



Development/Fundraising Community Newsletter

Fall 2010

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The quarterly Development/Fundraising Community Newsletter provides news and information you can use to help your Senior Nutrition Program reach its fullest potential.

Welcome to the first issue of the Development/Fundraising *Community* Newsletter. A slight change from the “Development Section Newsletter” that you may have been familiar with, this new title better reflects our Members’ desire to build a true professional community, based on mutual support and sharing.

At the 2010 MOWAA Annual Conference in Atlanta, a facilitated discussion among MOW development professionals focused on the challenges of operating in an environment where raising funds requires an increasing amount of work and creativity. Many Members feel it is time for a fresh look at their funding streams and fundraising infrastructure.

The articles in this issue are meant to help you frame internal and external discussions about the sustainability of your organization’s funding – from posing the initial question of “What is sustainability?” to demonstrating the soundness of your fundraising model to the public.

Working on a “sustainability plan” might not seem like a high priority for those who are worried about their program’s short-term survival. But, the fact is, major donors look for evidence that an organization will be able to support its mission over the long term, and they may be more willing to give now if you can show that you will be able to continue your work in the future.

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The following articles are reprinted verbatim and with the permission of the sources cited unless otherwise noted.

Development Wrap-up: The 2010 Annual Conference

There were over 600 individuals in attendance at our 2010 Annual Conference in Atlanta, Georgia, who participated in over 30 breakout sessions and workshops. Enrollees in the Development Certificate program collectively earned nearly 250 Development track credits from MOWAA's National Center for Nutrition Leadership.

Key Takeaways from the Development Community Meeting

One Wednesday morning at Conference, members of MOWAA's Development Community engaged in a facilitated discussion to share their ideas and concerns. Three key trends that emerged from this discussion were: worry about the increasing competition among nonprofits for the same pot of money; the difficulty in setting fundraising priorities and expanding fundraising efforts; and the need to engage the organization's board in fundraising. The following notes outline the discussion surrounding these topics.

Dealing with Competition:

- When facing competition among collaborators on a campaign or event, you can:
 - Pick a chief
 - Decide the division of money right up front
- When competing for corporate money:
 - If you want to get corporate money get corporate volunteers. You'll expand your contacts, marketing and matching gifts and leverage your resources
- Expand your audience
 - Create a task force of volunteers to cover certain tasks or communities
 - Look for untapped resources
 - Explore new ways to give, like texting donations

Setting Priorities:

- The highest percentage of money comes from individuals, and relationship building (for major gifts) is the most cost-effective way of getting money
 - Continue cultivation and stewardship
 - Tap your volunteers
- You could also consider one or some of the following:
 - Start annual giving and planned giving programs
 - Organize a capital campaign
 - Try special events
 - Do direct mail
 - Look for grants
- Other suggestions:
 - Get online and explore social media
 - Expand PR outreach
 - Increase networking
 - Ease the amount of admin work by streamlining database management
- Board engagement in fundraising is important
 - Get your Board involved and get your Board to 100% giving (they can give and get).
 - Improve Board management
 - A well-run board includes:
 - Bylaws and a committee structure in place
 - A regular give and get
 - Strategic planning
 - Screening Board prospects and getting rid of ineffective members
 - Strong Board chair who is also a cheerleader for the cause
 - A Board matrix to highlight Board member skill sets
 - Development on agenda: Report to Board with pledges and a dashboard or scoreboard of total giving

Key Takeaways from the Development Certificate Workshops and Sessions

From Jerry Henry's presentation on "Capital Campaigns: Knowing When You Are Ready"

Key Takeaways:

A capital campaign isn't an everyday event – it can mold and shape your organization and program for years to come. That's why it is critical that you spend time planning and laying the best groundwork that can guarantee success.

