar. Serious problems may arise if an event is scheduled without first considering the dates of religious holidays, academic requirements, the resources available to your organization, and, perhaps most importantly, the plans of other organizations. Smaller activities should not be scheduled for the days (or nights) of larger events, and major events should be scheduled well in advance so that they do not split the target audience in half by being too close in time. An excellent resource is the online calendar at [YaleStation.org](http://YaleStation.org), which lists a large proportion of the large and small events taking place on campus daily.

### **To whom can an organization turn for advice?**

A number of administrators and fellow students are experienced in preparing a variety of fundraising activities. As resources, they should be valued as much as an organization's initial financial resources. Indeed, in many cases, undergraduate regulations require organizations to consult with administrators. Be bold. Speak with them early in your planning. It may be well worth it. An organization can save itself from a number of frustrations that it may otherwise be able to avoid.

Example: The YCC, like many other campus organizations, has no official adult advisor but neither is it entirely on its own. In the past, when the YCC has decided to sponsor an event, its members have sought the advice of administrators (including Dean of Student Affairs Betty Trachtenberg, Assistant Dean Philip Greene, Assistant to the President Nina Glickson, Yale's legal advisers, etc.). The YCC also relies on the advice provided by veteran members of the YCC and former members.

### **Who needs to be hired?**

Almost every fundraising activity or sales campaign involves several contracted personnel. Sometimes, there are university regulations that require that personnel be hired. Such personnel may include police, entertainers, managers of carnival rides, manufacturers, copy stores, staging and lighting professionals, janitors, electricians, Physical Plant workers and dining hall managers. Depending on whom an organization wishes to work with, it is usually good for the organization to contact the personnel at least two months ahead of time. This guarantees that the personnel will be available for the date of the event and also provides organizations enough time to compare their prices with other personnel. Be sure that contracted personnel are qualified, by asking for references. Once an organization is confident with its choice of personnel, it is critically important for the organization to provide their personnel with time lines of the event, directions (both for traveling to the event's location and for parking), maps of the event's layout and the location's electrical specifications. The organization should also be sure to discuss and receive a written contract in advance of the event. This document should then be available at the event itself to help settle disagreements.

Example: A typical Yale dance requires the sponsoring organization to hire at least three people. A student dining hall manager is needed to open the dining hall, provide instructions about how it is to be protected during the dance and be responsible for locking the dining hall doors at the end of the night. A

DJ or student band, of course, is crucial to making a dance successful. DJs may be found with a phone book, by talking to other organizations and even at dances held by other organizations in the weeks before your dance. The third group that must be hired for an on-campus dance is Yale policemen, the exact number necessary depending on the size and location of your event. With each of these personnel, it is important to reserve their services at least a month in advance.

### **How will the audience know about the fundraising effort?**

A strong publicity campaign is essential for a successful fund raising effort. It can be worthwhile for an organization to invest as much as 20% of its anticipated costs on advertising. The goal of any publicity campaign is to inform and excite the audience most likely to have an interest in the campaign's event. There are numerous ways of doing this. Common methods include the use of posters, table tents, chalking, newspaper advertising, calendars, leaflets, banners, newspaper preview articles, publicity stunts, networks with other organizations and dining hall announcements. It is important to note, however, that there may be university regulations restricting where and what is permitted as publicity. For more information about publicity regulations, consult the Undergraduate Regulations and the college Master's offices that have their own restrictions.

Example: The Freshman Class Council sponsors the Freshman Screw every fall. The target audience for the event is the freshman class. To reach out to their fellow students, the Freshman Class Council uses of a number of publicity tactics and divides the publicity responsibilities amongst its members. Posters are placed at the entrance of each freshman entryway and on every public kiosk (both indoors and outdoors). Leaflets are sometimes slipped under the doors of every freshman suite. One table tent is placed on every dining hall table in Yale (about 40 per college and 70 for Commons). Chalk parties are held where each member writes advertisements on the sidewalks (note that the rain will wash these message away). E-mail messages are sent out to the freshman class with explanations of the traditions for Screws. Finally, a banner is usually hung on one of the gates entering Old Campus or Cross Campus. Each of these techniques complies with undergraduate regulations and succeeds in attracting over a thousand freshmen and their guests each year – amounting to more than 80% of the target audience.

