



UNITED NATIONS ASSOCIATION
of the United States of America
A PROGRAM OF THE UNITED NATIONS FOUNDATION

CHAPTER HANDBOOK

Helping the UN to Help the World

UNA-USA's Mission: *We are dedicated to educating, inspiring and mobilizing Americans to support the principles and vital work of the United Nations and to strengthen the UN system. UNA-USA encourages U.S. leadership to work constructively through the United Nations and encourages everyone to achieve the goals of the United Nations Charter. Through our chapters and programs, UNA-USA educates the American public about the invaluable work of the United Nations, raises funds and carries out local activities related to the United Nations, and recruits, engages, and retains members around the country.*

www.unausa.org/chapterhandbook

Welcome to UNA-USA!

Dear UNA-USA Chapter Leader:

Thank you very much for your dedicated and invaluable service as a leader of a UNA-USA chapter.

Your work as a leader, educator, and advocate is essential as we work together to expand support for U.S. leadership in a more effective United Nations. You bring knowledge of your community, a spirit of service, commitment to the ideals of the United Nations, and volunteer leadership skills to our work. Thank you for these special contributions.

I hope that this handbook and other materials and services provided by the national office will help you in your work. The handbook details how members can form an officially-recognized chapter of UNA-USA and the requirements a chapter must follow to remain in good standing with UNA-USA. Our goal is to help you explain the United Nations system to your friends, neighbors, and leaders in your community. Whether it is through our education or membership programs, or in our advocacy efforts to change U.S. policy at the UN, we want to assist you in helping your community understand its stake in international engagement and cooperation.

Your ideas and suggestions are always welcome. We need to learn from your experiences and hope to create an active forum where chapters can share information and seek each other's counsel. Please contact us directly, or through your regional representative on the UNA-USA Council of Chapters and Regions Steering Committee to share these insights.

On November 18, 2010, after a decade of working together to connect Americans to the United Nations, UNA-USA joined the family of the UN Foundation and its sister organization, Better World Fund. This alliance aims to combine resources to amplify the voices of chapters and members across the country. Together, UNA-USA, UN Foundation and Better World Fund represent the largest single network of U.S. supporters of the UN and UN causes, and together we can help the UN create a better future for our world. To help you communicate with the chapter members and networks in your community about this strategic alliance, visit www.unfoundation.org/una-usa.

I look forward to meeting each of you in person when I visit your area or when you attend our annual meeting.

May your time as a UNA-USA volunteer be rewarding and fulfilling. Your important contributions of time, experience, and talent are most appreciated, and we greatly enjoy working with you.

All the best,

A handwritten signature in black ink that reads "Patrick M. Madden". The signature is written in a cursive, flowing style.

Patrick Madden
Executive Director, UNA-USA

Table of Contents

I. What is the United Nations Association of the United States of America?	5
II. The United Nations Foundation and the Better World Fund	5
III. Chapters, Regions, and Divisions	5
Chapters	5
IV. Establishing a Chapter	6
Required Procedures to Establish a New Chapter	7
National Office Final Approval	8
Once you have received your Chapter Charter:	8
V. Requirements to Maintain Chapter Status	9
Basic Requirements	9
Chapter Activities	9
Logo and Other Intellectual Property Usage	9
UNA-USA’s Tax-Exempt Status and your Chapter	10
Operating as a 501(c)(3) Organization	11
Nonprofit Fundraising Registration Requirement	11
Affiliation Agreement	11
Annual Reporting Requirements to UNA-USA: Annual Chapter Report	11
Annual Reporting Requirements to the Internal Revenue Service (IRS)	12
Chapter Finance	13
Membership Dues-Sharing and Direct Deposit	14
Chapter Insurance	15
VI. Chapter Board of Directors	15
Chapter Board	15
Executive Committee Position Descriptions	15
VII. Membership Building and Chapter Activities	16
Chapter Membership Growth Guidelines	16
VIII. Membership Benefits	18
Become an Informed Global Citizen	19
Make a Difference	19
Network with UN Dignitaries & Government Representatives	19
Join a nationwide network	19
Get the “insider’s discount”	19
IX. Membership Applications and Reports	19
X. National Membership Events	19

United Nations Day 19

UNA-USA Annual Meeting 20

Members’ Day at the UN..... 20

XI. National Membership Programs 20

 Student Alliance..... 20

 National High School Essay Contest on the UN 20

 UNA-USA Young Professionals 21

 UNA Film Festival - Travelling Film Festival (UNAFF) 22

 Council of Organizations (COO) 22

XII. Chapter Fundraising Guidelines 22

 Fundraising Guidelines..... 22

 Common Fundraising Methods..... 23

XIII. Advocacy..... 24

 Facts about Advocacy and the IRS 24

 Direct Guidance from the IRS:..... 24

 Advocacy Engagement Opportunities: Chapters & Individual Members 25

 Day on the Hill 27

XIV. Communication Resources and Membership Toolkits 27

 Toolkit for Members 27

 Communication Resources 28

 UNA-USA Calendar 28

 The InterDependent 29

 Facebook..... 29

Sharing Experiences: Learning from Each Other 29

 The Model UN Conference Calendar..... 29

 National and Local Media Finder 30

XV. Global Engagement Opportunities 30

 Girl Up..... 30

 Global Alliance for CookStoves 30

 Global Classrooms 31

 mHealth Alliance 31

 Nothing But Nets..... 31

 The Measles Initiative..... 31

 World Federation of United Nations Associations (WFUNA)..... 31

XVI. Conclusion 32

I. What is the United Nations Association of the United States of America?

Originally formed in 1923 as The League of Nations Nonpartisan Association, Inc., The United Nations Association of the United States of America (UNA-USA) is a nonprofit membership organization dedicated to building understanding of and support for the ideals and vital work of the United Nations (UN) among the American people. Its educational and advocacy programs stress the importance of nations working together and the need for U.S. leadership at the UN. UNA-USA serves many constituencies, including community-based members and activists, affiliated organizations, business leaders, educators and academic and foreign policy specialists as well as students and young professionals.

Our services are most effective through the work of UNA-USA chapters. As a leader of a UNA-USA chapter, you are involved in a valuable service as a community activist and convener of those who share UNA-USA's mission and goals. UNA-USA volunteers educate their communities; mobilize support for UN and U.S. leadership; serve as liaisons with the media, educators, and public officials in their communities and states; and provide visibility at the grassroots level. Your chapter is part of a network of more than 100 others nationwide working to accomplish these important goals. UNA-USA is also a member of the World Federation of the United Nations Associations (WFUNA).

II. The United Nations Foundation and the Better World Fund

The UN Foundation and the Better World Fund ("BWF") were established and initially funded through the historic \$1 billion gift to support UN causes and activities from entrepreneur and philanthropist Ted Turner. Both organizations are U.S. public charities and share the same non-profit purposes and diverse Board of Directors.

The UN Foundation builds and implements public/private partnerships to address the world's most pressing problems, and works to broaden support for the UN through advocacy and public outreach. Through campaigns and partnerships, the organization connects people, ideas, and resources to help the UN solve global problems. The campaigns reduce child mortality, empower women and girls, create a new energy future, secure peace and human rights, and promote technology innovation to improve health outcomes. These solutions are helping the UN advance the eight global targets known as the Millennium Development Goals (MDGs).

The Better World Fund is the sister organization of the UN Foundation. The Better World Fund was established primarily to conduct domestic advocacy and partnership efforts aimed at encouraging a greater understanding of the UN, key UN causes, and the broad purposes of international cooperation through the UN. Through its "Better World Campaign," Better World Fund has worked to strengthen the relationship between the U.S. and the UN through outreach, communications and advocacy; encourage U.S. leadership to enhance the UN's ability to carry out its invaluable international work on behalf of peace, progress, freedom and justice; and engage policy makers, the media and the American public to increase awareness of and support for the UN.

III. Chapters, Regions, and Divisions

Chapters

A UNA-USA chapter is a group of 25 or more members in good standing formally recognized by the UNA-USA national office, with elected officers and bylaws charged with promoting the organization's mission in a specified geographic location.

Regions

The chapters of UNA-USA are divided into eleven geographic regions (New England, Mid-Atlantic, Mid-East, South East, Great Lakes, North Central, South Central, Rocky Mountain, North West, Mid-Pacific, and Southern California). Regions serve to assist chapter activities, grow membership, promote UNA-USA advocacy goals, and represent chapters on the CCR Steering Committee.

Divisions

UNA-USA divisions support the activities of UNA-USA chapters within a designated state or section of a state. A division is expected to help strengthen chapters in its designated area, but does not have authority over those chapters. Divisions may provide programs, projects, and events to promote the mission of UNA-USA and work with chapters to build their membership. A division board of directors shall include representatives from the chapters in its designated area and is responsible for fostering communication among these chapters. Divisions may elect officers, adopt bylaws, and have a treasury. Existing divisions that do not support activities of three or more chapters are urged to become chapters.


The Chapter Handbook pertains to divisions as well, except that divisions are not required to maintain a minimum membership level and exist solely to assist and strengthen chapters.