From Kevin Monroe's "Seeing Your Organization through Donors' Eyes"

Key Takeaways:

Motivating Factors - Private Donors

- Passion for mission & vision
- Personal connection to the organization (leaders, clients, volunteers or cause)
- Past experiences (personal history)
- Philanthropy (giving back)
- Tax incentives

Motivating Factors - Business Owners

- Community involvement
- Community investment
- Community connection (clients)
- Recognition as community leader
- Philanthropy (giving back)
- Tax incentives

Motivating Factors - Religious Institutions

- Missional focus
- Shared vision or values
- Outreach to specific communities or target populations
- Extension of their ministry

Motivating Factors - Corporations

- Corporate social responsibility (CSR)
 - Being good corporate citizens; mobilizing employee volunteerism
- Recognition as a community partner
- Part of their corporate values
- Invest in their local communities
- Tax incentives

Motivating Factors - Foundations

- Missional focus (charitable purpose)
- Alignment with foundation priorities
 - Program areas
 - Field(s) of interest
 - Type(s) of support
- Geographic scope
- Portfolio management (mix of current grantees)

Motivating Factors - Government (Grants & Contracts)

- Political priorities
- Competitive bid (contracts)
- Compelling application (grants)
- Performance based (can you deliver?)

For highlights of Kevin Monroe's presentation on "The X-Factors of Sustainability" see the article below, or attend the upcoming January 28, 2011, [webinar](#) of this presentation.

From Lynn Mehaffy and Lisa Maska's presentation on "Direct Mail is Working – and You Should Be Doing It!"

Key Takeaways:

Your donors are getting a lot of mail – make sure enough of it is from you.

- Mail at least five times a year with a direct ask.
- Your donors are giving – don't be afraid to ask often and ask for more
- Make your ask emotional, it's more effective for female donors.
- Invest in planned giving; your donors are making and changing their will.

How to get started: Analyze Your Donors:

- Determine active vs. lapsed donors; high dollar vs. low dollar; single vs. multi givers.
- Identify the number of committed, annual donors so you can cultivate them and increase giving.

Acquisition: Acquiring new donors

- The primary goal of acquisition is to acquire new donors.
- New donors help increase revenue each year and replace donors who stop giving.
- Most organizations need to mail at least two acquisitions annually to keep growing.

Donor Renewals: Raising Net Revenue

- The primary goal of a renewal appeal is to raise net revenue and increase operating funds.
- Educate donors and keep them involved in your mission.
- Allow donors to contribute when they want and to topics that appeal to them.

From Eden Freeman and Amanda Day's presentation on "Grant Writing"

Key Takeaways:

What to look for when reviewing solicitations

- Due date – postmarked or delivered?
- Are you eligible?
- Any registration or pre-application requirements?
- What are the eligible activities?
- Are there minimum and maximum funding limits?
- What is the required match? Can it be in-kind or must it be cash?
- Is the application on-line, in a Word or PDF document?
- How many copies of the application must I submit?
- What are the formatting guidelines for the application?
- What is the time allowable for completing the project?
- Are extensions allowable?
- Who is the contact person for questions regarding the application?
- What are the reporting requirements?
- What is the reimbursement process?
- When will the grant awards be announced?
- Is a resolution required?
- In addition to the application, are there any required attachments, such as support letters, site/location maps, etc.
- Who can sign the application? - Any board member, CEO, program director?
- Is there a required or optional workshop?

Donors don't give to institutions. They invest in ideas and people in whom they believe.

~ G.T. Smith

From Ellen Helm Sacchi's presentation on "Best Practices for Engaging and Equipping Board Members for Effective Board Service"

Key Takeaways:

What Board Members Want

- Meaningful work and engagement
- Use their skills
- Enjoy their service
- Make social and professional contacts

What Board Members Need

- Talk about your passion and vision in Board meetings
- Have more discussion and less reports
- Understand what we are trying to accomplish
- To be part of forming the strategic plan
- Understand how funds are used
- Tools and training

From Derrick Feldman's presentation on "The Dreaded Engagement Gap"

Key Takeaways:

What is Donor Engagement?

It's a **measurement** of the relationship between an organization and a financial supporter, volunteer and/or advocate. It's determined by a combination of **interest** in the issue/cause, **experience** as a recipient of the programs/services, **involvement** in the operations, and ability to **affect** the direction of the organization.

- Donors that exhibit high levels of engagement get involved in all levels of an organization – as a volunteer and adviser, advocate for the cause in the community, and a financial supporter.
- Donors with limited levels of engagement exhibit an interest in the work of the organization, but the relationship is primarily a transaction lacking a clear understanding of the organization's direction and operational needs.

Planning is bringing the future into the present so that you can do something about it now.