### **For how much money?**

Just as publicity can make or break an event or a sales campaign, so can the prices of your event or items. Unfortunately, the magic number for a price is not always an obvious one. An organization must weigh every factor in its planning to find the right price. The most important ones are considerations concerning cost, profit, audience, the nature of the event, its time and its place. Speaking broadly, formal events, evening events and indoor events tend to be priced higher than their alternatives. Two especially handy standards for pricing an event are the previous year's price (if applicable) and the price of comparable events.

Example: Many publications have to work hard to cover the costs of printing. Their only funding is whatever they can raise by selling advertising space to local businesses. Unfortunately, even with competitive prices, publications may still fail to sell enough space. An alternative fund raising technique is to charge students for copies of the publication (sometimes \$1.00 per copy). This, however, rarely works well because almost every competing publication on campus is free. The audience for the publication might not buy it for any price. Not every fundraising campaign succeeds. Organizations must know when to cut their losses and direct their energies into other funding strategies.

## **CO-SPONSORSHIPS BETWEEN STUDENT GROUPS**

*Kimberly Taylor TC'99, 1997-98 President, Yale College Council*

A powerful and effective way for an undergraduate organization to raise money for its organization is through cooperation and co-sponsorship with other groups. Working with other Yale groups, an organization decreases its financial risks by sharing its overall costs; in some cases, co-sponsorship allows the opportunity to purchase or requisition items or services in bulk, thereby allowing the organizations to secure a better service or “deal” for the students and a greater margin of profit for themselves. The partnership has the additional benefits of increasing publicity, student labor pool and creativity. Further, cosponsoring events can be an incentive for future joint or cooperative projects between organizations and thus creates a more cohesive, dynamic and involved campus.

### **Forms of Co-sponsorship**

Depending on the groups and the event, cooperation and cosponsorship may take a variety of forms. Due to the scope of planning and funding necessary to plan a successful campus-wide event, it makes a great deal of organizational sense to co-sponsor campus dances, conferences, speeches/presentations, performances, parties, trips and one-of-a-kind events. If a group is considering embarking upon an innovative venture, they would be well advised to split the financial risks and increase potential interest and publicity through co-sponsorship.

Even across these options, the actual level of co-sponsorship itself is bound to vary. Some cosponsors are equal partners in sharing the financial burden and risk of the venture. Examples of this “equal sponsorship” include a concert where all of the singing groups perform together or a rush event hosted by all of the sororities.

Due to the differences in budgets, composition and priorities of organizations, however, equal sponsorship might not always be possible. In situations where the partners are not equal, it is reasonable for the “greater fame” to go to those with the “greater claim”: for example, as the headlining sponsor, the founding or principal organization could receive a larger font on the posters than the other sponsoring organizations. In cases where one organization has invested more time, money and effort into an event, it is appropriate for this organization to be recognized under the title of “host,” as opposed to the title of “cosponsor,” and receive a greater share of the profits. Be gracious with giving credit to your cosponsors, as this will create positive working relationships for future years and future events.

### **Why Cosponsor?**

There are many reasons that you might want to solicit cosponsors for your event. First, your event may be so large that it would not be possible or responsible for your organization to bear the financial burden of the event alone. Here, it makes sense for an organization to seek co-sponsorship as a way of mitigating risk.

At other times, the specific nature of these events or organizations makes it such that other undergraduate organizations have a direct and obvious link. In this case cosponsorship adds increased legitimacy to the event or to the coalition of organizations. WYBC, as a cosponsor of Spring Fling, makes sense “event-wise”; if the concert is broadcast over the radio, the Yale College Council has a chance to land a better band and to solicit additional corporate sponsors for the event. Safety-Net is an example of “coalition cosponsorship”; these groups, with the common and over-arching theme of student health, have joined to form a coalition through which they can advertise one another’s services, run freshman orientation sessions, share advisors and other limited resources and meet together with Yale administrators.

Third, a group might not have the labor pool necessary to sponsor an event. In this case, the organization would seek the co-sponsorship of the event with the specific intent of receiving help in setting up, decorations, posterings, etc.