The Council of Chapters and Regions (CCR) serves as an advisory council to the UNA-USA Executive Director and other representatives of UNA-USA. Members of the CCR consist of one person from each UNA chapter as specified by the individual chapter and all persons serving on the CCR Steering Committee. (See CCR Standard Operating Procedures)

Its functions are defined as follows:

1. To serve as liaison between the various chapters of UNA-USA and the national office;
2. To serve in an advisory capacity to the national office on matters of concern to the chapters and regions;
3. To assist the national office in the development of policies, programs and methods of communication among the chapters, as well as other national and international organizations;
4. To assist chapters and regions in strengthening their effectiveness and compliance with national standards, policies, procedures, and in helping to resolve any dispute within a chapter or region;
5. To consult with the national office regarding the establishment of membership dues and any classes of membership;
6. To promote UNA-USA membership, advocacy and educational programs and campaigns.

The Steering Committee of the CCR is responsible for executing the functions of the CCR.

 Please visit www.unausa.org/CCR to learn more about Council of Chapters and Regions.

IV. Establishing a Chapter

UNA-USA recognizes the need to expand our work by establishing new chapters, and we are especially appreciative of volunteers willing to undertake the organizational work. From years of experience, we know that active, growing and lasting chapters only develop with a strong foundation of initial leadership, membership, and planning. For this reason, we have developed the following list of required procedures to establish new UNA-USA chapters.

Required Procedures to Establish a New Chapter

1. **Become a Member of UNA-USA** (www.unausa.org/join). Once you sign up, you will automatically start to receive our monthly e-newsletter, the *World Bulletin*.
2. **Educate Yourself:** Read this handbook, visit UNA-USA's website (www.unausa.org), review the United Nations' website (www.un.org), sign up for UNA-USA's E-Action Advocacy Alerts and read our Advocacy Agenda (www.unausa.org/advocacy)! **Visit UNA-USA's Chapter Directory** to see what other chapters are in your area. (www.unausa.org/chapterdirectory)
3. **Contact the National Office Membership Team** to discuss what it takes to create and maintain an active UNA-USA chapter. The membership team will introduce you to the **CCR Steering Committee Regional Representatives from your region and local leaders of your division, if one exists**. These representatives are responsible for helping local chapter leaders.
4. **Submit a UNA-USA Chapter Start-up Form and Participate in an Interview:** At least three of the founding members of the proposed new chapter will submit a brief biography, and participate in a phone or video (when possible) interview with the national office membership team and CCR-Steering Committee Regional Representatives. The Chapter Start-up Form will ask you to submit a chapter name, to be approved by the national office.
5. **Become a UNA-USA Organizing Group.** An organizing group consists of at least five UNA-USA members in good standing who have expressed intent to form a new UNA-USA chapter. Organizing groups allow members to publicize UNA-USA in their community and to build membership for the prospective chapter. **An organizing group is not permitted to open a bank account until it has received its Chapter Charter, has signed the Affiliation Agreement, and has received its Employee Identification Number (EIN).** (See steps 11 and 12 below and Section V: Chapter Finance)

Although organizing groups are not yet established chapters, they will receive materials and assistance from the membership team and CCR-Steering Committee Regional Representatives. Organizing groups are expected to transition to chapter status within six months.

Once you have completed these five steps, you are half-way to establishing a new UNA-USA Chapter!

6. If there are UNA-USA members in your area not already engaged in a chapter, **the national office will provide you with their names and will help you organize an introductory meeting**. Please also invite your own contacts and publicize the meeting locally.
7. **In order to become a UNA-USA chapter, you will need to recruit at least 25 members in good standing** (not including student members). Each membership counts as one towards the minimum 25 requirement. If a couple shares one membership it counts as one. It is important to recruit members, and later chapter leaders, who represent diverse age, gender, ethnic, and professional backgrounds, and have links to the various neighborhoods and major institutions within your community.
8. If the group decides to apply to become a chapter, the national office membership team will provide you with a **template for chapter bylaws**. Please complete the template with your proposed local group information. You may adapt the template to meet the anticipated needs of your chapter and community, and the national office must review and approve your bylaws to ensure that they are in compliance with the chapter affiliation agreement and

this handbook. **After you have completed the chapter's proposed bylaws, please send them to the national office for final approval. Once the chapter's bylaws have been approved, please hold a meeting with the chapter membership, where a simple majority vote will approve the bylaws.**

9. **Elect individuals** (at least five UNA-USA members in good standing) **to serve as the Board of Directors and Officers** (e.g., president, vice president, treasurer, secretary, membership chair, advocacy chair). Minutes should be taken at all meetings.
10. Once you have established a group of at least 25 UNA-USA members in good standing, **apply for formal chapter status by emailing your request to the membership team at membership@unausa.org.**

Please include the following in your request:

- A list of chapter members;
- A statement outlining your reasons for establishing a chapter;
- The names of chapter members who are willing to serve on the chapter's board and have been elected as officers.
- Verification that at least one organizational meeting has been held, with the date of that meeting, a list of attendees, and a copy of the minutes; and
- A statement verifying that the chapter agrees to abide by the policies and procedures set forth in this handbook, which may be amended from time to time.

National Office Final Approval

11. Once UNA-USA's national office membership team has reviewed the request for chapter establishment and determined that it meets UNA-USA's requirements, the membership team will forward the request with a recommendation to UNA-USA's Executive Director.
12. The Executive Director will have the discretion to issue a **Chapter Charter** granting the chapter the authority to represent UNA-USA as UNA-USA's affiliate in a particular territory. **However, the chapter will only become an officially recognized chapter of UNA-USA upon the signing of an Affiliation Agreement.**

If after the first year, the chapter is not in good standing because it has not met all the requirements to maintain its status (see Section V), UNA-USA will have the option to revoke the chapter's charter, and the chapter will no longer be recognized as a UNA-USA chapter. Thus, we strongly encourage you to become familiar with the terms of the Affiliation Agreement and this Handbook. UNA-USA's national office membership team will generally supervise the chapter's operations to ensure that they are consistent with the terms of the Affiliation Agreement and this Handbook.

Once you have received your Chapter Charter:

1. **The national office membership team will work with your chapter to provide you with an Employer Identification Number (EIN) for your chapter.** The chapter's EIN will be registered under the chapter, not UNA-USA. **Each chapter must always use its own EIN. Under no circumstances should a chapter use the EIN of the national office.**
2. **Opening a Chapter Bank Account:** To open a bank account, your chapter will need proof of affiliation between your chapter and UNA-USA. If the bank you are establishing an account with has additional requirements, please contact the membership team at membership@unausa.org. Each chapter bank account must

have at least two signers. For additional financial information please see the Chapter Finance section of this handbook. (See Section V)

V. Requirements to Maintain Chapter Status

Basic Requirements

This section is designed to provide an overview of basic chapter management and explain what minimum requirements must be met to remain a chapter in good standing with UNA-USA.

Chapter Activities

1. **Hold a minimum of four board meetings per year.**
2. **Organize a minimum of two community-involved programs annually**, including one held for United Nations Day (October 24), to which all chapter members are invited. Generally these will be events open to the whole community, and you will want to publicize them as widely as possible. Please provide timely notice to UNA-USA of all such events so that we can help you publicize them on our national calendar (www.unausa.org/calendar).
3. **Conduct at least one annual membership meeting** that all chapter members are invited to, with minutes taken. At the annual meeting, the officers are elected (when terms are complete) and the president reports on the chapter's activities and future plans. Depending on your chapter bylaws, the membership might approve financial reports or budgets or conduct other business as well.
4. **Maintain a chapter membership of at least 25 UNA-USA members in good standing** (not including student members). If the chapter needs help building its membership please contact the national office for assistance at membership@unausa.org. (See Section VII for ideas on Membership Building and Chapter Activities).
5. **Adhere to the chapter's bylaws.** Any proposed amendments to your chapter's bylaws must be submitted to the national office prior to adoption in order for the national office to ensure the amendments are consistent with the Affiliation Agreement and the mission and purpose of UNA-USA.
6. **Comply** with the terms and conditions of this Handbook and the Affiliation Agreement.
7. **If the chapter is a subordinate organization under BWF's group exemption**, comply with all legal requirements imposed upon a subordinate organization included in a group tax exemption, and provide BWF in a timely fashion with any information reasonably requested to verify the chapter's continued eligibility for inclusion in BWF's group tax exemption.
8. Comply with all applicable laws, rules and regulations; maintain all permits, licenses and other governmental approvals required in the chapter's territory; and make all required filings, such as annual corporate reports, fundraising reports, and tax filings (including IRS Form 990 or Form 990-T if required) that may affect the chapter's corporate or tax status and pay all applicable taxes, fees and penalties.

Logo and Other Intellectual Property Usage

In accordance with UNA-USA's grant of a charter to the chapter, UNA-USA will grant the chapter a license to use the name "United Nations Association of the United States of America," the name "United Nations Association of the USA," the acronym "UNA-USA", the logo of UNA-USA, other UNA-USA trademarks, service marks, trade names, and logos made available by UNA-USA from time to time (collectively, the "Marks"), and other intellectual property of UNA-USA. The chapter will have the limited authority to use the Marks and such other intellectual property solely in connection with the activities authorized under the Affiliation Agreement, subject to the terms and conditions of the Affiliation Agreement

and the following usage guidelines. Please note that these guidelines are subject to change, and that additional guidelines may be issued by the national office membership team at any time upon notice to the chapters.