~ Alan Lakein

Successful Sustainability in Nonprofits

Jason Ansley

Sustainability has a lot of definitions these days. Sometimes it refers to ecology and the environment. Other times it refers to economics and fiscal stability. And still at other times it refers to humanity and society itself. As of 2001 an entire field of science originated that has dedicated itself to the advancement of understanding systems and their dynamics relating to. In fact, there are many non-profit organizations and non-governmental agencies dedicated to the aforementioned definitions of sustainability. However, the most profitable definition would be one that identifies the capacity to endure. A definition that allows for continuation. A plan for an organization to become self-sustainable.

Self-Sustainability is *the ability to indefinitely produce more than your organization consumes.*

Read that again!

The key word is *indefinitely*. On a regular basis we want to have more available for use than what we actually can use. Day after day, month after month, year after year, if our organizations produce more than they consume, they will be sustainable. They will continue. They will endure. But *what* do we want to produce more of?

As an organization we need to produce more resources, more time, more money, a more positive image, and more tangible results in order to ultimately produce more of our mission!

Why do we want to become self-sustainable?

Recent interviews with major donors conclude that they no longer want to give automatically...unless they see the evidence of how the entity will survive if they stop giving.

Additionally, our organization's resources need to become more residual. If we stay still, if our organization, our mission, our resource engine stays stagnant, if these items do not progress, by default we are going backwards as others surpass us. As other groups develop and move further forward than we do we are losing ground. We are losing the capacity to deliver on our mission.

Finally, self-sustainability is important because without you and your organization, your mission would not get accomplished!

As Simon Sinek proclaims, success is achieved through being inspired by the thing you're pursuing. When applied to sustainability, success means that entities can achieve self-sustainability through community and relationships. As Harvard's Sustainability Science Program identifies, by focusing on the dynamics between systems, sustainability can be achieved. In organizations, by focusing on relationships and community building, Self-Sustainability can be achieved.

This article was originally published on NPOdev on July 24, 2010.

<http://www.npodev.org/2010/07/24/successful-sustainability-in-nonprofits/>

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Anyone...can give away money or spend it; but to do all this to the right person, to the right extent, at the right time, for the right reason, and in the right way, is no longer something easy that anyone can do.

It is for this reason that good conduct in such matters is rare, praiseworthy and noble.

~ Aristotle

X Factors of Sustainability

Kevin Monroe

This article highlights some of the key points of the similarly named course taught by Kevin Monroe at the 2010 Annual MOWAA Conference. By popular demand, this course will be repeated as a [webinar](#) on January 28, 2011.

Sustainability is currently an extremely hot topic. Wherever you turn, it seems people are conscious about this issue and curious about what it means to their organization. A quick search on Google returns over 29 million entries related to sustainability. That same search on Google in January 2008 returned just over 14 million entries. Think about it, in just 18 months there is more than double the information on sustainability to browse through from one Google search.

In spite of the abundance of information about sustainability, there is not clear consensus about what being a sustainable nonprofit means, let alone, how to become a sustainable nonprofit. Many people connect nonprofit sustainability to financial stability, but even then, exactly what does financial stability mean in times like these? In actuality, sustainability is a much broader topic and we have written on a variety of these aspects over the last 20 months. If you want to revisit any of those articles please click here to browse past issues of [Sustainability Strategies](#).

Achieving sustainability is a complex task for nonprofits. **It's more of a journey than a destination.** Personally, I would be reluctant to label any organization as having arrived at a point of sustainability, because once feeling they have arrived, they may take their eyes off of the prize and lose that drive and edge that originally led them on their quest for sustainability.

However, experience indicates that there are common characteristics shared by organizations that are making great strides towards sustainability. Patterns are emerging that seem to indicate there are **X Factors** that contribute to or even accelerate an organization's efforts and progress towards sustainability.

What is an X Factor?

In mathematics an X Factor is an unknown quantity which only becomes known after following a prescribed process.

In the business world it's a significant amount of personal charisma or that special quality that sets one leader or individual apart from the crowd.

In the entertainment world it's that indefinable quantity which may promote one candidate over another in the public eye. You can't define it, but you know it when you see it.

In football, X Factor describes the adjustments a team uses to seize the next big opportunity or to stop the next big threat.

All of these definitions help us as we think about sustainability for nonprofits. Sustainability is not a single silver bullet you load in your management gun and fire, nor is it what you do over a one or two day retreat and return to business as usual.

