

CLARK ATLANTA UNIVERSITY

Policy 12.03: Gift and Donor Solicitation/Fundraising Policy



CLARK ATLANTA UNIVERSITY		
POLICY and PROCEDURES	Subject: Gift and Donor Solicitation/Fundraising	
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Signature of Approver Ronald A. Johnson		

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1.0 Policy Statement

Clark Atlanta University (CAU/University) recognizes the importance of charitable gifts to enhance the ability to fulfill its educational mission, and actively solicit support from alumni, corporations, businesses, foundations, parents and friends. In the broadest sense, CAU's purpose in soliciting/fundraising is to create awareness within the private sector of the financial needs of Clark Atlanta University that are not met by state or federal support, and implement a plan for meeting these needs through private gift support.

CAU's fundraising efforts will (1) result in maximum charitable support for University priorities; (2) minimize excessive solicitations, (3) be perceived as professional and thoughtful, (4) be well coordinated (keeping in mind that many donors view solicitations from various CAU entities - departments, schools, athletics, student groups, etc., as all coming from CAU and/or influencing their overall support), (5) enable the Division of Institutional Advancement and University Relations (IAUR) to provide effective support (assistance with cultivation and solicitation, donor research, stewardship and recognition of gifts) for all university-related fundraising efforts, and (6) coordinate effectively within the University when working with potential major donors. In many cases, the President is involved in cultivating such donors.

For the purposes of this policy, fundraising and gift/donor solicitation refers to all requests for pledges, cash, securities, property, donated services, grant requests and planned gifts. Possible fundraising activities may include:

1. Major organized drives or campaigns, which may have written, in-person, telephone and/or special event elements.
2. Special events for fundraising such as performances, dinners, and tastings.
3. Special limited solicitations by mail or phone.
4. Establishment of a "friends" or "associates" group to benefit a department or program, or to target a special group of givers, such as alumni.
5. Proposals to private foundations, corporations, service clubs or other non-governmental organizations. Proposals to foundations in response to an RFP do not require approval via this policy, but notification of IAUR is requested.
6. Extended cultivation of one or a small group of donor prospects over a period of time, culminated by a personal solicitation for funds.
7. Promotional efforts that specifically refer to CAU's interest in receiving gifts, to its capacity for managing funds, and to any relationship between gifts received and their use.

1.1.0 Authority

To fulfill these purposes, as authorized by the president, it shall be the responsibility of IAUR to institute an organized program for obtaining gift support from various groups: alumni, friends, faculty, staff, corporations, organizations, and private foundations for both annual and capital purposes. Solicitation of gifts made by anyone for the benefit of Clark Atlanta University or any agency thereof shall require prior written approval of the President through IAUR. Solicitors shall complete the *Solicitation and Fundraising Activities Form* and submit once a gift has been received.

Solicitation of charitable gifts and/or the development of organized fundraising programs require prior written review and approval, as appropriate. The President authorizes the Vice President for IAUR (or appointed designee) to review and approve written proposals.

1.2.0 Compliance

CAU abides by generally accepted charitable giving accounting standards and those prescribed by the Council for the Advancement and Support for Education (CASE), the Association of Fundraising Professionals, and the National Planned Giving Council. Clark Atlanta University adheres to federal regulations of the Internal Revenue Service of the U. S. Treasury Department, *its* charter, and the laws of the State of Georgia in which it is situated, *when soliciting and accepting* the following types of gifts:

- Outright gifts of Cash, Checks and Credit Cards
- Securities (marketable and closely-held)
- Real Estate
- Tangible Personal Property (anything other than real property that is subject to personal ownership)
- Intangible Personal Property
- Gifts-in-Kind or Long-Lived Assets (usually come from companies, corporations, or vendors, in contrast to individuals, who typically give personal property, both tangible and intangible)
- Deferred Gifts and Life Income Agreements

2.0 Procedure Narrative

This policy provides detailed procedures for soliciting donors and gifts to help facilitate contributions from several sources aimed at helping the University.