1. The chapter shall use, as its sole organization name, the words “United Nations Association of the United States of America”, “United Nations Association of the USA” or the acronym “UNA-USA” together with the geographical designation identified as part of chapter’s name in the Affiliation Agreement.
2. UNA-USA’s logo will be provided to each chapter for use on all chapter materials to show the chapter’s official affiliation with UNA-USA.

UNA-USA’s Tax-Exempt Status and your Chapter

As a program of the UN Foundation’s Better World Fund (BWF) for tax purposes, UNA-USA enjoys tax-exempt status under Section 501(c)(3) of Federal Code. This determination exempts UNA-USA from federal income tax on all forms of income derived from our exempt purposes. This tax-exempt status **does not automatically extend to UNA-USA chapters.**

Group Exemption

BWF, the parent organization of UNA-USA, has obtained a group tax exemption from the IRS that recognizes UNA-USA chapters as tax-exempt under Section 501(c)(3) since they are affiliated with BWF through UNA-USA. Thus, chapters that fall under the UNA-USA group 501 (c)(3) tax-exempt designation, and do not have their own individual designation, will have the ability to be included in BWF’s group tax exemption. This avoids the need for a chapter to apply for exemption individually. Accordingly, the BWF group exemption letter has the same effect as an individual exemption letter except that it applies to all eligible chapters and divisions. As subordinates, chapters included in BWF’s group exemption do not receive individual exemption letters.

To qualify for a group exemption, the central organization and its subordinates must have a defined relationship. Subordinates must be: (i) affiliated with the central organization; (ii) subject to the central organization’s general supervision or control to ensure that each affiliate’s operations are, on an ongoing basis, consistent with the central organization’s exempt purpose; and (iii) exempt under the same paragraph of IRS 501(c)(3), though not necessarily the paragraph under which the central organization is exempt. BWF therefore requires chapters to enter into the Affiliation Agreement with UNA-USA in order to establish this relationship and meet the foregoing requirements.

In order to comply with the IRS’s group exemption ruling, BWF is responsible for: (a) ensuring that the chapters included as subordinates continue to qualify for exemption; (b) verifying that any new chapters requesting to be included in the group exemption letter are exempt; and (c) updating the IRS on an annual basis of new subordinates, subordinates no longer to be included, and subordinates that have changed their names or addresses.

BWF is also required to update the IRS regarding certain information on an annual basis and will therefore require chapters to submit information relevant to this obligation, through their Annual Report. Such information includes: (1) information about changes in purpose, character, or method of operation of chapters; (2) lists of chapters included in the group exemption letter that have changed their names or addresses during the year; (3) subordinates no longer to be included in the group exemption letter because they have ceased to exist, disaffiliated, or withdrawn their authorization to BWF; and (4) chapters to be added to the group exemption letter because they are newly organized or affiliated or have newly authorized BWF to include them.

Tax-deductible donations to chapters included in the Group Exemption Letter

Donors can obtain a copy of the group exemption letter from BWF if they are interested. Contributions to chapters covered by the group exemption ruling are deductible. Donors can verify with BWF whether the particular chapter is

included in BWF's group ruling. Donors may rely upon BWF's verification with respect to deductibility of contributions to chapters covered in its group exemption ruling.

Operating as a 501(c)(3) Organization

Whether a chapter has obtained its own tax-exempt determination letter from the IRS or is included in BWF's group exemption letter, each UNA-USA chapter must comply with the organizational, operating, and other legal requirements imposed upon a public charity under section 501(c)(3) of the Code.

As exempt organizations under Section 501(c)(3), UNA-USA chapters are required to organize and operate exclusively for charitable, educational, and scientific purposes. To this end, UNA-USA chapters operate to further the purposes and mission of UNA-USA. Thus, UNA-USA authorizes chapters, subject to the terms of the chapter's Affiliation Agreement, to conduct educational, advocacy, and fundraising programming activities in the territory covered by its charter as well as other activities that are consistent with UNA-USA's mission to develop and strengthen the relationship between the U.S. and the UN, and to promote U.S. leadership to enhance international cooperation.

Whether independently exempt or included in BWF's group exemption letter, chapters cannot take any action or possess any power or authority that would pose a substantial risk of preventing it at any time from qualifying and continuing to qualify as a 501(c)(3) organization. In addition, the chapter cannot engage in any activity, whether directly or indirectly, that would pose a substantial risk of causing the loss of its tax-exempt qualification under section 501(c)(3) of the Code.

For more information about complying with the requirements of Section 501(c)(3) of the Code, please consult IRS publication 557 – *Tax Exempt Status for Your Organization* and IRS publication *Compliance Guide for 501(c)(3) Public Charities*, both available at www.irs.gov.

Nonprofit Fundraising Registration Requirement

Some chapters will be required to register with their state as a charitable organization, and some will be covered under BWF's registration. Please contact the national office at membership@unausa.org to determine the regulations for your state.

Affiliation Agreement

Whether a chapter is exempt from federal income taxation under section 501(c)(3) pursuant to its own determination letter issued by the IRS or is included in the BWF group exemption letter, the chapter will be required to enter into an Affiliation Agreement with UNA-USA in order for the chapter to receive an official charter. Please review the terms and conditions of the Affiliation Agreement carefully, specifically the chapter's obligations thereunder, as failure to comply with the Affiliation Agreement can result in the suspension or the termination of the chapter's charter.

Annual Reporting Requirements to UNA-USA: Annual Chapter Report

Each chapter is responsible for submitting a Chapter Annual Report to the national office by the end of the first quarter for the previous year. The national office membership team will provide chapters with the required forms to be completed. In order to complete the Chapter Annual Report in a timely and accurate manner, chapters must maintain reasonable records related to all of its programs, activities and operations.

Annual Reporting Requirements to the Internal Revenue Service (IRS)

Internal Revenue Service (IRS) Tax Filing

All chapters must file an annual tax return with the IRS regardless of gross receipt amount. All returns must be filed by the 15th day of the fifth month after the close of the tax period. All chapters should follow the calendar year and must therefore file by May 15th.

Which IRS Forms to File

All forms can be found online at www.irs.gov.

When filing, please include both the name of your chapter and that of the national office (e.g., United Nations Association of the United States of America, Greater Boston Chapter). Please include the address of the national office. (801 2nd Avenue, New York, NY 10017) This is to ensure that the national office receives all IRS correspondence.

Please send to the membership team a copy of the filing receipt for whichever of the following forms is appropriate for your chapter.

- **990-N:** Chapters with annual gross receipts of less than \$50,000 file Form 990-N.
- **990-EZ:** Chapters with gross receipts of less than \$200,000 *and* total assets of less than \$500,000 may file Form 990-EZ. (Such chapters may file Form 990 instead if they choose.)
- **990:** Chapters with gross receipts of at least \$200,000 *or* total assets of at least \$500,000 must file Form 990.

If your chapter files a 990-EZ or 990, please make sure that you complete the entire form. Incomplete forms will result in additional paperwork.

Employment Tax Returns:

As alluded to above, every chapter who pays wages to employees is responsible for withholding, depositing, paying, and reporting federal income tax, social security and Medicare (FICA) taxes, and federal unemployment tax (FUTA), unless the chapter-employer is specifically excepted by law from those requirements or if the taxes clearly do not apply.

If a Chapter Does Not File

- **990-N, 990-EZ or 990:** Failure to file Forms 990-N, 990-EZ or 990 for three consecutive years results in revocation of the chapter's status as a tax-exempt subsidiary under UNA-USA's 501(c)(3) status.
- **990-EZ or 990:** Failure to file Forms 990 or 990-EZ will result in the assessment of fines in the amount of \$20 per day (up to the smaller of \$10,000 or 5% of the *gross receipts* of the organization for the year) until proper filing is completed.

State Tax Filing

Some states require non-profits to file a state tax filing. Most are due at the same time as IRS filings. Contact the national membership team if you are not sure about your state's requirements.

Chapter Finance

Treasurer Activities

An incoming treasurer should have at least one face-to-face meeting (if possible) with his or her predecessor in order to learn past accounting practices. The new treasurer should use this meeting to assess the general financial health of the chapter and to learn about the chapter programs and activities. It is important for the treasurer to carefully track the chapter's income, expenses, and account balances. The new treasurer should obtain the account numbers and statements for all bank accounts held by the chapter, and should be added as a signer on these accounts. Each chapter should have at least two signers on its bank account.

Chapters **must** adopt a fiscal year commencing on January 1 and ending on December 31, and abstain from borrowing money in the name of UNA-USA. No chapter has the power to borrow money in the name of UNA-USA. UNA-USA is not responsible for the debts of the chapter.

Record Keeping

Precise accounting records must be kept in order to ensure the most efficient use of chapter resources and to demonstrate to the chapter board the degree of success of a particular program. Accurate record keeping will also help determine future budgets by illustrating how much cost or benefit was associated with a particular program. The treasurer or president of the chapter should retain custody for at least seven (7) years of all financial records (e.g. bank statements, invoices, receipts and other proofs of expenses, and any correspondence with the IRS or other government authorities). More specific record retention periods vary depending on the types of records and returns:

- ***Permanent Records:*** Some records should be kept permanently. These include organizing documents, such as articles of incorporation and by-laws, with amendments, as well as board minutes.
- ***Employment Tax Records:*** If an organization has employees, it must keep employment tax records for at least four years after the date the tax becomes due or is paid, whichever is later.
- ***Records for Non-Tax Purposes:*** When records are no longer needed for tax purposes, an organization should keep them until they are no longer needed for non-tax purposes. For example, a grantor, insurance company, creditor, or state agency may require that records be kept longer than the IRS requires.