Next, cosponsorship with a number of organizations lends a sense of validity to some events. In the case of an activist rally, cosponsorship unites groups with a common spirit to seek progressive reforms. Working together, these groups effectively voice student concerns and positively influence administrative policies. A particularly powerful example of this was the issue of financial aid reform: a few years ago, a

partnership entitled the Committee for Financial Aid Reform, which was led by the Yale College Council, the Cultural Houses and the Women's Center, was able to inspire changes to Yale's financial aid policies.

Finally, if your organization is seeking to host a new or non-traditional event for your organization, cooperation with other undergraduate organizations helps you in your planning stages. The ideas and approaches of the other organization might offer you the perspective you need to make your project a success. In this case, cosponsorship also helps to increase the "word of mouth effect" as well as decreasing the financial risks of hosting a new and "untested" activity.

### **The Costs and Benefits of Cosponsorship and Cooperation**

There are many costs and benefits for each cosponsorship arrangement and it is important that you and your organization understand them completely before seeking/promising cooperation. While the benefits will often outweigh the costs of cosponsorship, your organization should understand that there are potential pitfalls to this partnership. For example, sharing the financial risks may be appealing, while sharing the profits may be a source of controversy. It is an inherent truth that the more people that are involved with any event, the more deliberative and less decisive the decision-making-process will become and you might find yourself frustrated with endless debates on trivial topics like what type of decorations are necessary to disguise the walls in your college dining hall. In some cases, cosponsorship might evolve into a situation that places the philosophies of the different groups at odds with one another. In these cases, it is perhaps better not to enter into a partnership with this organization; this is a realization that is best reached early in the process (a night-before-the-event-revelation is not advantageous).

With each event, the costs and the benefits of cooperation will differ. Think carefully, but do not be discouraged from embarking on a cosponsorship. In cases where the participating groups are appropriate to the event, cosponsorship will have many more positives than negatives.

### **The "How-To's" of a Successful Co-Sponsorship**

Whatever the particularities of the situation, it is important that the exact details of the cooperation are decided before you seek cosponsors. Certainly, the details are open to negotiation with the other student organizations, but your group should have a firm and clear vision of what you seek from this cosponsorship. With the members of your organization, you should define your principles and objectives, both of the event and for your reasons for seeking cosponsorship. If there are items that your organization is unwilling to compromise on, you should make this clear before entering negotiations with other organizations. Be aware, though, that with a little creativity and some flexibility, you may be able to uphold these objectives through a non-traditional route that you hadn't previously considered.

Extensive and intensive meetings between the organization heads should take place early in the process, giving all cosponsoring organizations time to run the terms of the agreement by their respective student memberships before planning for the event takes place. Issues such as which individuals in each organization (e.g. whether the organization President or the event Chair) have decision-making authority should be clearly understood. The terms of the cosponsorship, including financial and labor contributions and profit-sharing, should also be clarified before any partnership agreement is finalized.

A general written agreement, stating the financial, interpersonal and labor contributions and stating the deadlines for each is always a good idea. This "contract" is not so much to prevent other organizations from taking advantage of one another (Yale students and their organizations are generally very honorable) but because the written expression of the partnership encourages groups to clarify their terms and expectations before entering the cosponsorship. Additionally, this written contract provides documentation and information for future generations of organization leaders considering embarking upon the same project. This contract need not be elaborate; a statement of purpose and a delineation of general guidelines will most likely suffice.

A timeline, with tasks and duties divided amongst the member groups should be set forth early on in the process. In assigning these tasks and duties, remember to consider the comparative advantage of each group: if one group is small in number but has some particularly talented artists, they should be in charge of chalking while another organizations tackles posterage each residential college. Ideally, individuals

from each group should serve as liaisons between groups by attending the relevant meetings of its partner organizations to update the memberships on their progress and to hear the reports and discussions pertaining to the co-sponsored event.

It is unavoidable that some conflicts and disagreements will arise in the cosponsorship of events. In order to minimize the damage that such disputes could conceivably cause, organization heads and event chairs should remain in close and frequent contact with one another. A close working relationship allows for potential problems to be identified and addressed early on in the process, allowing the partnership to continue. In cases where disputes do arise, avoid the temptation to slander via the press, administrative offices or through discussions with other groups. Instead, remain focused on the goals of the event that you are hosting and strive to achieve those aims. While you might pledge to not work with a particular organization in following years, your objective should be to make the current cosponsorship a successful one.