Gift and donor solicitors shall request that the donor designate Clark Atlanta University as the recipient of gifts and may request gifts to benefit specific areas within the University. All gifts and donations must be processed through IAUR before being deposited, unless specific arrangements have been approved and made in advance, in consultation with the Vice President of Finance and Business Services/Chief Financial Officer.

2.1 Responsibility of Institutional Advancement/University Relations (IAUR)

It is the responsibility of IAUR, Office of Advancement Services to officially record and acknowledge receipt of all gifts to the University, including cash, pledges, securities, trusts, insurance policies, real estate, and other gifts-in-kind and to assure that reporting requirements have been met. A complete and accurate record of every donor shall be maintained by Advancement Services and shall be kept strictly confidential. Donor anonymity will be protected, to the extent possible, whenever requested by the donor. Amounts of donor gifts will be available only on a “need to know” basis in accordance with the University policy; but may be publicized according to designated giving ranges.

2.2 Gift and Donor Soliciting Criteria

Proposed solicitations or fundraisers will be considered in light of the status of the University as a private forum and its status as a tax-exempt entity. More specifically, but not exclusively, the proposed solicitation must satisfy both of the following criteria:

1. The use or solicitation of a gift must integrate or accommodate the aims of the University as a United Methodist founded institution of higher learning as those aims are specifically

articulated from time to time. Any use or solicitation of a gift for the benefit of the University inconsistent with these aims is prohibited.

2. The use or solicitation of a gift must advance the education purpose of the University or be at a minimum incidental, e.g., necessary and conducive to its educational functions.

2.3 Coordination of Fundraising Activities

The President or designee(s) shall have authority to establish fundraising priorities that are consistent with the University's mission and ensure coordination of fundraising activities among all units on the University campus. This policy also applies to volunteer groups organized by CAU units such as advisory boards, clubs, etc.

A University employee, unit, or campus organization that desires to initiate a fund-raising effort will submit a brief written proposal for review to IAUR. Written approval of the proposal by the Vice President of IAUR is required before solicitations are made.

Prior to developing a proposal, the initiator must consult with and obtain approval from the appropriate supervisor and Vice President. It is imperative that the Vice President for IAUR (or an appointed designee) be consulted early in the process to determine the feasibility of the effort, to consider the resources available from each person and office, and to coordinate with other fundraising or grant writing activities on campus.

The proposal, which can be submitted as an e-mail, must include:

1. Activities to be supported with solicited gift funds;
2. The cash goal or kind and value of other gifts to be solicited;
3. A tentative calendar of activities;
4. A brief description of the type of solicitations to be used, and;
5. A list of all potential donors (individuals, corporations, businesses, and foundations) to be contacted;
6. Assurance that the appropriate supervisor and Vice President have been informed and approve of the proposal.
7. A *Fundraising Approval Form and Solicitation and Fundraising Activities Form* (see Appendix A), available from IAUR, may be used to delineate such solicitations.

Clark Atlanta University requires prospective donors to designate the University as the recipient and benefactor of the charitable gifts. Also, donors may specify a fund to support. **All gifts and donations must be processed through IAUR before being timely deposited. The University President or IAUR Vice President, in consultation with the Vice President of Finance and Business Services/Chief Financial Officer, may assist donors with specific and written funding arrangements to process their cherished gifts to the University.**

All fundraising promotional material, including brochures, booklets, letters, video, and press releases must be approved and coordinated through IAUR and the Office of Communications so that the most accurate information appropriate to a particular fundraising effort is reflected.

2.3.1 Employee and Registered Student Groups and Organizations

When students or employee groups plan to solicit gifts or raise funds on behalf of the University, they are to avoid duplication and repetitious requests of potential contributors and must assure the integrity of the institution by completing the following arrangements:

- All student projects must have the prior approval of the Vice President for Enrollment Services and Student Affairs.
- All employee groups must have the prior approval of the Vice President for IAUR.
- All campus groups must complete the *Fundraising Approval Form* (see Appendix B and C). Forms may be obtained from IAUR.