Records should be kept in accounting journals, ledgers, or computer programs such as Word or Excel, or with online money management tools, such as Quicken, Mint or Quick Books. Any record keeping system should show gross receipts, purchases, expenses, and assets. Each expense should be accompanied by either an invoice or receipt. A chapter financial report should be presented to the chapter board periodically (e.g. – monthly or quarterly).

Annual Budget

The treasurer works with the president and executive director if there is one to prepare the financial section of the chapter's Annual Report, which includes an annual budget. The budget should include an accurate projection of costs and revenue for the year, and include line items for each chapter activity.

The preparation of an annual budget is an important opportunity to facilitate long-term strategic planning by the chapter board. Ideally, in-coming and out-going board members are involved in the process. All planning should be framed by measurable, agreed upon goals. It will create a sense of common purpose and maximize time available for the important work of your chapter. During chapter board meetings, the treasurer should report actual financials versus the budget and ensure that all board members understand the report. Remember, UNA-USA staff is available for assistance.

Chapter Bank Account

It is helpful to develop a check request form, so that anyone within your chapter requesting that payment be made is required to indicate who the check should be written to, for how much, where it should be sent, and for what purpose. This form should be signed by the chapter member submitting the request, and approved by either the chapter president or treasurer. An invoice or receipt should be attached to the form and kept with the chapter's financial records.

Tax/Employer Identification Number

As mentioned in the "Establishing a Chapter" section IV, each chapter has its own Employer Identification Number (EIN) from the IRS. **Each chapter must always use its own EIN. Under no circumstances should a chapter use the EIN of the national office.**

Membership Dues-Sharing and Direct Deposit

Any payments that the chapter receives for membership dues **MUST** be sent to UNA-USA at:

**BWF/United Nations Association of the USA
PO Box 96397, Washington, D.C. 20090-6397**

Membership dues may not be deposited into the chapter bank account.

Chapters receive 50% of membership dues from the national office. Chapters should set aside no less than 50% of the share of dues revenue they receive from Young Professional members for the development and support of young professional activities within the chapter. Chapters should create a specific line item in their budget for their Young Professionals Committees.

Chapter dues payments are deposited on a quarterly basis via an electronic transfer into the chapter bank account. In order to set up these direct deposits, each chapter must fax or email a copy of a voided check from the chapter bank account to the membership team at 212-682-9185 (Attn: Coordinator, Membership) or membership@unausa.org.

Chapter presidents, treasurers, and membership chairs receive a monthly update from the membership team including a financial report and a quarterly notification of the funds transfer. In order to estimate the deposit amount before the transfer, simply add the amounts from the three consecutive financial reports.

Membership Categories:

Lifetime (One-time payment)	\$1,000
Patron	\$500
Sponsor	\$100
Member	\$40
Introductory/Fixed Income	\$25
Student	\$10

Chapters shall make an annual contribution to their division, if one exists, so that it can continue to support the chapters' activities and membership development. Membership Dues for at-large division members will follow the same split as chapters for membership dues. The national office will be available to facilitate an individual plan for each division if requested.

Chapter Insurance

UNA-USA's master insurance policy provides liability insurance for **chapter events**. In order to obtain this coverage, the chapter must provide the national office with the following information:

- Name of insured party (certificate beneficiary). This will be the legal name of the party from whom the chapter rents space or has engaged for the event – in other words, the party requesting the certificate; and
- Copy of the lease agreement or contract signed by the chapter for the lease/event.

Please send this information in an email to the membership team at membership@unausa.org.

UNA-USA does not provide insurance for individual volunteers or chapter board members.

Workers Compensation Insurance must be carried by chapters with full or part-time staff. They must provide the national office with the name of the carrier and the policy number.

VI. Chapter Board of Directors

Chapter Board

1. **Members:** The business of the chapter shall be conducted and directed by the Board of Directors consisting of at least five (5) UNA-USA members in good standing, including a president, vice president(s), secretary, membership chair, advocacy chair and treasurer.
2. **Officers:** Each chapter's board must contain at least the following officers: a president, secretary and treasurer. Chapters are advised to consult the laws of their particular jurisdictions of organization in order to confirm whether those laws require additional officers to be appointed and whether certain individuals can occupy multiple offices.
3. **Nominations, Elections, Terms, Term Limits and Filling Vacancies:** Your chapter bylaws will determine your chapter's rules and procedures related to the election rules of your board members and officers. It is important to have open and transparent processes for selecting chapter leaders, and to consistently add diverse new board members who bring new ideas, new skills, new community contacts and the potential to become future leaders of your chapter.

Executive Committee Position Descriptions

Your chapter bylaws should also define composition and role of the chapter's **Executive Committee, usually consisting of** all officers and sometimes committee chairpersons as well. Generally the Executive Committee may conduct chapter business on behalf of the full board of directors between board meetings. While your bylaws should clearly define the role and responsibilities of each of the officers, these typically include:

1. **President:** The president facilitates the work of the chapter, is a representative to the UNA-USA Council of Chapters and Regions (CCR), and is strongly encouraged to attend all meetings of the CCR. The president presides at all chapter meetings; appoints all chapter committee chairs with the consent and approval of the officers; presents the report covering the activities of the chapter in the previous year at the chapter's annual meeting; enforces chapter guidelines; and ensures that all books and records are properly kept and that all meetings are appropriately called. He/she should delegate authority, develop new leadership, and represent the chapter in the

community at large.

2. **President-Elect:** The president-elect is an **optional** board position. If a chapter chooses to elect an individual, this person serves as a future president in training. He/she observes all workings of the chapter, assists in special projects such as strategic planning, preparing the annual reports, and research. It is very important that a chapter has a strong succession plan to ensure its stability during leadership changes.
3. **Vice President(s):** The vice president helps the president facilitate the work of the chapter. If a chapter has one vice president, he/she shall perform the duties of the president in the president's absence or following his/her resignation. If the chapter has multiple vice presidents, each may be assigned different duties (e.g., advocacy, membership, education).
4. **Membership Chair:** The membership chair is responsible for managing the chapter's membership records and developing a membership growth strategy. Specific responsibilities include: contacting lapsed members, prospective members, and welcoming new members. Each chapter should develop a membership committee to assist the chair in membership development.
5. **Advocacy Chair:** The Advocacy Chair serves as a liaison between the chapter and both the Advocacy Committee of the Council of Chapters and Regions Steering Committee and the UNA-USA national office. The advocacy chair is responsible for promoting participation in the e-action alert system and advocacy events, such as Day on Capitol Hill and National Advocacy Week. The chair should maintain and develop personal relationships with local congressional representatives and/or their relevant staff members (through letters, telephone calls, and personal visits) and keep up to date on their positions on UN-related issues.
6. **Secretary:** The secretary serves all notices required by the handbook. He/she records accurate minutes of all meetings of the chapter, which should include election results and assignments to specific duties; works with the president to prepare the chapter's annual report; and performs all the customary duties of a secretary.
7. **Treasurer:** The treasurer is responsible for maintaining all financial records for the chapter, including providing oversight for all banking, events, and fundraising activities. The treasurer must ensure financial compliance with all applicable laws and provide information to the president and the UNA-USA national office membership team on all financial matters of the chapter. He/she works with the president to prepare the financial section of the chapter's annual report. During chapter board meetings, the treasurer should report actual financials versus the budget and ensure that all board members understand the report. The treasurer should keep regular contact with the national office to ensure compliance with internal and Federal compliance standards. It is the treasurer's responsibility to know what forms must be filed with the appropriate State and Federal entities and what information is required by the national office in order to avoid fines and/or the revocation of the chapter's 501 (c)(3) status.

VII. Membership Building and Chapter Activities

Chapter Membership Growth Guidelines

Members are the most important part of UNA-USA, and building membership is the most important responsibility of our chapters!

We have a huge challenge ahead of us with over 300,000 people in organized anti-UN groups. An objective look at the views of the American people, however, reveals the anti-UN movement to be the work of a small, outspoken minority. Polls show that over 70% of Americans support strengthening the UN, while the supporters of anti-UN groups comprise less than one tenth of one percent of the U.S. population.

With your help we can mobilize this majority to voice their opinions and actively support the UN in the United States by becoming members of UNA-USA.

Members bring a broad range of leadership skills to help build the chapter and ensure the succession of chapter board members and committee positions. They also help provide the financial means to strengthen chapter activities and programs. Building chapter membership is key to creating a sustainable and truly effective organization.

Three reasons that people are inspired to become members:

1. **Ethical** - Some people get involved because of a sense of ethical and civic responsibility. Show them that working with UNA-USA is an effective way to make a positive difference in the world.
2. **Professional** - Some people want to develop new skills, network, build leadership qualities, embrace learning opportunities and have valuable experiences that will help them learn about possible career tracks. Make it clear that membership in UNA-USA can provide them with this invaluable experience. UNA-USA gives members the chance to challenge themselves, take on important tasks, and actively learn about the work of the UN.
3. **Social** - Some people join to meet others with similar values and interests, make new friends, and have fun. Others may join to work on issues that appeal to them personally. To make the chapter more appealing to outsiders, plan varied activities and provide opportunities for members to get to know each other.