### **The Concluding Quick Notes**

The following is a general guideline for co-sponsorship between Yale organizations:

1. Conceive of your event.
2. Define your group's objectives and goals for your event (to make a profit, provide a service, raise awareness or to change administrative policies).
3. Seek other groups to become co-sponsors
4. Enter co-sponsorship negotiations with groups (this stage includes expressing your objectives, goals and purposes as well as deciding upon the terms and details of the co-sponsorship, keeping in close and constant contact with your own membership and leaders of the other student organizations).
5. Write out the terms of your co-sponsorship agreement.
6. Determine a time-line of divided assignments and stick to your schedule.
7. Keep in frequent contact with your partner organizations (attend their meetings and invite them to attend yours, schedule dinner meetings for updates and progress reports).
8. Work hard.
9. Congratulate yourself on hosting an excellent event.

Good Luck!

## **FUNDINGRAISING FROM SOURCES OUTSIDE OF YALE**

*Zach Kaufman SY'00, 1998-99 President, Yale College Council*

For Spring Fling 1998, while working with outside sources such as Barnes and Noble, Student Advantage, and Amtrack, the Yale College Council raised thousands of dollars in funding and in-kind donations. This is an example of a successful attempt to fundraise outside of Yale.

A fundraising effort that seeks funds from outside of Yale is one in which an undergraduate organization seeks funds from a business, foundation, or grant, rather than from the Yale administration or other student groups.

However, many people do not know how to go about the process of seeking funding outside of Yale. Furthermore, many people do not know what to expect. This section endeavors to provide some factual information and hints on several important aspects of funding and fundraising outside of Yale.

### **WHY WOULD I WANT TO WORK WITH OUTSIDE SOURCES?**

Non-Yale based sources may provide an alternative funding source for your project. As a complement to or instead of using traditional University, group and inter-student group fundraising, you may decide to solicit sources outside of Yale. Working with sources outside of Yale may provide you with resources that you may otherwise not have been able to tap. By doing so, you may be able to increase the overall success of your project.

### **IN WHAT WAYS MAY I WORK WITH OUTSIDE SOURCES?**

There are many ways in which you may be able to work with outside sources such as corporations, foundations, and other donors. You may be able to receive money for your project, or you may work with an outside source to put on a joint fundraiser and/or project.

You may decide that, in return for funding, you will advertise the donor. Some examples of ways in which you may advertise the donor as a co-sponsor of your project include:

- Hanging a banner with their logo on it
- Selling/giving away their product(s)
- Placing their logo on your program/posters
- Recruiting opportunities

The way in which you ultimately work with outside sources depends your goals and needs, the type of source, the kind of project you are organizing, and any restrictions placed on you by the University.

### **SOME SUGGESTIONS FOR SEEKING FUNDING OUTSIDE OF YALE**

1. Plan as far ahead as possible. To completely and thoroughly pursue funding sources outside of Yale, you should actively be involved in the process for six months to a year.
2. Be creative. You may want to combine efforts with groups and people outside of Yale like alumni, corporate sponsors, foundations, and local vendors. Brainstorm about any and all other groups that may want to help: museums, similar student groups at other universities, etc.
3. Look at organizations that are similar to yours. Did they have success pursuing sponsors? Why or why not? Which sponsors did they land? Use that information in crafting your solicitation process.
4. Use any knowledge you may have or may come across to tailor your solicitation to a specific person, corporation, etc. For example, if the head of the company is Native American, you may want to point that out if your project involves something to do with Native Americans.
5. Other people who may be able to help: University Librarians are very creative and experienced at searching for information about anything or anyone.

### **WHAT ARE THE STEPS TO SOLICITING FUNDING OUTSIDE OF YALE?**

Note: This is the official procedure for soliciting funds outside of Yale.

## I. YOUR PLANNING

First, ask yourself, what are your goals, needs and expected expenses and income? Think through these questions carefully because they will determine the rest of this entire process.

Second, put yourself in the position of the source you would like to solicit. Answer these (and other) questions. Why would this person, group, or corporation be interested in funding this project? What's in it for them – how might this relationship advance their goals and strengths? Do your respective missions align? Why your organization? Why Yale? Why now?

Write a proposal: this is required to advance to the next step. This should include a proposed budget, a Letter of Inquiry and a tentative list of sources which you would like to solicit.

