MODULE 8

Resource Mobilization: Raising Funds for the Association

2nd EDITION 2019

survive & thrive

professional associations, private sector and global health scholars saving mothers, newborns and children
Acknowledgments
This module is part of a series of modules in the Professional Association Strengthening Project. The project has been completed under the auspices of the Survive and Thrive Global Development Alliance, which includes a partnership of professional associations and the private sector with support from the United States Agency for International Development. The mandate of Survive and Thrive includes working to strengthen health professional associations in nations so they become vocal and effective advocates for professional education, clinical excellence, and evidenced-based practice in maternal, newborn and child health.

Contributors
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Special thanks to the Contributors and Reviewers on this entire project which include professionals from the following health professional associations:

Sponsorship
The Survive and Thrive Global Development Alliance is a project supported by the United States Agency for International Development (USAID).

Special funding for this project came from the Laerdal Foundation of Norway. For this we give thanks to Tore Laerdal for his commitment to strengthening professional associations and his leadership within the Survive and Thrive partners community.

Where to find the complete the Professional Association Strengthening manual:
The complete set of Professional Association Strengthening modules can be downloaded for no fee at: www.StrongProfAssoc.org.

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Successful resource mobilization (RM) and financial management are essential for organizational sustainability and growth, yet only some professional associations (PAs) approach these tasks in a planned manner. The reasons for this include lack of expertise, time, resources and staff.

The purpose of this module is to provide many examples of RM, to clarify what makes RM important for PAs, and to outline the various steps in the RM process. Various sources of funding for PAs and their relative benefits and disadvantages will be described. This module provides PAs with a set of tools (such as checklists), templates (such as budget templates), and examples to help them create their own plans and fuel their missions. It is beneficial to identify an individual, whether internal or external, who can facilitate the overall RM and budget processes in a PA.

**Objectives**

- To explain the process of RM for PAs.
- To describe the steps in creating a RM plan to meet short-term goals, long-term sustainability, and growth.
- To explain the essentials needed by PAs to mobilize resources.
- To identify the people, processes and materials needed for successful RM.

**Resource Mobilization**

**What is RM?**

- Planning, identifying, and raising resources to support a PA; these might include monetary contributions for programs and organizational sustainability as well as non-monetary support.
- Flows from the PA's strategic plan and program priorities.
- Critical for sustainability, growth, and program implementation.

**Also referred to as:**

- Business Development
- Fundraising

**Why Do PAs Need to Raise Funds and Resources?**

- To meet association goals through program implementation, membership activities, and publications.
- To ensure a sustainable source of funds through a variety of sources to reduce the risk of dependence on one source and to have flexibility to decide what activities to undertake.
To raise visibility of PA's work in the global health community and to expand partnerships for greater influence.

To ensure that there are resources available to maintain general operations of the association.

**How is RM for PAs Unique?**

When securing resources, professional associations have unique strengths and weaknesses:

- Membership fees are a direct revenue source and can be used for general support of the PA.
- PAs can engage members as ambassadors who can support RM efforts.
- International donors are increasingly seeking local partners to support health programs; PAs have unique capabilities that are valuable to institutional funders and implementing partners.

The goal of Resource Mobilization is engagement with committed donors for long-term partnerships to sustain and expand the PA's impact.

**Challenges:**

- PAs must clearly state their value to donors, highlighting the impact they have on women's health.
- PAs may be perceived to have adequate financial resources and do not need external funding.
- Members of PAs vary by age, experience, and income level. A successful RM strategy must create customized communication for each segment.
- Officers of PAs usually change every 1-3 years; RM strategies should take into account changes of leadership to ensure that RM is not interrupted.

**Developing a Resource Mobilization Plan**

Resource mobilization grows out of a PA's strategic planning process, annual program priorities and one- or two-year budgets (Refer to Module 3: Strategic Planning). The resources needed for the year will be determined by fixed annual expenses, planned programs and reserves needed for unanticipated expenses.

Sources of revenue should be varied and include membership dues; international foundation, corporate and bilateral government donors; country government resources for health programs; subcontracts with partner organizations; in-kind contributions of rent, volunteer time or supplies. An example:

<table>
<thead>
<tr>
<th>Resources for PAs</th>
<th>Monetary Contributions</th>
<th>Non-monetary Contributions (also called In-Kind contributions)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>• Member dues</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Funding from individual donors</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Grants or contributions from foundations, corporations or</td>
</tr>
<tr>
<td></td>
<td></td>
<td>government donors</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Time: members and external volunteers can support the PA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Expertise: experts can offer services to the PA as volunteers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>at reduced rates. They may or may not be members of the PA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Materials: corporations or businesses may offer office space,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>furniture, or supplies. These in-kind contributions can</td>
</tr>
<tr>
<td></td>
<td></td>
<td>provide crucial support to the RM process.</td>
</tr>
</tbody>
</table>
How Do Professional Associations Mobilize Resources?