Here are a number of recommendations that you can implement in order to build your chapter's membership:

Be Organized and Diligent

- Establish a Membership Committee within your chapter. The responsibility of this committee is to establish membership goals and strategies and discuss potential membership challenges. While membership growth is the particular focus of this committee, building membership is the responsibility of the entire chapter.
- The Membership Committee should work with the national office to ensure that the chapter's membership records are up-to-date. The committee should also track when memberships are scheduled to expire and invite those members to renew.
- The committee should also keep a list of prospective members that may be interested in joining the organization and should directly invite those individuals to join.

Be Proactive

- Membership applications should be given to every person who attends a chapter event. A laptop should also be available at the chapter's event registration table for members to join on-the-spot at www.unausa.org/join.
- Scan local newspapers for the names of influential community leaders; invite them to a meeting, and later follow-up with them via written letter or phone call asking them to join.
- Publicize your events and programs within your community by displaying UNA-USA information at community centers and public spaces. Make sure that the mission and message of UNA-USA is clear at all public events.

- Utilize internationally recognized days such as UN Day, Human Rights Day, and International Women’s Day, for public events and membership building.
- *Remember*—people do not join unless you ask them to! Have a sign-in sheet at all events and follow-up by asking them to join.
- Establish a web and social media presence through low-cost formats such as Facebook and Twitter. Update any created page regularly with tips on how people can get involved.
- Develop relationships with other local NGOs to co-sponsor events and pursue similar interests.

Make New Members Feel Welcome

- Reach out to new members as soon as they join. Make a personal phone call or send a hand-written letter or email.
- Educate new members about UNA-USA by establishing a member mentorship program.
- Invite new members to read fact sheets and talk points about the UN by visiting UNA-USA’s toolkit online at www.unausa.org/toolkit.
- Celebrate new members! Induction ceremonies or new-member events, as well as introducing new members through the chapter’s website will make them feel welcome in the chapter.
- Have a “Member Spotlight” in your newsletter or online where you highlight one member per month, and ask him or her to address why they joined UNA-USA.

Engage All Members in Membership Recruitment

- Create a “Bring a Guest” day for all members.
- Offer incentives to those members who recruit new members, such as a free registration to a chapter event or program. Recognize those members who recruit new members in the chapter’s newsletter or on its website.
- Conduct a Membership Survey! Ask members to write down the names of friends, neighbors, colleagues, and business acquaintances that may be approached as prospective members.
- Invite Model UN groups from high schools and colleges to give a presentation at meetings.

At the end of each year, re-evaluate your membership growth strategy and make changes where necessary.

VIII. Membership Benefits

As chapter leaders recruit members, they will need to describe the benefits of membership in UNA-USA as well as what they gain from local participation. Benefits include all the activities you can participate in and resources available through UNA-USA.

Become an Informed Global Citizen – As a UNA-USA member, you gain access to a selection of exclusive publications and resources, detailed in the Communications Resources section below, that provide a unique view into developments at UN Headquarters in NY and around the world. In addition to the full slate of online resources, members can hear directly from insiders on conference calls with policy specialist and other experts!

Make a Difference - Participate in UNA-USA **E-Action Alerts** to support important policies and advocacy for the UN. Chapters may take part in quarterly **Activist Training Conferences** via phone, featuring workshops on advocacy methods and topical issues.

Network with UN Dignitaries & Government Representatives – Receive invitations to UNA-USA Members' Day at UN Headquarters, the UNA-USA Annual Meeting, and UNA-USA's most important advocacy event of the year – UNA-USA Day on Capitol Hill.

Join a nationwide network – Become part of a national group of informed citizens taking part in concerted actions and common initiatives to achieve shared goals, raise awareness, educate, advocate, and raise funds for the UN and UNA-USA's educational, advocacy, and policy programs and campaigns.

Get the “insider’s discount” – Members receive discounts on purchases from the United Nations Bookshop (<http://unp.un.org/bookshop>).

Please visit our **online Toolkit for Members** at www.unausa.org/toolkit, to find Talking Points, Fact Sheets and general resource materials about the United Nations and UNA-USA (additional details below).

IX. Membership Applications and Reports

Each month, the national office membership team sends reports to chapters that have had changes in their membership the previous month. These reports are sent to each chapter and division president, treasurer, membership services chair, and executive director.

The reports consist of new member contact information, cash reports indicating the financial amount due to the chapter for each member, a change and transfer report, and a file containing information regarding dropped memberships. Please keep in mind that if no changes are made in your chapter's membership, you will not receive any reports.

All new membership and renewal forms should be mailed to:

**BWF/United Nations Association of the USA
PO Box 96397, Washington, D.C. 20090-6397**

X. National Membership Events

United Nations Day

The anniversary of the entry into force of the United Nations Charter on October 24, 1945 has been celebrated as United Nations Day since 1948. It has traditionally been marked throughout the world by meetings, discussions, and exhibits on the achievements and goals of the organization. In 1971, the General Assembly recommended that Member States observe it as a public holiday. UNA-USA chapters nationwide hold events to commemorate UN Day. As part of this work, UNA-USA creates a dedicated section of our website to serve as a community organizer's tool for coordinating UN Day programs locally.

In addition, chapters may want to plan events on other anniversaries such as the December 10 anniversary of the Universal Declaration of Human Rights (Human Rights Day), September 21, the International Day of Peace, and other notable UN observances. A list of these observances is available at <http://www.un.org/observances/days.shtml>.

UNA-USA Annual Meeting

UNA-USA hosts an annual meeting that brings together UNA-USA's constituencies for a variety of skills training workshops, issue briefings, networking opportunities, and capacity-building exercises.

Members' Day at the UN

UNA-USA hosts a members' event at UN headquarters. UNA-USA Members' Day at the United Nations provides an opportunity for UNA-USA members to attend special briefings and panel discussions on the most pressing issues on the UN's agenda. Members' Day participants come from UNA-USA chapters and divisions, Young Professionals and Student Alliance groups, and members of UNA-USA's Council of Organizations.

From global health to human rights to emerging democracies, equitable development and international peace and justice, guest speakers shed light on both the challenges and opportunities faced by the United Nations system in today's fragmented world. Guest speakers include top UN experts from the United Nations Secretariat and UN agencies, the diplomatic and academic communities, and other UN headliners.

XI. National Membership Programs

Student Alliance

UNA-USA's Student Alliance is an action-oriented, member-focused program dedicated to furthering UNA-USA's goals among today's globally minded **American middle school, high school, and undergraduate college students**. The program has three main focus areas: *Human Rights and International Justice; Building International Consensus on Climate Change; and Strengthening the United Nations*.

The Student Alliance seeks to engage students in a nationwide network of motivated individuals, student advocacy groups, international affairs clubs, and Model UN teams who stand poised to collectively sound their voices and make their opinions heard amongst their peers, in their communities, across the nation and around the world! Student Alliance groups may be established in association with local chapters, or at individual schools.

➤ Please visit www.unausa.org/studentalliance to learn more.

National High School Essay Contest on the UN

Since 1986, the National High School Essay Contest on the United Nations has inspired students to engage global issues and the work of the UN through scholarship and critical thinking. Each year, UNA-USA publishes a topic and question of particular importance to the international community. Students then conduct research and write a letter to the President of the United States, responding to the question, based not only on the information they have found, but also on their own views and opinion.

Chapter representatives are asked to judge local essay submissions and recommend one semi-finalist from each UNA-USA region to the national office. The local essay submissions are an effective recruiting and publicity tool with local high schools and media. Chapters may decide to award prizes to local semi-finalists.

National Awards include:

1st Place: \$1,500 scholarship and a trip to New York to attend UNA-USA Members' Day at the United Nations.

2nd Place: \$1,000 scholarship

3rd Place: \$500 scholarship

➤ Please visit www.unausa.org/essay2012 to learn more.

UNA-USA Young Professionals

UNA-USA Young Professionals (UNA-YP) is a program that engages UNA members, typically between 21 and 40 years old, in discussions of international affairs, emphasizing the importance of multilateral cooperation and the United Nations. UNA-YP distinguishes itself from other young professional programs for international affairs, by focusing on supporting the United Nations through community education and by outreach to Congressional representatives. UNA-YP members work with UNA-USA chapters and benefit from learning by doing -- managing local events, soliciting speakers, designing fundraising initiatives, introducing chapters to emerging new technologies and social media, and recruiting and engaging volunteer teams.

UNA-USA recommends two different models of UNA-YP organization at the chapter level. Chapters may opt to follow either model or combine features from both in ways that best suit their local circumstances.

One model that may be followed by chapters is to create a Young Professionals committee within the chapter structure. The chapter may elect or designate one or more younger members to serve on the chapter board of directors, whose responsibility is to organize events and programs geared towards young professionals to help attract younger members to the chapter. This model does not have a separate organizational structure and leaves chapters the flexibility to design their own program.