## II. MEETING WITH THE YALE COLLEGE DEAN'S OFFICE

After thoroughly considering all of the questions above, make an appointment with the Yale College Dean's Office. Contact Teri Barbuto, Senior Administrative Assistant, Yale College Dean's Office (phone: 432-2907, email: [therese.barbuto@yale.edu](mailto:therese.barbuto@yale.edu)) to make an appointment with Betty Trachtenberg, Dean of Student Affairs, to discuss seeking money outside of Yale for your project/activity.

At this meeting you will present your proposal (the proposed budget, draft of the letter of inquiry, and tentative list of sources which you would like to solicit.) The Dean's office will give you pointers and advice. The Dean's office may also give you the approval to advance to the next step.

## III. POSSIBLE REFERRAL TO YALE OFFICE OF DEVELOPMENT

If requests are in line with University expectations, student groups may be referred to Yale University Office of Development: Cornelia Evans, Assistant Director, Yale University Office of Development, and liaison to student groups. Once approved and referred to Cornelia Evans, you should fax or email a request for a meeting, along with your proposal to Cornelia Evans ([cornelia.evans@yale.edu](mailto:cornelia.evans@yale.edu), fax: (203) 432-0386, phone: (203) 432-5480). Then, she will schedule a meeting with you.

## IV. WORKING WITH THE YALE OFFICE OF DEVELOPMENT DEPARTMENT OF CORPORATE AND FOUNDATION RELATIONS

At the Office of Corporate and Foundations Relations (C&F), you will use resources to plan your solicitation of sources outside of Yale.

They will discuss ways with you to refine and focus your solicitation. First, they will review your solicitation list, discuss your goals and objectives, and make suggestions as to how to further target your proposal. They may suggest that you search for more or different corporate and foundation prospects, and she will train you to use the Development Office Library resources to continue to refine your search (see below.)

After your research process is complete, give the complete list of prospects to Ms. Evans who will circulate it among other C&F directors for approval and advice on approaching the companies and foundations you have targeted. The review process serves two key functions:

1. It insures that your solicitation will not interfere with other current or potential Yale University proposals.
2. It may result in informed advice from C&F directors who manage certain corporate or foundations relationships. Directors can help you identify to whom you should address your proposal or how to craft your request in a way that corresponds well with the institution's current priorities and needs.

The Yale Office of Development Library has some major sources for investigation. For Corporations, consult the Corporate Giving Directory and the Annual Reports of Corporations. For Foundations, consult the Foundation Directory in the Development Library (also accessible on CD-ROM). On the Foundation Center's Database on CD-ROM, search for: foundations and corporate Foundations. You may search by grantmaker, grants already awarded, or other criteria to narrow search. Note: Foundations are much more forthcoming than Corporations about what types of projects/events they consider funding.

There are other sources of research in the Development Library. For Corporations, there are no directories that will list what sponsorships corporations have made in the past. Success in securing

corporate sponsorships will result only if you seek sponsors whose missions align with yours and if you maintain a clear focus in your solicitation letter on why a *relationship* with your organization would be beneficial to *this company*. For Foundations, such sources do exist. These include: The Foundation Reporter, The Foundation Directory, America's New Foundations, National Guide to Funding in Arts and Culture, International Foundation Directory, Directory of New and Emerging Foundations, Corporate Giving Directory, International Corporate Giving, National Directory of Corporate Giving and Corporate Foundation Profiles. Also of interest may be Who's Who directories, newspapers and magazines. It pays to research the individuals affiliated with the prospects you are targeting. You may learn that they are Yale alumni and that they were involved with your organization while at Yale. You may learn that they serve on the board of an organization with a mission similar to yours. Such information can be useful when crafting your letter or placing your follow-up call. LEXIS-NEXIS, available from the Yale University Library website, contains Who's Who Directories, major newspapers and magazines, as well.

#### V. COMMUNICATION WITH OUTSIDE SOURCES

After you have completed this research, you may wish to edit your letter to address the particular interests of specific foundations or corporations on your list. The Development Office can assist in that process of revision by suggesting information you might include in the letter. See below for a sample Letter of Inquiry. For Foundation proposals, read the guidelines carefully and make sure you submit the proper number of proposal copies or supplemental information (such as financial statements and proof of tax exempt status).