Professional Associations that want to mobilize resources effectively should identify a team of PA leaders, staff (if available), and volunteers who will develop and manage the RM plan; set targets for necessary revenue; develop a workplan and timeline for implementing the plan. An RM Team Lead should be chosen who will manage the overall effort and coordinate the work of the team.

Keys to Successful Resource Mobilization:
- Teams working together, including members, RM, Finance, and leadership.
- Relationships within the association and with stakeholders in the sector.
- Programs that meet the needs of the profession and the public the association serves.
- Expertise in the association’s field.
- Reputation of the association, its leadership, and members.
- Communication within the association, with members and with the public.
- Well-defined partnerships with program partners and donors.
- Mutual objectives of the association, donors and implementing partners.

The Team
Multiplier Effects of a Team Approach
- No one person “owns” the RM process or a proposal. Thus, multiple staff members “own” the subsequent project.
- Shared workload means less chance of staff or volunteer burnout.
- A team member might leave the association but the association’s ability to manage RM remains.
- A team effort means busy staff and members can focus more time on programs and management.

The RM team develops the RM plan and then works with the rest of the organization to support execution of the plan. RM is not limited to the RM lead or the association’s leadership; everyone in the organization has a role in mobilizing resources. A skilled team is needed to implement the RM plan; the Board or Executive should appoint an RM Team Lead for this effort. The RM core team should ideally include representation from the following groups:
- Board
- Executive leadership
- Technical Lead or Program Manager, paid or volunteer member
- Volunteers – can be members of the PA, Board members
- Finance and administrative staff

In a small organization, program staff are often tasked with RM for their programs. A goal for growth of a PA should be to have a dedicated RM staff member, consultant or volunteer to focus on raising revenue for growth.

Ensure that the members of the team have the following collective skills:
- Research on other organizations in the sectors and donors
- Writing and Editing
- Marketing and Communications
- Financial Management

Activity
- Have a meeting to discuss who on the team has the necessary skills for each of the tasks needed for RM.
- Discuss who will take on the role of RM Lead and the other roles.
- Share ideas for raising funds from individuals, members, events, etc.

Role of Association Leadership in RM
- Overall governance and financial management of the PA.
- Responsible to funders for financial management of grants.
- Cultivation of prospective donors and partners.
- Set the association’s strategic priorities and provide guidance on RM.
- Prioritize programmatic and financial goals.
Approve RM plan and funds that can be dedicated to RM activities.
Recruit volunteers and new members of the PA.
Donate to the organization.
Provide expertise on specific program areas, the health sector and profession and the PA to donors and partners.
Designate RM Lead, either paid staff, volunteer or Board member, to lead all RM activities.
Familiarize the team with the PA's goals, activities, and RM plan.
Provide trusted leadership for the association.

Role of Technical / Program Lead
- Develop program description and scope of work.
- Designs approach, activities, objectives, inputs, outputs.
- Drafts concept note or proposal with RM staff.

Role of RM Team Lead
- Provide information on donors to association team.
- Serve as a key point of contact for the donor; answer questions or put donor in touch with appropriate contact.
- Develop calendar of deadlines and assignments.
- Edit and provide feedback on concept notes and proposals; sometimes lead writer.
- Manage communication among leadership, staff and volunteers.
- Maintain database of donors and submissions.
- Provide information to team on donor process and requirements.

Managing Volunteers
- Volunteers can be current or retired members of the PA.
- Develop a clear workplan and responsibilities for volunteers and designate a point of contact at the PA to manage them and answer questions.
- Supervision and mentoring is required.
- Recognize and acknowledge volunteers work at meetings, public events and through publications.

Provide volunteers with opportunities for professional growth, engagement, learning and skills development.
(Reference: World Bank Small Grants Program)

NOTE: If a staff member cannot be hired but some funds are available, the PA might consider hiring a consultant to help write or implement the RM plan.