Another model that may be followed by large chapters is to develop a more structured Young Professionals program with designated officers, specific responsibilities, and standard procedures. In this model, the UNA-YP group chair is also a member of the chapter board of directors and coordinates young professional activities, communications, and programs in full alignment with the chapter's programming, with content specifically tailored to the goals and interests of the young professionals that comprise the chapter's membership.

Effective chapters set aside no less than 50% of the share they receive of dues revenue from Young Professional members for the development and support of young professional activities within the chapter. Chapters should create a specific line item in their budget for their Young Professionals Committees.

In either model, the UNA-YP chapter members all have access to the national network of UNA-YP leaders through the young professional representatives on the Council of Chapter and Regions Steering Committee, who are responsible for developing effective membership recruitment and retention strategies for this key age demographic and for strengthening young professional members' participation in the UNA-USA chapter network.

* *UNA-USA Young Professionals was formerly called the Young Professionals for International Cooperation (YPIC).*

➤ Please visit www.unausa.org/yp to learn more.

UNA Film Festival - Travelling Film Festival (UNAFF)

UNAFF is an independent project of UNA-USA that was originally conceived to celebrate the 50th anniversary of the signing of the Universal Declaration of Human Rights. It was founded by Stanford educator and film critic Jasmina Bojic with the participation of the Stanford Film Society and the UNA-USA Midpeninsula Chapter. UNAFF celebrates the power of films dealing with human rights, environmental themes, population, migration, women's issues, refugee protection, homelessness, racism, health, universal education, war and peace.

The UNAFF Traveling Film Festival is a series of screenings sponsored by various UNA-USA chapters. Each event features a selection of films from previous UNAFF festivals, tailored to the needs and interests of the local community.

➤ Please visit www.unaff.org to learn more.

Council of Organizations (COO)

The Council of Organizations, a network of more than 100 nongovernmental organizations with interests in education, social justice, peace and security, labor, sustainable development, human rights, health and women's issues, share the common goals of promoting greater public awareness about global issues and the UN's importance in world affairs and strengthening the US-UN relationship.

➤ Please visit www.unausa.org/council to learn more.

XII. Chapter Fundraising Guidelines

One of the most effective ways to help UNA-USA offer more Americans the opportunity to connect with issues confronted by the UN is to work with your chapter to raise funds to build support and awareness in your local community about our work. Your fundraising efforts are critical to furthering our mission.

Your chapter should raise funds to finance your local programs and activities. In fact, most UNA-USA chapters find they must supplement the income they receive from the local share of membership dues in order to build sustainable chapters. Beyond that you can help raise funds to support UNA-USA's efforts in outreach, advocacy, and education.

Fundraising Guidelines

- You don't get money unless you ask for it!
- Your fundraising purpose must be absolutely clear.
- Any money raised in the name of UNA-USA is to be used either in support of your chapter operations, the United Nations or UN agency activities, or donated to UNA-USA.
- Be sure that all chapter activities further the organization's tax-exempt purpose and comply with the laws of the U.S., the state of the chapter's organization or any other jurisdiction where the chapter conducts activities.
- No part of the assets or net earnings of the chapter can be used, nor can the chapter be organized or operated, for purposes that are not exclusively charitable or educational.

- THANK your donors promptly, tell them how their funds will be used, and let them know how much you appreciate their generosity and support! In thanking your donors, indicate the amount of the contribution for their tax purposes.
- Unless the chapter receives prior written approval from the national office to the contrary, chapter fundraising must be limited to causes directly related to the mission of UNA-USA, which may include fundraising for the UN and UN agencies. However, chapters must inform the national office of major fundraising efforts and activities prior to conducting such efforts and activities in order to avoid overlap with BWF, UNF or UNA-USA fundraising campaigns.

Common Fundraising Methods

Annual Appeals: Perhaps the easiest technique is an annual appeal to members and friends. An annual appeal can be at year-end, or around an anniversary or special “day” (e.g. UN Day, Earth Day, World Malaria Day). These are often enhanced if you ask donors to match their funds toward a challenge grant.

Major Gifts: Some chapters receive large donations from individuals to help fund special projects. Chapters should create a well-defined case statement of need and a budget for special projects before soliciting major gifts.

Events: Funds can be raised by charging entrance fees to some chapter events, and some chapters hold special fundraising events that range from ethnic, potluck dinners and award ceremonies to black-tie events. Get creative with the event! Remember: If food or services are provided, the portion of the contribution that is tax deductible is reduced by the amount of the cost of the service.

In-kind Contribution: Chapters can solicit in-kind contributions from businesses and individuals, including: accounting services, refreshments, meeting space, copying services, transportation, hotel rooms, printing, entertainment, office space, and office equipment. Some donors might request a letter for the in-kind amount for tax filing. Note, however, that regardless of who receives an in-kind contribution, these contributions usually are not fully tax-deductible. Donors of in-kind contributions should be encouraged to consult with their own tax advisors as to deductibility.

Tributes/Memorials: An event or ongoing program may be geared to raising funds by paying tribute to or memorializing a beloved chapter member or other individuals. Such projects include memorial funds, named scholarships, and other special events.

Bequests: Contributions may be left to a chapter in a will or estate plan. Chapters may want to set up a “legacy circle” or other formal way to ask members to include UNA-USA in their wills.

Foundations: Chapters have a special opportunity to obtain funding from local and regional foundations restricting their giving to a particular geographic area. These foundations are only accessible to chapters— not the national office. Proposals to national foundations are also a possibility, but before approaching a national foundation, please contact the national office membership team.

Corporations: As with some foundations, many corporations are interested in projects that make their hometown a better place. Corporations are more inclined to give contributions or support sponsorships if there are tangible benefits that give corporation exposure to the public (e.g. logo on printed materials, opportunity for corporate executives to welcome guests, corporate give-aways, etc). The potential for developing support from small businesses, especially for in-kind contributions, is enormous. When approaching a national corporation, please check with the national office first to see if there is any history of giving to UNA-USA, or if UNA-USA is currently making a solicitation. As with foundation proposals, the national office staff would like to explore possibilities for joint national-chapter proposals.

XIII. Advocacy

UNA-USA has a long and successful history of engaging policymakers in pursuit of a more dynamic U.S.-UN relationship, and we want to help you carry on this legacy. Each year the CCR Advocacy Committee and the UNA-USA staff draft an advocacy agenda which covers the core issues that chapters should be advocating for, but isn't wholly inclusive of everything the UN does. The UN operates in almost every country in the world and on almost any issue you can imagine. From the Millennium Development Goals to the International Civil Aviation Organization, there are myriad reasons why you and the members of your chapter joined UNA-USA, and we want to help you translate them for your representatives in Washington. Chapters should not advocate for issues that are not related to the UN. If you are unsure whether an issue pertains to the UN, please email the national office at advocacy@unausa.org.

What follows is basic information about what UNA chapters can legally do to advocate for the UN.

Facts about Advocacy and the IRS

Your elected officials want to hear from you. While you may not always agree with them or even vote for them, they still represent you in Washington. Their votes on critical funding decisions or on how deeply the U.S. should engage in the UN make a difference. Often, the decision to fund or not to fund a program will rest on UNA-USA chapter advocacy and educational outreach. Frequent contact with members of Congress helps them better understand the important work of the UN. Members of Congress who vote as we want them to need to be thanked and asked to be champions for the cause.

Most chapters fall under the UNA-USA group 501 (c)(3) tax-exempt designation, while a few have their own 501 (c)(3) designation. What is important to know is that all chapters have opportunities and limitations defined by the U.S. tax code and we need to know what chapters can and cannot do with regard to advocacy. Organizations described in section 501(c)(3) of the IRS Code are commonly referred to as charitable organizations.

Direct Guidance from the IRS:

In general, no organization may qualify for section 501(c)(3) status if a substantial part (usually interpreted as more than 5%) of its budget is attempting to influence legislation (commonly known as lobbying). An organization can opt to spend up to 20% by filing IRS form 5768 and electing to come under the provisions of a 1976 law. Education and research expenditures are not reported as lobbying. **Lobbying is the expenditure of funds to advocate for specific legislation, and most UNA members' advocacy efforts do not expend corporate funds.**

A 501(c)(3) organization may engage in some lobbying, but too much lobbying activity risks loss of tax-exempt status that allows for tax deductible contributions.

Legislation includes action by Congress, any state legislature, any local council, or similar governing body, with respect to acts, bills, resolutions, or similar items (such as legislative confirmation of appointive office), or by the public in referendum, ballot initiative, constitutional amendment, or similar procedure. It does not include actions by executive, judicial, or administrative bodies.

An organization will be regarded as attempting to influence legislation if it contacts, or urges the public to contact, members or employees of a legislative body for the purpose of proposing, supporting, or opposing legislation, or if the organization advocates the adoption or rejection of legislation.

Organizations may, however, involve themselves in issues of public policy without the activity being considered as lobbying. For example, organizations may conduct educational meetings, prepare and distribute educational materials, or otherwise consider public policy issues in an educational manner without jeopardizing their tax-exempt status. They can even educate about specific issues before Congress and not be considered lobbying as long as they do not refer to specific legislation.