Follow up with prospect. Approximately one week after your letter of inquiry is sent, give the corporation or foundation a follow-up call – regardless of whether they are local or not. Ask if more information is required, or if there are any questions about your proposal. Similarly, if your proposal is declined, call to discuss the reasons why it did not fit the prospect's needs, and, for future reference, keep notes of the reasons they give.

Stewardship. If you are successful in your attempts to raise funds, write a thank you note to the prospect and make sure you understand any reporting requirements they have or advertising credits they desire, etc. Appoint one of your organization's members responsible for making sure that your organization meets their requests and that it files the required reports during the following academic year.

Follow-up with the Office of Development. Call, email, or fax the Office with the results of your search for funds. The information you provide will help the Office of Development keep track of all Yale interactions with the corporation or foundation.

#### E. CONCLUDING NOTES

Fundraising outside of Yale is a long, arduous, but often rewarding process. From start to finish, it took me about six months to fundraise from corporate sponsors for Spring Fling 1998. Although only a handful of the businesses I solicited actually decided to commit to sponsoring the event, I learned a lot. My experience taught me that, while the journey is difficult and I should not have high expectations, the process is often rewarding. It also taught me that to pursue funding outside of Yale, an organization should start anywhere from half a year to a year before the actual event.

Many of the sources you pursue outside of Yale will turn you away. I know it is frustrating, but, if you do land even one of your pursuits, then you have accomplished something for your organization and that particular event. It might mean the difference between holding your event and having no event at all. Even if you do not land any non-Yale sponsor, perhaps you have achieved something still: making national groups aware of your organization's pursuits.

When you do pursue outside sources, take a lot of notes on your experience so you can begin an institutional memory for your organization. Once you land a non-Yale sponsor, try to court them for future sponsorship opportunities.

### **SAMPLE LETTER OF INQUIRY TO A CORPORATE SPONSOR**

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## **Yale University Black Pride Union**

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211 Park Street, New Haven, CT 06511

Travis Smiley  
Black Entertainment Television  
1900 W Place NE  
Washington, DC 20018

Dear Mr. Smiley,

We, the Black Pride Union (BPU) of Yale University, cordially invite **Black Entertainment Television** to collaborate with us in launching the 4th Annual Black Solidarity Conference entitled **Renaissance of a People: Solidarity in the New Millenium**. This intercollegiate convention will be held in New Haven, Connecticut from Thursday, October 29th through Sunday, November 1, 1998. In the past three years, we have assembled an audience and an event that is building Black leadership for the 21st century, and in so doing, we seek the partnership and participation of companies like BET that share our intentions in addressing the Black community. We would like to introduce you to our organization's purpose and its passion, and then extend to you an invitation to become a part of this event.

BPU is a student-run organization that focuses on identifying and celebrating holidays and historic events that are of importance to the African-American. Annual even have included the observance of Maafa (the Black Holocaust); the anniversary of the assassination of El-Hajj Malik Shabazz (Malcolm X); Martin Luther King, Jr.'s birthday; Kwanzaa; and Black Solidarity Day, which has been expanded to a weekend event for the past three years.

The Black Solidarity Conference exists to provide its participants with the opportunity to meet students from leading colleges and universities across the country in order to create and facilitate a network of socially conscious Black men and women. We accomplish this task by opening the lines of communication and creating a dialogue among the foremost minority students from our nation's best institutions of higher learning. Each year, over **300 students** from over **100 campuses**, including Harvard, Princeton, Brown, Morehouse, Wesleyan, Howard, and the University of Pennsylvania. This year we expect even more participants from a growing diversity of schools.

This conference is a forum for the exchange of ideas and the display of young Black talent that focuses on pertinent issues in our communities, and identifies potential solutions. Students engage in workshops facilitated by leading scholars, community activists, and exemplary officials on the subject of minority affairs in this country. Together, they develop strategic plans for rectifying problems that affect our generation and our population by sharing ideas and pooling resources to ensure that the efforts made during these four days have a far-reaching and lasting impact on our society. Featured speakers at past conferences have included Angela Davis, Dr. Jawanza Kunjufu, Kevin Powell, and hip-hop artist Chris Parker (KRS-One), and the list of this year's prospective candidates is nothing short of stellar. We have invited Amiri Baraka, Gloria Naylor, and Nathan McCall among several notable individuals who represent the creativity and cognizance in the national Black community.