Sustainability is the sum total of a variety of factors and activities that, when combined have a multiplicative effect for the organization that causes the organization to rise above the crowd, stand out like a star, and attract attention (and funding) from institutional and individual donors. It positions your organization to seize the next big opportunity and/or survive the next big threat.

The first X Factor is foundational for all others. It is adopting an **ethic of excellence** that permeates all service related activities and generates amazing results for your clients and communities. You don't settle for mediocrity and you don't do the bare minimum to get by. You set high standards and expectations.

You inspect what you expect to ensure all client encounters with paid or volunteer staff adhere to the quality standards of the organization. This requires investing in program development to develop program

guidelines as well as training for both paid and volunteer staff to ensure they are equipped to implement programming.

This excellence is also demonstrated in your relationships with private donors, institutional funders, and other program partners. Your organization has a reputation for honoring your commitments and exercising integrity in all relationships. You carefully consider your commitments, but then you excel in delivering on your commitments. You develop a reputation for honesty and integrity and are worthy of the trust the community places in your organization.

The end result of this commitment to excellence is to be the kind of organization that ***“makes such a unique contribution to the communities it touches and does its work with such unadulterated excellence that if it were to disappear, it would leave a hole that could not be easily filled by any other institution on the planet”*** (Jim Collins in *Good to Great and the Social Sectors*).

These organizations not only seek to do good work, they seek to do good work well and prove to be good stewards of their financial resources. They also leverage these resources for great results for the clients and communities they serve. By doing excellent work, they make a place for themselves in their communities, but more about that in the upcoming issues.

Kevin Monroe is the founder and Managing Partner of X Factor Consulting, LLC. X Factor Consulting is a marketing and management firm that helps grassroots organizations achieve maximum IMPACT with their clients, communities and causes through affordable tools, technologies and training. Kevin's passion for nonprofit organizations is evident in the results he has achieved working with organizations such as the Substance Abuse and Mental Health Services Administration (SAMHSA), Prevent Child Abuse Georgia and the Learning Community at SafeHouse Outreach.

Sell the opportunities and not the deficiencies, never forgetting that money flows to promising programs and not to needy institutions.
~ Harold J. Seymour

Sustainable Nonprofit Operating Models

Sean Stannard-Stockton

In a recent [Financial Times column on VolunteerMatch's "growth capital offering"](#), I state that the organization's prospectus says that the new capital will fund a plan to make [VolunteerMatch](#) self-sustaining and generating an operating surplus by 2012. Reader Jeremy Gregg, who writes the blog [The Raiser's Razor](#), leaves [a comment](#) asking about this claim:

I would be very interested to know how a non-profit can design a plan that meets these standards: we are so used to annual operations plans and short-term proposals that it is hard to envision such a concept. Are they tied to social enterprise and earned income strategies that can make the organization self-sustaining?

The VolunteerMatch prospectus does a good job laying out their self-sustaining operating model. Before I proceed, I should note that other than reading the prospectus and speaking with their president as well as some other related parties, I am not intimately familiar with VolunteerMatch. So please take my comments as my own personal opinion and realize that I am not speaking on behalf of VolunteerMatch in any way.

The VolunteerMatch proposal does not suggest that their model will earn a profit. There are three core areas where they will receive support,

- 1) payments from corporations that use their corporate volunteer program services,
- 2) payments from nonprofits who pay for premium access, and
- 3) reliable ongoing contributions from volunteers who use the network.

This is not a “profitable” model, but it is a sustainable model. VolunteerMatch should be able to track what level of donations they can expect from the users of their service (the volunteers) and then count on that fundraising as they bring more users to the network.

A sustainable nonprofit operating model does not mean that the organization must charge for their services. I do not agree with the idea that nonprofits should seek to build models that earn income unless that model is the most effective way to further the nonprofit’s mission. Fundraising can and should be part of a sustainable operating model. Unfortunately, I too often hear of a nonprofit who will generate a loss (as is expected) and then “make up the difference with fundraising”. That is not sustainable. A sustainable fundraising plan should be built into the operating model. Note that VolunteerMatch does not just say that they will raise money; they relate their goals to their experience with their actual user base and then make projections based on certain growth plans.

Fundraising is something that organizations can invest in. The growth capital that VolunteerMatch is looking for is not sustainable funding. It is a onetime investment that will be used in part to build a sustainable stream of fees and donations.