Develop an RM Plan
A well-structured RM plan helps to keep the focus on RM needs and goals, helps to control the workflow of the RM process according to the capacity of the PA, and helps to prevent the inability to meet basic expenses. A well-structured plan is based on and mirrors the focus of the PA's strategic plan. Building some cash reserves may be part of a stabilizing plan for a PA, especially when this helps the PA move toward overall sustainability.

Professional Associations can use the following steps to create a RM plan.

**STEP 1: Recap mission, vision, goals, and objectives of the association**
- Ensure that RM reflects the PA's strategic plan.
  (Refer to Module 3: Strategic Planning.)

NOTE: It is helpful for the organization to review the PA's mission, vision and overall strategy occasionally and as a team to provide a guiding framework to the RM process.

**STEP 2: Collect and analyze key information from the external and internal environment**
Understanding the trends in the global health sector and in the country helps the PA identify its strengths, weaknesses, and unique assets to set the RM plan. Key information that a PA could collect and analyze includes the following:
- Other organizations working in the sector in the country.
- Donors funding related organizations in the country.
- Global, regional, and national trends in health, healthcare practice and other related sectors.
- Potential implementing partners working in the country to identify opportunities to share resources.
- Understanding of the needs of professionals and patients in the country.
- Economic trends within the country and region.
- Political and regulatory barriers to the PA's work and RM efforts. Understanding of culture of philanthropy within the country. Risks to the PA's ability to raise resources or the implement activities
- Number of members and potential members, and their ability to pay member dues and provide other resources

For a list of questions that PAs could use to scan their environment see Tool 1.

Once the information is collected and collated, it should be analyzed to guide the planning and decision-making process.

**STEP 3: Develop RM goals and specific targets**

A PA needs to develop short-term and long-term goals for RM efforts. The RM Team Lead guides this effort, with input from leadership and volunteers. Targets should be realistic and based on past RM performance and budget needed. The RM plan should include measures of success and relevant timelines. PAs can use the following questions to guide the goal setting process:

- **What do we need money for?** Specific program, general operations, advocacy, expansion
- **How much money do we need to raise?** Establish a specific amount for one or two-year funding goals.
- **Where will the money come from?** Determine revenue streams, including member dues, grants, and government contracts.
- **How much will we ask from each stream?** Sub-goals for each category make planning easier. For example, Member dues – 60%, Grants – 30%; government contracts – 10%
- **Who will we ask?** Start internally and move out. For example, current members, new members, foundations, corporations, government donors, international donors.
- **How many members and potential members does the PA have?** What other individual donors might contribute to the PA? Some PAs have a large enough membership to provide sufficient resources for basic operations. A Member Recruitment strategy should be linked to the RM strategy to increase this pool of funding.
- **How will we maintain our donor relations?** Reporting to donors on program progress, PA's activities, accomplishments, and priorities is part of ensuring long-term relationships with donors. Written reports, email updates and events are some ways to keep donors informed of the PA’s work.
- **How frequently will we ask?** It’s important for the donors to know how long their support will last and how soon they are likely to be asked again. For example, are member dues renewed annually? What is the term of a program grant?

For help with goal setting, refer to Tool 2.

**STEP 4: Develop RM budget**

The RM budget should be integrated into the overall budget of the association to ensure that there are dedicated resources needed for RM activities. Professional associations can explore the option of hiring a RM consultant to support the core team and volunteers if a permanent staff member cannot be hired. (See Tool 4)

Funds may be needed for publications, printing of materials, events, or other related expenses.

**Implementation of the RM Plan**

Once the RM team and plan are ready, it’s time to implement RM activities. Professional Associations normally use various RM strategies to secure various sources of funding. The following process will help a PA translate the RM plan into action.

- Create a workplan and timeline based on the priorities set in the RM workplan.
- Assign responsibilities to staff, volunteers and/or leadership for each of the funding streams.
- Set timelines for outreach to prospects. Include calendar of stated donor deadlines.
- Prioritize the sources of funds that are relevant to the PA and assign a lead person for RM activities.
- Set milestones and schedule of review of RM plan to assess progress and make adjustments to the RM plan.
Any organization looking to raise money needs to answer the following questions to make the case that they should receive funding, especially when many organizations are competing for scarce funds:

- What makes the association unique?
- What will the association accomplish with the donor’s investment?
- Does the donor understand the program, objectives, outputs and impacts?
- Is the program sustainable after the grant ends?
- Does the donor trust the team leading the program to know what to do and to spend the money wisely?

