

## MEMORANDUM

To: SSSP Board of Directors  
FROM: Shirley A. Jackson, 2022-2023 SSSP President  
RE: Follow-up on Two Action Items from the 7-19-22 Board Meeting  
DATE: July 12, 2023

The two action items below are addressed in the following report.

*Action Item #1: The Board charged the 2022-23 SSSP President with drafting a plan for revenue generation.*

*Action Item #2: The Board charged the incoming Interim Executive Officer and the 2022-23 SSSP President with developing a plan for activity related to the Operating Reserve Policy.*

Generation of revenue has been a concern for quite some time. For the last few years, the Membership & Outreach Committee has been working to highlight student work, updating the content on the SSSP Testimonials page, and through social media (i.e., Twitter, Facebook). Some of the efforts undertaken by the committee were in direct response to the Covid-19 pandemic and focused on increasing virtual contact due to absence or limitation of in-person opportunities. Yet, we are continuing to face financial issues that go beyond membership – gaining new members and retaining current ones.

The Editorial and Publications Committee has made it clear that we need to think about whether we should maintain our relationship with Oxford University Press. Currently, we are in a reactive position, whereas we need to be more proactive and explore other opportunities to ensure our potential to generate revenue that is more beneficial to the organization. How we do this relies on our ability to draw upon those in the organization whose roles are varied, but who are best situated to aid us in developing a new plan for revenue generation.

In conversations with Susan Carlson, former Interim Executive Officer of the SSSP, the following committee chairs and officer were named as potential members of the 2023-2024 Ad Hoc Revenue Generation Committee:

1. SSSP Executive Officer (Elroi Windsor, [ewindsor@westga.edu](mailto:ewindsor@westga.edu))
2. Treasurer (currently Heather E. Dillaway, [hedilla@ilstu.edu](mailto:hedilla@ilstu.edu))
3. Chair of the Budget, Finance, and Audit Committee (BFA) (currently Becky Pettit, [bpettit@utexas.edu](mailto:bpettit@utexas.edu))
4. Chair of the Editorial and Publications Committee (currently Yvonne A. Braun, [ybraun@uoregon.edu](mailto:ybraun@uoregon.edu))
5. Chair of the Membership and Outreach Committee (currently, Amaka Okechukwu [aokechuk@gmu.edu](mailto:aokechuk@gmu.edu))

All of these individuals have been informed that they or their successor could potentially serve on this committee. I am proposing that the chair of the BFA serve as the chair of the 2023-2024 Ad Hoc Revenue Generation Committee

In addition, Susan Carlson mentioned a capital campaign be considered as a method to generate revenue. Bill Kelso, LBMC suggested a specific type of campaign that focuses on our membership as there is a greater chance of revenue being generated if there is one specific targeted campaign rather than a general one. There are several options here that might include the promotion of a particular scholarship or award that is underfunded or most popular. We may opt for one that is underfunded and reiterate its importance to the organization or one that is most popular so that the money that would otherwise be directed to them internally might be used to fund underfunded areas. This, of course, needs to be fully fleshed out. (Table 1 below may be informative.)

*Table 1: Five-Year Donations for SSSP Awards*

<b>Donation Options</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Accessibility Services	\$712	\$377	\$764	\$750	\$307
Anti-Harassment Work	\$52	\$7	\$118	\$208	\$0
Arlene Kaplan Daniels Paper Award	\$32	\$87	\$63	\$68	\$0
C. Wright Mills Award	\$847	\$107	\$288	\$113	\$0
Doris Wilkinson Faculty Leadership Award	\$52	\$52	\$53	\$158	\$0
Erwin O. Smigel Award	\$2	\$2	\$3	\$3	\$0
Indigenous Peoples' Social Justice Award*		\$5	\$566	\$523	\$187
Joseph B. Gittler Award	\$2	\$2	\$3	\$3	\$510
Kathleen S. Lowney Mentoring Award	\$72	\$112	\$98	\$78	\$0
Lee Founders Award	\$362	\$62	\$313	\$73	\$10
Lee Scholar Support Fund	\$509	\$39	\$20	\$30	\$15
Lee Student Support Fund	\$342	\$382	\$303	\$98	\$325
Racial/Ethnic Minority Graduate Fellowship	\$1,854	\$1,182	\$1,023	\$828	\$365
SSSP General Fund	\$648	\$3,494	\$371	\$2,376	\$238
Thomas C. Hood Social Action Award	\$373	\$443	\$624	\$446	\$152
Transnational Initiatives Fund*		\$12	\$13	\$38	\$25
<b>Donation Total</b>	<b>\$5,859</b>	<b>\$6,365</b>	<b>\$4,623</b>	<b>\$5,793</b>	<b>\$2,134</b>
<b>Donation Grand Total</b>					<b>\$24,774</b>
<b>* Established in 2020</b>					

It would be helpful for the Ad Hoc Committee for Revenue Generation to review [David Luke's Budget, Finance, and Audit \(BFA\) Committee Report](#), that included many good suggestions that need to be taken off the page and put into action. These suggestions are also key to understanding the kind of deficit we see ourselves heading into or perhaps coming out of.

Lastly, having served on non-profit boards in the past, it is crucial that we keep in mind how much revenue we are spending and on what and how much we have in reserves. Our Executive Officer, Elroi Windsor, might benefit from training that helps them to assess the kinds of major projects we might be

developing to bring in monies. For instance, while we may talk about member driven campaigns, how might we capitalize on the nature of the organization and its mission to develop a major project for funding from donors? Might this involve working more closely with communities? Are we in a position to be partnered with community organizations?

Whatever we do moving forward must take into consideration our [Operating Reserve Policy](#) (Section I.A.8 of the Operations Manual). Given the BFA's draft of this policy, we may need to consider how we are utilizing the non-recurring expenses. It may be helpful if we engage in more capacity-building activities with other organizations that may help to keep expenses reasonable. Is it time to reconsider the way we spend these funds and what is the value *given* versus that *received*? It may be time to clarify by citing specific funded requests to help us understand the use of the 25% of "one-time, non-recurring expenses that align with SSSPs purposes." We have had several proposals over the last few months that seem to have forgotten the purpose of the organization where the benefits are for individuals and not for the members.