

The major sections in your proposal: Letter of Transmittal, Title Page, Table of Content, Informative Abstract, Introduction, Plan, and Conclusion.

Students must use a minimum of five of the eight subsections listed below under "Introduction." Also, students must use a minimum of eight of the fifteen subsections listed below under "Plan." Students must use both subsections of the "Conclusion": Summary of Key Points and Request for Action. Remember to include a minimum of two pieces of outside information from two separate sources, wherever you think they best support your main idea. One of these pieces of evidence must be a word for word quotation.

Introduction

- A. Statement of Problem
- B. Statement of Need for a Product or Service
- C. Project Overview
- D. Background and Review of Literature (Have you borrowed concepts from other research sources, businesses, or industries? If so, credit them in this category.)
- E. Need
- F. Qualifications of Personnel
- G. Limitations and Contingencies
- H. Scope

Plan

- A. Objectives and Methods
- B. Timetable
- C. Phases of the Plan
- D. Details of Problem
- E. Details of Need for a Product or Service
- F. Severity of Problem
- G. Materials and Equipment
- H. Needed Personnel
- I. Available Facilities
- J. Needed Facilities
- K. Cost of Materials
- L. Personnel Needed
- M. Budget
- N. Expected Results
- O. Benefits

Conclusion

- A. Summary of Key Points
- B. Request for Action

Works Cited

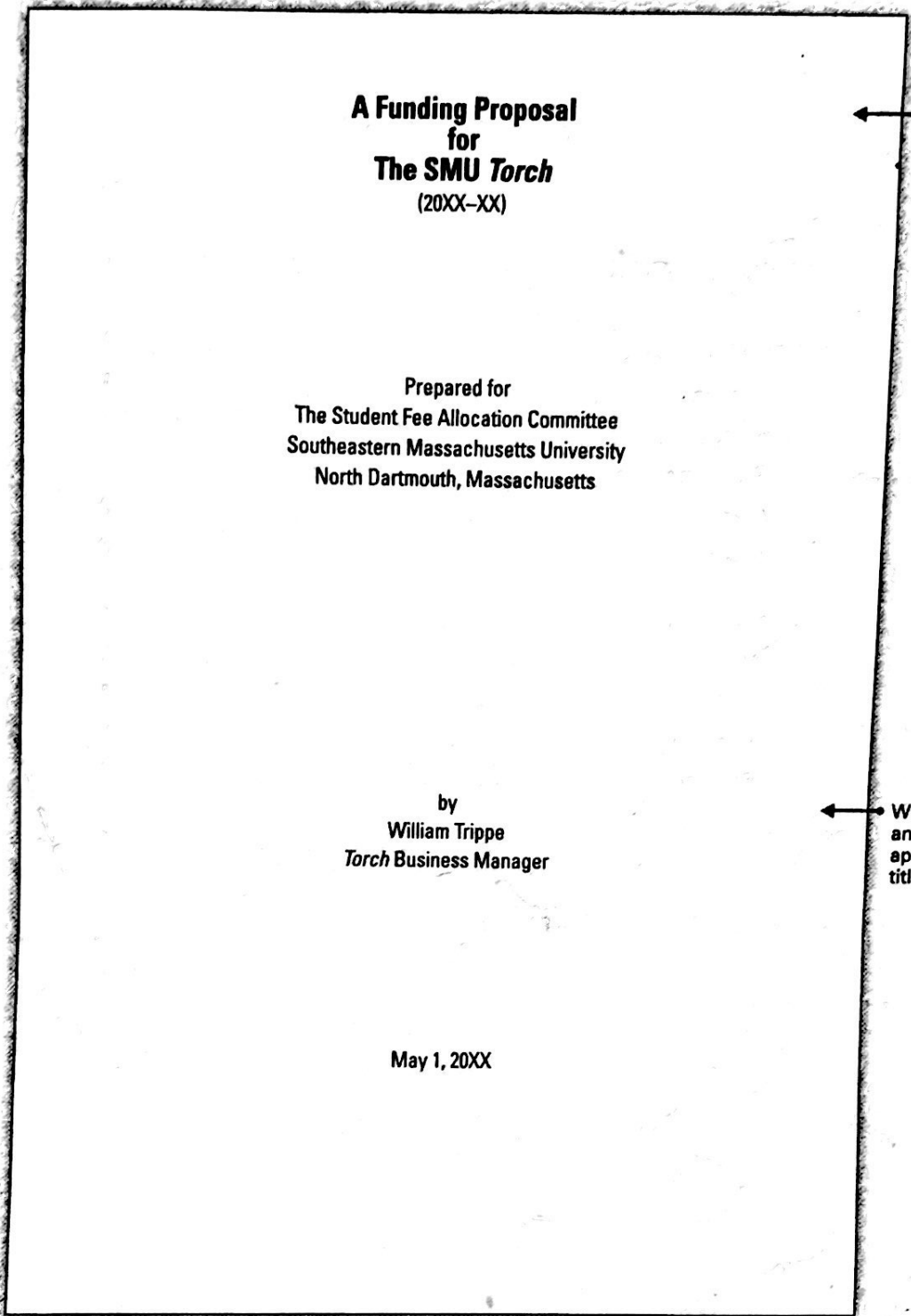


FIGURE 22.4 (Continued)