**Sources of Funding for Professional Associations**

- **General Support for PA Operations**

Various sources of funding to PAs require different levels of effort and different levels of revenue. There are some relevant materials and activities related to all sources of funding.

**Member Dues**

Member Dues are one of the most important funding streams for a PA because members are committed to its mission. Member dues can be used for general operations of the PA or for specific activities, as determined by the PA leadership. A PA may use the following process to implement a membership fee.

1. Create membership process
2. Decide the fee and provisions
3. Segment members
4. Develop communication strategies

Some PAs have different levels of member dues.

**Points to Ponder: Member Dues**

- Flexible funds that can be utilized as per the priorities of the PA
- Builds commitment of members to the PA

**CHALLENGES**

- Requires setting up a process to receive and process fees
- Numbers can plateau in the absence of planning for growth

**Examples:**

**South African Society of Obstetricians and Gynaecologists Member Dues**

- Private Practice $585/year
- Public Service & Remunerative Work Outside Public Service $585/year
- Public Service $108/year

**Costa Rica Society of Obstetrics and Gynecology**

- $14 per year

**Mumbai Obstetric and Gynaecological Society**

**Member Dues as of 2018**

- Life Membership
  - Total fees payable towards Life Membership $295/year
- New Ordinary Membership
  - Total fees payable towards New Ordinary Membership $39
- Renewal of Ordinary Membership
  - Total fees payable towards Renewal of Ordinary Membership $23

**RM Systems Needed to Manage Member Dues and Contributions**

To secure member fees and contributions, PAs must ensure that they understand and comply with all government regulations and that they have systems in place to receive, account for, and acknowledge contributions.
PA systems need to be in place to receive contributions and account for member dues. These might include an account to receive mobile money, cash collection at annual meetings, online credit card payments or other appropriate ways.

Some of these include:
- Non-profit status, letter of incorporation or other legal document showing that the PA can accept member dues and contributions
- Donor database or spreadsheet to track membership registration and renewals
- System to process donations and acknowledge receipt
- Giving tools, including a donation button on a website
- Donation cards and reply envelopes for mailed contributions

Communications materials for solicitation of contributions:
- Statement of purpose of the association
- Mission statement
- Descriptions of programs
- Leadership and management of PA
- How funds are used

Create a letter to invite individual donations. See Appendix for sample.

It is important that the PA Board understands and complies with all government regulations to ensure that they are in compliance with all laws regarding resource mobilization, member dues, income generating activities and financial management. These regulations differ from country to country. Every PA should seek advice from experts on the regulations in their country.

**Points to Ponder: Individual Donations**
- Important source of funds from a wide base of donors (though usually small amounts)
- Builds a wide network of patrons
- Increases recognition from civil society

**CHALLENGES**
- Requires nurturing relationships with donors
- Involves significant planning

**Events**

Events are a popular way to raise resources from corporate donors and individuals. However, organizing a fundraising event involves upfront investment and time to organize. Events can raise the visibility of the association in the community. Some PAs have successfully raised funds and awareness of the PA’s work through events that include continuing medical education for members or educational programming on relevant topics. Corporate donors are often solicited to sponsor such events.

For example: Federation of Obstetric and Gynaecological Societies of India (FOGSI) co-hosted an event on Gestational Diabetes Management that was sponsored by an Indian pharmaceutical company.

**Income Generating Activities**

PAs could undertake a range of income generating activities, including training, webinars, and conferences. While there are more options to choose from, PAs should remember that the income generating activity should complement the overall efforts of the PA and not become a separate, unrelated unit. Consider the following when setting up and running an income generating activity:
- Identify products or services that are marketable. This may include Continuing Medical Education programs.
- Identify the market for that product/service and determine the size of the market (i.e., how many participants can we attract to our paid trainings each year?)
- Put together a business plan and budget.
- Raise the investment needed (if any); corporate sponsors could be helpful.
- Set up production and marketing process.
- What are the legal regulations regarding income generation by PAs in your country?
**Tool 1: Questions for Environment Scan**

| Competitors | ● Which organizations do similar work?  
(Ex: Nurse-midwife association also supports maternal health programs) |
| --- | --- |
| Target Segment | ● Who in the community does the PA serve?  
● Who will benefit from the PA’s work? |
| Collaborations | ● What skills/resources can we bring to partnerships to enhance our work?  
● What skills/resources do we need from partners?  
● What opportunities can we undertake through collaborations with partners? |
| Current Trends | ● What are the current trends in philanthropy? Are donors contributing to the health sector in your country?  
● What is the political & legislative framework the PA is operating in? Are there limits on what program work you can undertake? |