A sustainable operating model that relies on fundraising (as most all nonprofits must, otherwise they should ask why they are not a for-profit), must be able to budget on certain fundraising goals. Not a fundraising budget that is whatever size fills the gap between expenses and revenue, but a budget that is based on reliable projections.

Sean Stannard-Stockton is CEO of Tactical Philanthropy Advisors, a philanthropy advisory firm that serves individual and family philanthropists. Sean is the author of the Tactical Philanthropy blog and writes a monthly column for the Chronicle of Philanthropy. He is a member of the World Economic Forum’s Council on Philanthropy & Social Investing and has been quoted or referenced in The New York Times, Wall Street Journal, Washington Post, Financial Times and many other media outlets.

This article first appeared on Tactical Philanthropy on April 2, 2008.

<http://www.tacticalphilanthropy.com/2008/04/sustainable-nonprofit-operating-models>

There is no use waiting for your ship to come in if you haven't sent out any ships.
~ Harold J. Seymour

Sustainability and Financial Resource Development

Jeffrey S. Vengrow

Times are tight in the nonprofit sector. Are you sustainable?

The number of new nonprofit organizations is on the rise and the demand for resources is growing faster than the rise in philanthropic giving.

The competition for resources has raised the bar of the sustainability challenge to new heights. Sustainability by definition means that the critical mass of resources and capacity are reliably in place on an ongoing basis, to enable the organization to continue in support of its mission.

The sustainability question remains the same, but has become increasingly difficult to answer. Traditional answers have been either to raise more money through existing channels, or to reduce the services provided. But as we all know, these are not traditional times.

It's no longer enough to simply write more grant proposals or conduct yet another "special event fundraiser." And, the work required to raise money is becoming more resource intensive as well as competitive within the nonprofit community. Unfortunately, the alternative choice to proportionately reduce services can lead down a slippery slope to obscurity or oblivion.

More recently, some organizations have ventured into unknown waters searching for new ways of raising funds such as opening an earned income enterprise, or launching a capital campaign. But without adequate planning or skills, the risk of failure is high, and the consequences potentially severe.

It's time for a fresh look.

An effective sustainability model must necessarily ensure that a Financial Resource Development Plan (FRDP) is aligned consistently with the organization's mission, and that the organization has either the competency in place, or develops a plan to acquire the competency to implement it.

Start with the strategic and business planning process. The FRDP is a critical component of the business plan and must support the strategic direction of the organization. When developing the FRDP, the following elements should be considered:

- What financial resources are required to support the plan?
- How will these financial resources be used?
- When are they needed?
- What will be the primary sources of revenue? Are the sources consistent with our mission, our image and values?
- What infrastructure is needed and in place (experienced and sufficient staff, mailing lists, software, policies, and procedures)?
- Who is responsible for what? (role of the Board, and the role of Staff)
- What will the FRDP cost?
- What are the risks?
- What legal requirements exist?
- Who is the competition?
- What's the contingency plan?

I had a client who developed a program expansion strategy during a board retreat. The board next determined that a large capital campaign would be necessary, and that the method of fund raising would be to solicit large gifts from targeted individual donors. The organization's historical contribution model was small gifts from many donors, so this approach was a significant departure from their traditional fund development efforts.

When I asked who on the board or staff had any experience with large gifts, only one member out of ten raised his hand. Needless to say, the plan was somewhat less than complete, so the project was tabled for further study.

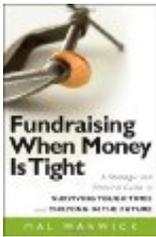
The board later developed the tactics and the budget that would be required to support the chosen resource development model. They contracted with a fund raising professional who trained several board members, and who helped manage the process from behind the scenes. They also recognized that they needed to address their board composition and began recruiting potential board members who had experience with various fund development models. Within a year, they exceeded their fundraising goal.

The nonprofit sector has experienced tough times before and has survived. However, there is a real danger in this severe downturn that many individual organizations will not. Sustainability is more than about survival. It is about supporting mission over the long term, and a successful sustainability model will require that nonprofits adopt a new way of working. Financial resource development planning supports strategy, and when it is integrated with the business planning process, it is most likely to succeed.