In preceding years, we have been able to offer our sponsors a chance to reach the distinguished diversity of conference participants (over 1,500 young men and women to date) through advertisements and listings in our Black Solidarity Booklet for donations **up to \$1,000**. (This and all following figures

may be met by monetary and/or in-kind donations.) In 1998, we are prepared to offer two new sponsorship opportunities.

For donations between \$1,000 and \$5,000, BET will receive:

- ❑ the opportunity to have your company name/logo appear on workshop materials (folders, notebooks, pens, etc.) and promotional items (T-shirts, mugs, decals, etc.).
- ❑ an invitation to participate in the **Recruiting and Resume Exchange** to be held on Saturday, October 31st. This will allow a representative from your organization to display literature, answer questions, and recruit and accept resumes from the talented pool of conference participants.

And for any contribution **exceeding \$5,000**, the Black Pride Union would be pleased to offer:

- ❑ an opportunity to advertise your organization at the **Black Solidarity Banquet**. This event is the site of the keynote address, and is traditionally attended by 500 Yale faculty and students, New Haven residents, and conference participants who represent 18 states and approximately 180 campuses.

As you can see, Mr. Smiley, the Black Solidarity Conference is exciting, informative, and rewarding for its participants and its sponsors. We are confident that this year's conference will supersede the level of excellence that past conferences have attained, and it would be our distinct pleasure to collaborate with **BET** on the production of this event. Your support will ensure that we continue our efforts to build leadership and strengthen our communities for the 21st century. Thank you for considering this opportunity to join in alliance with the Black leaders of tomorrow, and we will follow this letter with correspondence to discuss your sponsorship interest.

In Unity,

Ayanna M. Johnson  
**Conference Funding Chair**  
(202) 562-2193  
ayanna.johnson@yale.edu

Stephanie Etienne  
**Co-President, BPU**  
stephanie.etienne@yale.edu

Anana Charles  
**Co-President, BPU**  
anana.charles@yale.edu

Encl.  
Schedule of Events (BSC 1998)

cc: Sheila Johnson

## **COMPARISON: AN OVERVIEW OF FUNDING AT HARVARD**

*Beth A. Stewart, 1998-99 President, Harvard Undergraduate Assembly*

Harvard's undergraduate funding system is as legendary for its murkiness as it is for its inadequacy. Like Harvard herself, the system of funding is highly decentralized and often therefore presents a challenge to those trying to determine which of the various funds is the appropriate one to which to apply.

The primary source of undergraduate student group funding is undoubtedly the Undergraduate Council, or student government. Since 1982, most of the 6400 students of the college pay an optional \$20 term bill fee to the Council each year. In total, the Council collects approximately \$120,000 annually. Approximately 65% of this is set aside for grants to student organizations.

Several other funds on campus supplement the \$80,000 or so that the Council provides. They are listed below:

Presidents Public Services Grants	\$60,337
Harvard Foundation Grants (for groups which facilitate understanding and sharing of racial and ethnic perspective)	\$24,000
Office for the Arts	\$25,000
Office of the Dean of Students (Discretionary)	\$8,000
Dean of the College Discretionary Fund	unknown

At best, therefore, the College distributes approximately \$200,000 in grants to undergraduate organizations.

Officially, the College spends 1.2 million in unrestricted funds on student activities, according to the Dean of the Faculty of Arts and Sciences, but just where or by what process this money is spent is neither apparent nor public.

Student group funding has clearly become one of the main focuses of student lobbying. The Undergraduate Council alone receives grant applications amounting to \$300,000 in requests, an amount it is hopelessly unable to meet.

The current student theory is that the College's decisions on how to support student groups might be described as the band-aid method, which means that the College tends to create new funds in response to bursting need. For example, after the College's minority population increased dramatically in the '80s and '90s, the College responded with the Harvard Foundation Grants to help promote an understanding of racial and ethnic perspective. Similarly, the construction of new music facilities increased artistic interests and possibilities, which may have inspired the creation of the Office for the Arts Grants. Most recently, the student government won a victory by convincing the Dean of the College to initiate a new \$25,000 fund for all student groups.