Attempting to Influence Legislation means: (i) any attempt to influence any legislation through an effort to affect the opinions of the general public or any segment thereof (commonly known as "grass roots lobbying"); and (ii) any attempt to influence any legislation through communication with any member or employee of a legislative body or with any government official or employee who may participate in the formulation of legislation (commonly known as "direct lobbying"). However, the

term “attempting to influence legislation” does not include the following activities: (a) making available the results of nonpartisan analysis, study, or research; (b) examining and discussing broad social, economic, and similar problems; (c) providing technical advice or assistance (where the advice would otherwise constitute the influencing of legislation) to a governmental body or to a committee or other subdivision thereof in response to a written request by that body or subdivision; (d) appearing before, or communicating with, any legislative body about a possible decision of that body that might affect the existence of the organization, its powers and duties, its tax-exempt status, or the deduction of contributions to the organization; or (e) communicating with a government official or employee, other than (1) a communication with a member or employee of a legislative body (when the communication would otherwise constitute the influencing of legislation), or (2) a communication with the principal purpose of influencing legislation. Also excluded are communications between an organization and its bona fide members about legislation or proposed legislation of direct interest to the organization and the members, unless these communications directly encourage the members to attempt to influence specific legislation or directly encourage the members to urge nonmembers to attempt to influence legislation, as explained above.

Source: IRS.gov

Advocacy Engagement Opportunities: Chapters & Individual Members

Write a Letter or Send an E-mail to your Member of Congress

UNA-USA will send you alerts via email to let you know when important votes or hearings will occur. The advocacy alert system will allow you to send an email to your Members of Congress at the click of a button; showing them that their constituents care about the UN. The UNA-USA Advocacy Toolkit will provide templates.

Arrange a Meeting in Washington, DC with Your Congressional Representatives

If you are visiting the Washington, DC area, it is possible to meet your representatives in their Capitol Hill offices. The UNA-USA Washington office can help you arrange such a meeting. Please give staff two weeks advance notice of your trip and we will contact the congressional office for you.

Arrange a Call or Meeting with the District Office of your Congressional Representatives

The easiest way to meet your representatives is in their district offices. Visit House.gov or Senate.gov to find the contact information for the local offices of your members of Congress. The UNA-USA Advocacy Toolkit will provide tips and a sample meeting agenda.

Remember, while there are limitations on how much of an organization's budget can be spent on lobbying, there is **NO** limitation on individual citizens and constituents. It is a First Amendment right and one of the privileges and responsibilities of living in a democracy to be able to exercise the right to meet with elected officials, tell them how we want them to vote and then let them know on election-day if we thought they did a good job. UNA members can write letters to the editor, call in to radio talk shows and in other ways express themselves as individuals (not as UNA representatives without permission) and advance the legislative agenda.

Invite your Congressional Representative to Participate in an Exchange or Local Event

Local chapter events are a great way to show your Senator and Representative that the UN matters in their district and how easy it is to get engaged. Invite your Members of Congress to chapter events, host a dinner in their honor, and invite them to become UNA-USA members.

They have busy schedules, but often meet with their constituents in their communities on weekends and during Congressional recesses. Sometimes they will send staff members to speak with you, as staff plays a critical role in advising them. Get to know their staff and include them in further communications you have with your representative. This will add a personal touch and will help you influence your representative's opinions.

Making an Appointment with Your Representative

Whether in Washington, DC or your hometown, scheduling an appointment with your representative requires the same process. While you might prefer to meet with your representative when legislation is pending and Congress is in session, it can be easier to meet with them during local office hours.

Scheduling

Go to House.gov or Senate.gov to find your representative's contact information, office hours, and calendar. Many members have scheduling forms on their websites, but if you cannot find a form, draft a letter requesting a meeting and include the following:

- purpose of the meeting;
- why the issue is important;
- who is going to be attending the meeting; and
- suggested dates and times for the meeting and your contact information along with a statement that you will be calling to follow up.

Fax or e-mail your letter to the member's office. Sending the request electronically ensures that the letter is received quickly.

Call to Confirm with the Scheduler

When you call your federal legislator's office, ask to speak with the scheduler. Have your letter available and refer to it along with the date that it was sent.

- When you speak to the scheduler, introduce yourself and explain that you are a constituent.
- If you or someone in your group knows the legislator personally, make sure that the scheduler is aware of the relationship.
- Once you have a meeting scheduled, be certain to call the day before to confirm the appointment. This is particularly important for Washington, DC meetings.

Tips on Meeting with Elected Officials and Staff Members

- Come prepared with the UNA-USA advocacy agenda and other background materials, including the UNA-USA/BWC briefing book. Bring a copy for your representative or staff.
- Always watch your time. Meetings range in length. Some meetings may be as short as five to ten minutes. Make your presentation with supporting facts as quickly and concisely as possible to allow time for questions and answers.
- Start by introducing yourself and your local UNA-USA chapter, and tell your representative that you want his/her support for the UN.
- Remember to not only engage the member, but to also allow the member to ask questions. It should be a dialogue, not a monologue.
- If you do not know the answer to a question, simply say so. Tell the member that you will find the information and send it as soon as possible. UNA-USA can help – write to advocacy@unausa.org. Always remember to follow up and become a reliable resource.
- Listen intently to what the member says and be prepared for possible negative responses. Becoming defensive in a meeting will lead to a negative experience instead of an open dialogue.

- As the meeting draws to a close, thank the member for his/her time. Briefly summarize what was said in the meeting and restate any follow-up information you will be sending.
- Provide follow-up information within a day of the meeting, along with a thank you note to the staff person or representative that you met with.

Please let UNA-USA know if you have had meetings with your members of Congress and how they went. Were you able to be persuasive? Did you get a commitment?

Staff Input

Take a moment to check in with your representative or staff member to ask for his or her feedback.

Day on the Hill

UNA-USA's most important advocacy event of the year is Day on Capitol Hill! Typically held in June, the Day on Capitol Hill is a not-to-be-missed opportunity for activists from across the country to demonstrate to Members of Congress the strong public support that exists for active U.S. participation in the United Nations. Although letters, e-mails, and phone calls are useful advocacy tools, meeting face-to-face with your Congressional representatives – or their staff members – is the most effective way to influence their policy positions. These visits help legislators judge the mood of the electorate and allow constituents to promote their favored issues to their elected officials. These visits can also encourage UNA members to meet with the elected officials in their local districts and to establish ongoing contact.

➤ Please visit www.unausa.org/advocacy to learn more!

XIV. Communication Resources and Membership Toolkits

Toolkit for Members

Our online Toolkit for Members provides fact sheets and talking points about the United Nations and UNA-USA. These resources provide detailed information about various issues, such as UN Peacekeeping, the Millennium Development Goals, the UN Human Rights Council and other UN entities. These publications are important for education and outreach. The toolkit will also teach you how to effectively communicate with your elected officials, speak with the media, and how to write opinion articles and letters to the editor for your local newspapers.

Chapters are encouraged to supplement this toolkit with their own ideas and materials.

➤ Please visit the Toolkit for Chapter Members at www.unausa.org/toolkit.

Toolkit for Chapter Leaders

Chapters realize success by cultivating leadership within the chapter and learning from the experiences of chapter leaders across the country. UNA-USA encourages chapters to:

- **Share Best Practices** – Learn from and work with other chapters who have successfully implemented different campaigns, initiatives, and strategies.
- **Cultivate Leadership and Promote Your Chapter** – Cultivate your chapter members' leadership skills by organizing initiatives, events, conferences and campaigns. Chapters will be officially recognized on the UNA-USA website and your events will be posted on the national calendar.

The Toolkit for Chapter Leaders assists chapter board members in developing successful and effective chapters. The toolkit provides:

- Chapter Best Practices Report
- Donation Request, Speaker Invitation and Acknowledgement Sample Letters
- Communications Resources
- Chapter Leader Update Archives (see Communications Resources below)
- Chapter bylaws template
- Council of Chapters and Regions Steering Committee information, such as: the CCR Steering Committee roster, committees, bylaws, meeting minutes, structure, etc.
- UNA-USA Logos: Rules and Regulations Regarding the Use of the UNA-USA's name and logo

➤ Please visit the Toolkit for Chapter Leaders at www.unausa.org/chapterleadertoolkit.

Communication Resources

Chapter Leader Updates

The UNA-USA Chapter Leader Update is a twice monthly email publication sent to all current chapter board members, with valuable information about UNA-USA and chapter management, announcements and activities. This is the most important communication tool that the National Office Membership Department uses. Please make sure to alert the Membership Department if there are any changes in your current board roster.

UNA-USA World Bulletin

The UNA-USA World Bulletin is an electronic monthly publication of UNA-USA. The newsletter provides a rich variety of timely articles and provocative op-eds on what is happening at UNA-USA and at the UN Foundation, including an essay from the UNA executive director on UN-US topics; highlights of current UNA and UN Foundation activities; facts on Global Classrooms conferences; important national advocacy alerts and agendas; coverage of Council of Organization panel discussions; general UNA member news; and other notable program work.

➤ Subscribe now at www.unausa.org/newsletter.

UNA-USA Action Alerts

UNA-USA Action Alerts provide an easy, direct way for constituents to educate elected officials about the important work of the UN and the value of international cooperation in addressing global challenges. Once you sign up, you will receive an e-mail when your help is needed in support of cooperative global solutions and a strong US-UN partnership. We'll explain the urgency and importance of the issue at hand, and provide you with a sample letter that you can edit and send to your legislators and key policymakers in just a few minutes of your time.