Table of contents orients readers and demonstrates proposal's structure

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FIGURE 22.4 (Continued)

INTRODUCTION

Overview

Opens with an overview of the situation

Our campus newspaper faces the contradictory challenge of surviving ever-growing production costs while maintaining its reputation for quality. The following proposal addresses that crisis. This plan's ultimate success, however, depends on the Allocation Committee's willingness to approve a long-overdue increase in the *Torch's* upcoming yearly budget.

Background

Provides relevant background

In ten years, the *Torch* has grown in size, scope, and quality. Roughly 6,000 copies (24 pages/issue) are printed weekly for each fourteen-week semester. Each week, the *Torch* prints national and local press releases, features, editorials, sports articles, announcements, notices, classified ads, a calendar column, and letters to the editor. A vital part of university life, our newspaper provides a forum for information, ideas, and opinions—all with the highest professionalism. For several years, we have published an online version as well, but the print paper, available across campus and at many local coffee shops, is still a popular and important news vehicle for our campus community.

Statement of Problem

Describes the problem concisely

With much of its staff about to graduate, the *Torch* faces next year with rising costs in every phase of production, and the need to replace outdated and worn equipment.

Our newspaper also suffers from a lack of student involvement: Despite gaining valuable experience and potential career credentials, few students can be expected to work without some kind of remuneration. Most staff members do receive nominal weekly salaries: from \$20 for the distributor to \$90 for the Editor-in-Chief. But salaries averaging barely \$5 per hour cannot possibly compete with the minimum wage. Since more and more SMU students must work part-time, the *Torch* will have to make its salaries more competitive.

The newspaper's operating expenses can be divided into four categories: hardware and software upgrades, salaries, printing costs, and miscellaneous (office supplies, mail, and so on). The first three categories account for nearly 90 percent of the budget. Over the past year, costs in all categories have increased: from as little as 2 percent for miscellaneous expenses to as much as 19 percent for technology upgrades. Printing costs (roughly one-third of our total budget) rose 9 percent in the past year, and another price hike of 10 percent has just been announced.

FIGURE 22.4 (Continued)

Funding Proposal 2

Need

Despite growing production costs, the *Torch* has received no increase in its yearly budget allocation (\$37,400) in three years. Inadequate funding is virtually crippling our newspaper.

← States the need in a clear, succinct manner

Scope

The following plan includes

1. Methods for reducing production costs while maintaining the quality of our staff
2. Projected costs for technology upgrades, salaries, and services during the upcoming year
3. A demonstration of feasibility, showing our cost-effectiveness
4. A summary of attitudes shared by our personnel

← Previews the plan before getting into details

PROPOSED PLAN

This plan is designed to trim operating costs without compromising quality.

Methods

We can overcome our budget and staffing crisis by taking these steps:

Reducing Page Count. By condensing free notices for campus organizations, abolishing "personal" notices, and limiting press releases to one page, we can reduce page count per issue from 24 to 20, saving nearly 17 percent in production costs. (Items deleted from hard copy could be linked as add-ons in the *Torch's* online version.)

← Itemizes realistic ways to save money and retain staff

Reducing Hard-Copy Circulation. Reducing circulation from 6,000 to 5,000 copies barely will cover the number of full-time students, but will save 17 percent in printing costs. We continue to track access to our online version, and although the numbers are rising, our print paper is still far more popular.

Hiring a New Press. We can save money by hiring Arrow Press for printing. Other presses (including our present printer) bid at least 25 percent higher than Arrow. With its state-of-the-art production equipment, Arrow will import our "camera-ready" digital files to produce the hard-copy version. Moreover, no other company offers the rapid turnover time (from submission to finished product) that Arrow promises.

FIGURE 22.4 (Continued)

Upgrading Our Desktop Publishing Technology. To meet Arrow's specifications for submitting digital files, we must upgrade our equipment. Upgrade costs will be largely offset the first year by reduced printing costs. Also, this technology will increase efficiency and reduce labor costs, resulting in substantial payback on investment.