**Tool 2: Goal Setting Template (with illustration)**

<table>
<thead>
<tr>
<th></th>
<th>Member In-Charge</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
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</thead>
<tbody>
<tr>
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<td>RM Lead</td>
<td>$100,000</td>
<td></td>
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<tr>
<td>Annual RM target</td>
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<td>$40,000</td>
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<tr>
<td>Membership fee</td>
<td>Name</td>
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<td>30%</td>
<td>30%</td>
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<td></td>
<td></td>
<td>$6,000</td>
<td>$9,000</td>
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<td>$2,000</td>
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<td>Income Generating Activities</td>
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<td></td>
<td>$20,000</td>
<td>$30,000</td>
<td>$40,000</td>
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</table>
Tool 3: Diagnostic Checklist for Readiness

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<th>Unit</th>
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<th>Amount</th>
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<tbody>
<tr>
<td>Personnel</td>
<td>Team Member 1</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Team Member 2</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Team Member 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publications</td>
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<tr>
<td></td>
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<tr>
<td></td>
<td>Circulation</td>
<td></td>
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<tr>
<td>Events</td>
<td>Venue</td>
<td></td>
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<td></td>
<td>Food &amp; Snacks</td>
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<td></td>
<td>Decoration</td>
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<td></td>
<td>Invitations</td>
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<td></td>
<td>Celebrity</td>
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<tr>
<td>Media</td>
<td>Website</td>
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<tr>
<td></td>
<td>Campaign</td>
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<tr>
<td>Income Generating Activity</td>
<td>Production</td>
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<td></td>
<td>Promotion</td>
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<td></td>
<td>Distribution</td>
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<tr>
<td></td>
<td>Total RM Budget</td>
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</tbody>
</table>
Appendix A: Sample Donor Letter

Dear Dr. Last Name,

_Act as if what you do makes a difference. It does._

— William James

This past year, the Development Fund has supported an array of projects that I’m personally excited about. From Levels of Maternal Care, DEA Buprenorphine Waiver sessions, to the Council on Patient Safety in Women’s Health Care, annual gifts fund the programs that help us care for our patients. I hope that you will take a moment to look through the Donor Report to learn about all the impactful initiatives supported by the ACOG Foundation.

Together we have accomplished much this past year, but as you know, there is still more to be done. For 2018, I hope you will renew your commitment or if you can, consider upgrading your contribution. If you would like to be included in the Annual Meeting final program, please be sure to make your gift by February 15, 2018.

There are several ways to give:

- Contribute by check or credit card using the postage-paid envelope within the Donor Report.
- Go online to [www.acog.org/donate](http://www.acog.org/donate).
- Contact Kathleen Kenny at kkenny@acog.org or at 202-863-2479 to arrange monthly recurring donations.
- Stipends and honoraria from ACOG can be redirected back to the College. Please contact Kathleen before accepting payments to avoid tax-liabilities. Stipends and honoraria from other organizations can also be redirected back to the College, however tax-liabilities may apply. Contact the organization for details.

Thank you for your loyal support of the ACOG Foundation! I look forward to seeing you at our Annual Meeting this year in Austin, Texas in May.
Appendix B: Sample Donor Webpage

ACOG Foundation – Development Fund

I support the Development Fund because it provides another way for me to share my passion for Women’s Health. Through advocacy, education, and physician support, ACOG touches every area of women’s health in the Americas and across the globe. I see my contribution as an investment in a future of excellent healthcare for women everywhere.– Michelle Y. Owens, MD

What Your Donation Supports

Membership dues only account for 35% of our annual budget, making donations to the College an invaluable financial component in our ability to participate in and initiate new programs and projects that would otherwise be out of reach. Past contributions have supported an array of important activities including those for underserved women, the Council on Patient Safety in Women’s Health Care, reVITALize, and tool kits on tobacco use in pregnancy. View ACOG’s Donor Report for more information. So, which Society is right for you?

- **President’s Society**, is reserved for donors of $3,000. President’s Society members receive complimentary annual meeting registration for themselves and one guest, access to the Donor Lounge for you both, onsite fast-track registration, and other site specific amenities.

- **Beacham Society**, named for the College’s first President, Dr. Woodward Beacham, is reserved for our donors of $1,500. Beacham Society members receive complimentary annual meeting registration, access to the Donor Lounge, onsite fast-track registration, and other site specific amenities.