➤ Subscribe now at www.unausa.org/advocacy, and find tips, talking points, and other advocacy resources.

UNA-USA Calendar

UNA-USA includes all local chapter events that are taking place around the country in its online Calendar. Please send us all chapter events! Please check out our online calendar for all national and local UNA events at www.unausa.org/calendar. Please be sure send your announcements to us at membershipintern@unausa.org, and check the calendar frequently!

➤ Please visit www.unausa.org/calendar to check out local events in your region.

The InterDependent

The storied UNA-USA magazine, The InterDependent, has gone completely digital (www.theinterdependent.com), giving members anytime/anyplace online access to timely content, such as *In the Know* (on UN staff news); *Inside the UN* (UN activity); *BC on the UN* (Barbara Crossette's new blog); and the *Views*, a forum for op-eds. In addition to the website, The InterDependent's [Facebook page](#), [Twitter stream](#), and [RSS feed](#) enable members to connect with the magazine through their preferred online channels.

Facebook

The UNA-USA Facebook page empowers members to engage with their association and each other around events, articles, updates, discussion topics, and more. Chapters are encouraged to link to the Facebook page (www.facebook.com/UNAUSA) on their websites, publications, and member emails.

Additional Facebook pages for our Student Alliance, The InterDependent, our online magazine, and Global Classrooms Programs, as well as a Facebook group for YPIC, provide targeted opportunities for information sharing and dialogue on the world's largest social media network.

Many of our chapters also have Facebook groups. If you are interested in creating one for your chapter, please contact the national office first, to make sure you are using the correct logos and information. This is important for national branding purposes. With over 100 chapters it is difficult to maintain a national identity, and we must work together to ensure that we do.

- ▶ Please visit the Chapter Leader Toolkit at www.unausa.org/chapterleadertoolkit for our Facebook links.

Sharing Experiences: Learning from Each Other

To help you build your membership and be more effective, UNA-USA has compiled 35 Best Practices, collected from our chapters and YPIC groups across the country to. Topics covered include events, programs, education, youth involvement, YPIC, advocacy, communications, membership, fundraising and financial management.

- ▶ Please visit www.unausa.org/bestpractices to download and read the submissions.

A Global Agenda: Issues Before the United Nations

"A Global Agenda" is an essential academic and policy book for diplomats, academics and students seeking in-depth information about the issues facing the UN. The topics in the latest issue, 2010-2011, tackle climate change, international security, peacekeeping efforts, humanitarian assistance and development aid, human rights, international justice and UN reform.

- ▶ Please visit www.unausa.org/aglobalagenda to learn more.

The Model UN Conference Calendar

The Model UN Conference Calendar provides information on MUN Conferences around the world. Use our calendar to explore new opportunities and plan your Model UN group's activities for the upcoming year: www.unausa.org/muncalendar.

The UNA-USA Model UN E-News

The UNA-USA Model UN E-News is a listserv managed through Yahoo Groups to give more than four thousand participants in the Model UN community the ability to keep in contact. The many great benefits of joining Model UN E-News include: being the first to know about conferences around the country and around the world; hearing about internship and volunteer opportunities in the not-for-profit sector; finding out about Model UN initiatives in your community; learning how you can get involved and make a truly global difference.

National and Local Media Finder

UNA-USA's Advocacy Team provides a national and local media finder, where you can enter your zip code to search by organization, state, or an individual's name. This tool helps you contact national, regional, and local media outlets, TV and radio stations, newspapers, etc.

➤ Please visit: capwiz.com/unausa/dbq/media/.

XV. Global Engagement Opportunities

Enhanced by the strategic alliance between the UNA-USA and the UN Foundation, UNA-USA is better able to engage members in advocacy and global action through the innovative campaigns of the UN Foundation.

Carrying out an ongoing member campaign in your UNA chapter is a fundamental method to advocate for and support the work of the UN. The campaign adds value to the group and to the community at large. Each campaign that is adopted allows chapter leaders and members to work in a hands-on capacity with the UN to change the lives of many people around the world, thus shaping the world envisioned in the UN Charter.

Below find a list of opportunities for engaging members in the goal of taking the UN's best programs to scale. Additional details can be found online at the sites listed below.

Girl Up

The *Girl Up* campaign harnesses the energy and compassion of American girls to raise awareness and funds for the United Nations programs that help some of the world's hardest-to-reach adolescent girls. *Girl Up* will help girls have the opportunity to become educated, healthy, safe, counted and positioned to be the next generation of leaders.



➤ Please visit www.girlup.org to learn more.

Global Alliance for Clean CookStoves

The *Global Alliance for Clean CookStoves* is a new public-private partnership meant to save lives, empower women, improve livelihoods and combat climate change by creating a thriving global market for clean and efficient household cooking solutions. The *Alliance's* '100 by 20' goal calls for 100 million homes to adopt clean and efficient stoves and fuels by 2020. The *Alliance* will work with public, private, and non-profit partners to help overcome the market barriers that currently impede the production, deployment, and use of clean cookstoves in the developing world.



➤ Please visit www.cleancookstoves.org to learn more.

Global Classrooms

Global Classrooms is an innovative educational program that engages public middle school and high school students in an exploration of current world issues through interactive simulations and curricular materials. Global Classrooms cultivates literacy and leadership as students explore important topics such as peacekeeping, sustainable development, human rights, and economics of globalization. *Global Classrooms* cultivates global literacy, life skills and the attitudes necessary for active citizenship by: engaging students through the exploration of international issues and institutions; supporting educators through professional development and innovative learning resources; and enriching communities by nurturing respect among young people for diverse perspectives.



▶ Please visit www.globalclassrooms.org to learn more.

mHealth Alliance

The mHealth Alliance campaign is dedicated to the delivery of quality health care to the farthest reaches of wireless networks in the developing world. Its mission is to catalyze and accelerate the emerging field of mobile health (mHealth) and increase global efforts to reach the UN Millennium Development Goals of reducing child mortality, improving maternal health, and combating HIV/AIDS, malaria, and other diseases.



▶ Please visit www.mhealthalliance.org to learn more.

Nothing But Nets

Nothing But Nets is a global grassroots campaign to save lives by preventing malaria, a leading killer of children in Africa. Inspired by sports columnist Rick Reilly, hundreds of thousands of people have joined the campaign since it was created by the United Nations Foundation in 2006. Founding campaign partners include the National Basketball Association's NBA Cares, the people of the United Methodist Church, and Sports Illustrated. It costs only \$10 to provide an insecticide-treated bed net that can prevent this deadly disease. In three years, the campaign has raised \$30 million and sent 3 million nets to families in Africa. The message is clear: *Send a Net, Save a Life!*



▶ Please visit www.nothingbutnets.net to learn more.

The Measles Initiative

The Measles Initiative is led by a core of partners that include the UN Foundation, the American Red Cross, the U.S. Centers for Disease Control and Prevention, UNICEF, and the World Health Organization. It provides technical and financial support to governments and communities for large-scale vaccination campaigns around the world. The Initiative has supported the vaccination of more than 700 million children, helping to reduce measles deaths by 78 percent globally.



▶ Please visit www.measlesinitiative.org to learn more.

World Federation of United Nations Associations (WFUNA)

UNA-USA is affiliated with the World Federation of United Nations Associations, which began in 1946 as a public movement for the UN. WFUNA is a global nonprofit organization representing and coordinating a membership of over

100 national United Nations Associations (UNAs) and their thousands of constituents. Guided by their vision of a United Nations that is a powerful force in meeting common global challenges and opportunities, WFUNA works to strengthen and improve the United Nations. They achieve this through the engagement of people who share a global mindset and support international cooperation – global citizens.

➤ Please visit www.wfuna.org to learn more.

XVI. Conclusion

Thank you for being a member of the United Nations Association of the United States of America and for leading your chapter. You are part of a select group of community activists, business leaders, educators, academic and foreign policy specialists who are all dedicated to educating, inspiring, and mobilizing Americans to support the principles and vital work of the United Nations, strengthening the United Nations system, promoting constructive United States leadership in that system and achieving the goals of the United Nations Charter.

➤ *Here are helpful links to get you started:*

www.unausa.org	www.unfoundation.org
www.unfoundation.org/una-usa/	www.betterworldcampaign.org
www.unausa.org/membership	www.unausa.org/toolkit
www.unausa.org/chapterleadertoolkit	www.unausa.org/membershipdrive
www.unausa.org/whybecomeamember	www.unausa.org/chapterdirectory
www.unausa.org/bestpractices	www.unausa.org/studentalliance
www.unausa.org/CCR	www.unausa.org/advocacy
www.unausa.org/council	www.unausa.org/bcun
www.unausa.org/modelun	www.unausa.org/globalclassrooms
www.theinterdependent.com	www.unausa.org/newsletter
www.girlup.org	www.unausa.org/ypic
www.cleancookstoves.org	www.mhealthalliance.org
www.nothingbutnets.net	www.measlesinitiative.org

If you have any questions, please contact the Membership Team at 212-907-1359 or via email at membership@unausa.org.

Connecting Americans to the United Nations!