Increasing Staff Salaries. Although we seek talented students who expect little money and much experience, salaries for all positions must increase by an average of 25 percent. Otherwise, any of our staff could earn as much money elsewhere by working only a little more than half the time. In fact, many students could exceed the minimum wage by working for local newspapers. To illustrate: The *Standard Beacon* pays \$60 to \$90 per news article and \$30 per photo; the *Torch* pays nothing for articles and \$6 per photo.

A striking example of low salaries is the \$4.75 per hour we pay our desktop publishing staff. Our present desktop publishing cost of \$3,038 could be as much as \$7,000 or even higher if we had this service done by an outside firm, as many colleges do. Without this nominal salary increase, we cannot possibly attract qualified personnel.

Costs

Our proposed budget is itemized in Table 1, but the main point is clear: If the *Torch* is to remain viable, increased funding is essential for meeting our projected costs.

Table 1 Projected Costs and Requested Funding for Next Year's *Torch* Budget

PROJECTED COSTS

Hardware/Software Upgrades

Apple iMac w/8 GB memory, 1TB HD (Intel Core i7)	\$1,162.00
HP Pavilion 2709m 27" (second monitor)	355.00
Seagate 8 TB external hard drive (for backups)	128.99
Olympus Stylus SH-1 digital camera	299.98
HP Scanjet 5000 sheet-feed scanner	799.00
Microsoft Office 2013 Professional Upgrade	499.00
Adobe Creative Suite 5 Master Collection	2,450.00
Subtotal	\$5,693.97

Provides detailed breakdown of costs—the central issue in the situation

FIGURE 22.4 (Continued)

Funding Proposal 4	
Wages and Salaries	
Production staff (35 hr/wk at \$6.00/hr x 28 wk)	\$5,880.00
Editor-in-Chief	3,150.00
News Editor	1,890.00
Features Editor	1,890.00
Advertising Manager	2,350.00
Advertising Designer	1,575.00
Webmaster	2,520.00
Layout Editor	1,890.00
Art Director	1,260.00
Photo Editor	1,890.00
Business Manager	1,890.00
Distributor	560.00
Subtotal	\$26,745.00
Miscellaneous Costs	
Graphics by SMU art students (3/wk @ \$10 each)	\$ 840.00
Mailing	1,100.00
Telephone	1,000.00
Campus print shop services	400.00
Copier fees	100.00
Subtotal	\$3,440.00
Fixed Printing Costs (5,000 copies/wk x 28/wk)	\$24,799.60
TOTAL YEARLY COSTS	\$60,678.57
Expected Advertising Revenue (\$600/wk x 28 wks)	(\$16,800.00)
Total Costs Minus Advertising Revenue	\$45,109.39
TOTAL FUNDING REQUEST	\$43,878.57

FIGURE 22.4 (Continued)

Assesses
probability
of success

Feasibility

Beyond exhibiting our need, we feel that the feasibility of this proposal can be measured through an objective evaluation of our cost-effectiveness: Compared with newspapers at similar schools, how well does the *Torch* use its funding?

In a survey of the four area college newspapers, we found that the *Torch*—by a sometimes huge margin—makes the best use of its money per page. Table 1A in the Appendix shows that, of the five newspapers, the *Torch* costs students the least, runs the most pages weekly, and spends the least money per page, *despite a circulation two to three times the size of the other papers.*

The *Torch* has the lowest yearly cost of all five newspapers, despite having the largest circulation. With the requested budget increase, the cost would rise by only \$0.88, for a yearly cost of \$9.00 to each student. Although Alden College's newspaper costs each student \$8.58, it is published only every third week, averages 12 pages per issue, and costs more than \$71.00 yearly per page to print—in contrast to our yearly printing cost of \$55.65 per page. As the figures in the Appendix demonstrate, our cost management is responsible and effective.

Addresses
important issue
of personnel

Personnel

The *Torch* staff is determined to maintain the highest professionalism. Many are planning careers in journalism, writing, editing, advertising, photography, Web design, or public relations. In any *Torch* issue, the balanced, enlightened coverage is evidence of our judicious selection and treatment of articles and our shared concern for quality.

CONCLUSION

Reemphasizes
need and
encourages
action

As a broad forum for ideas and opinions, the *Torch* continues to reflect a seriousness of purpose and a commitment to free and responsible expression. Its role in campus life is more vital than ever during these troubled times.

Every year, allocations to student organizations increase or decrease based on need. Last year, for example, eight allocations increased by an average of \$4,332. The *Torch* has received no increase in three years.

Presumably, increases are prompted by special circumstances. For the *Torch*, these circumstances derive from increasing production costs and the need to update vital equipment. We respectfully urge the Committee to respond to the *Torch's* legitimate needs by increasing next year's allocation to \$43,878.57.

FIGURE 22.4 (Continued)