Jeffrey S. Vengrow is the Director of CNE Solutions. He can be reached at vengrow@cfnp.org. This article originally appeared in Connect to Solutions the e-Newsletter of the Center for Nonprofit Excellence. <http://www.cfnp.org/eNewsletters/SustainabilityandFinancialResourceDevelopment/tabid/216/Default.aspx>

Fall Reading: Fundraising When Money Is Tight

A book by Mal Warwick: <http://www.malwarwick.com/learning-resources/publications.html>



Corporate gifts may be drying up. Foundations are pulling back. Even some loyal donors are giving less, and giving less frequently. Mal Warwick presents three possible funding strategies and outlines a path to help guide your organization through the period of economic recovery:

- Step 1: Reassess the Whole Ball of Wax
Efficient management practices can ensure your organization is around long enough to make a lasting impact.
- Step 2: Strengthen your Case for Giving
Donors don't care about you as much as they care about the issues you work on.
- Step 3: Be Content with One in the Hand—Forget the Two That May Be in the Bush
Questioning the importance of creativity in tough times.
- Step 4: Cut Costs with a Scalpel, Not an Ax
Sixteen cost-cutting recommendations that impact the whole organization, and fourteen more focused on cutting costs in print production.
- Step 5: Fish Where the Big Fish Are
The importance of donor segmentation.
- Step 6: Stay Close to Your Donors
Say thanks. And then, say thanks again.
- Step 7: Get Personal With Your Donors
Collect and use data about your donors to appeal directly to their values and beliefs.
- Step 8: Step Up Your Efforts Online
Maximize your fundraising and develop a comprehensive online strategy.
- Step 9: Break Down the Silos

You can listen to a free podcast of Mal Warwick discussing this book – and how to plan for leaner times and strengthen your case for giving – in a Foundation Center interview, here:

http://foundationcenter.org/events/archive/phil_chat_warwick.html

Action precedes funding. Planning precedes action.
~ Unknown

More Sustainability Tools and Resources

Sample Sustainability Plan

National Service Resources provides a template for a sample funding sustainability plan, based on the activities of a hypothetical nonprofit.

http://nationalserviceresources.org/files/legacy/filemanager/download/online/sustainability_plan.pdf

Tools for Planning and Assessing

SCORE created a “Business for Non-Profit” guide to assist non-profit organizations in building their capacity to serve communities. This guide includes tools and worksheets for building strategies, examining options and assessing funding sources.

http://www.score.org/pdf/SCORE_NonProfBizTools.pdf

Community Collaboration

The Annie E. Casey Foundation assembles “End Games: The Challenge of Sustainability” by pulling together the thoughts and views of both funders and community nonprofit leaders. The report looks at the differing perspectives of each group and provides suggestions for the future.

<http://www.aecf.org/upload/publicationfiles/end%20games.pdf>

EDUCATION OPPORTUNITIES

Visit www.mowaa.org/calendar for the most up-to-date listing of events.

Upcoming Webinars

Visit www.mowaa.org/webinar for more information about these courses and to register.

Communications

Branding: A Three-Part Series

When: Part I: 11/9/2010 – 2:30 p.m. – 3:30 p.m. EST
Part II: 11/12/2010 – 2:30 p.m. – 3:30 p.m. EST
Part III: 11/16/2010 – 2:30 p.m. – 3:30 p.m. EST

Nutrition

Menu Planning

When: 12/9/2010 – 2:30 p.m. – 3:30 p.m. EST

Leadership/Development

Growing a Giving and Getting Board

When: 1/21/2011 – 2:30 p.m. – 3:30 p.m. EST

Development

X Factors of Sustainability

When: 1/28/2011 – 2:30 p.m. – 3:30 p.m. EST

What MOWAA Members Have to Say About Webinars:

MOWAA webinars are invaluable in the senior nutrition field. We have a unique job and do not have frequent contact with other nutrition providers or training. Having a cost effective way to "meet" with our peers while learning about our distinctive field is invaluable to me. Thank you MOWAA!

This is an excellent way to obtain credit for certification and saves the agency on training costs and time away from the office.

Call for Articles

Would you like to write for a future Development/Fundraising Community Newsletter?

We are looking for Members to write articles based on their own experience. Check out our submission guidelines (www.mowaa.org/submissions) to see a calendar of upcoming topics.

If you are interested in writing an article for a future newsletter – or even if you just have a great idea for an article that you'd like to see – please contact Suzanne Grubb at Suzanne@mowaa.org or 703-548-5558.