Registered student organizations may sponsor activities upon approval from the groups advisor and the Dean of Students or his/her designee, including the Office of Student Activities. The Dean of Students must seek final approval from the Vice President for Enrollment Services and Student Affairs and IAUR. This can include arrangements with non-college affiliated individuals or organizations when the vendor agrees to compensate the sponsoring organization; either on a percentage of goods sold basis or as a flat fee.

For the purposes of this policy, all activities involving the collection of money by registered student organizations are defined as revenue-producing projects. Revenue-producing projects include selling student-produced goods, student-provided services, tickets, travel packages, admission to private or public activities, soliciting voluntary contributions, and the selling of other goods and services. Only registered student organizations, residence life units, the Student Senate, or other campus departments may conduct revenue producing events on-campus. Revenue-producing events held on campus or in University facilities may not provide financial reward to individual officers and/or members.

2.4 Soliciting Corporate Sponsors/Donors

Corporate sponsorship of University activities by private business enterprises are permitted provided that such sponsorships do not:

- Involve the explicit advertising of alcohol, tobacco products or the promotion of sexually explicit materials
- Compete with business enterprises contracted through Auxiliary Services
- Bring adverse exposure to the University

The University reserves the right to accept or reject any and all sponsorship activities.

Solicitation of corporate sponsorships shall be consistent with the procedures outlined in the *Prospect Cultivation/Solicitation Form* (see Appendix A). Forms may be obtained from IAUR. Solicitation for corporate sponsorships shall be in consultation with the Senior Director for Corporate and Foundation Relations and approved by the Vice President for IAUR, and, where appropriate, may also include the Vice President for Finance and Business Services/CFO, the Vice President for Academic Affairs and/or the Vice President for Enrollment Services and Student Affairs.

Corporate sponsorships requiring either party to enter into a contractual arrangement must be reviewed and approved by the Vice President for Finance and Business Services/CFO, the Vice President for IAUR (or a designee), and the University General Counsel, prior to acceptance.

2.4.1 Authorized Units to Solicit Corporate Donors

The following units of the University are permitted to solicit corporate sponsorships:

1. Intercollegiate Athletics
 - a. The director of athletics, or designee, may solicit corporate sponsorship for intercollegiate athletic events. The types or sponsorships shall be governed by the *Prospect Cultivation/Solicitation Form* (see Appendix A).
2. Student Activities (Intramurals and registered student organizations)
 - a. The director of student activities may request corporate sponsorships for activities under his/her control. Sponsorships may take the form:
 - Print opportunities
 - Signage
 - Game and event promotions
 - Apparel advertising and sponsorship
 - b. Sponsorships may be long-term (e.g. signage at intramural venues), be of a limited nature, or be a one-time event.
3. Clark Atlanta University Alumni Association
 - a. The Clark Atlanta University Alumni Association may hold events on the campus that are supported through corporate sponsorship and will work in consultation with Alumni Relations Office with final approval from the Vice President for IAUR.
4. Units reporting to various campus division heads may solicit corporate sponsorships, where appropriate, in consultation with and approval of their respective Vice President and IAUR.

All units and offices must follow the existing University policy of completing the University's *Prospect Cultivation/Solicitation Request* (see Appendix A) form that is submitted to all divisions to ensure there is no conflict with other units' solicitation efforts.

2.5 Fundraising Approach

Fundraising is a key process that involves careful preparation, good listening skills, flexibility, and effective communication skills. Each prospective donor has individual reasons of why he or she might consider a gift to CAU. The affected campus department is to ascertain the gift amount while also encouraging the donor to give at a maximum capacity. It is an effort that demands research and discovery, a sense of conviction, and the ability to speak passionately about the University and the department's work. The comfort level will become stronger and success occurs frequently when the prospective donors are approached with enthusiasm, sensitivity, knowledge, and a sense of humor, as appropriate.

2.5.1 The 7-Step Approach for Gift and Donor Solicitation

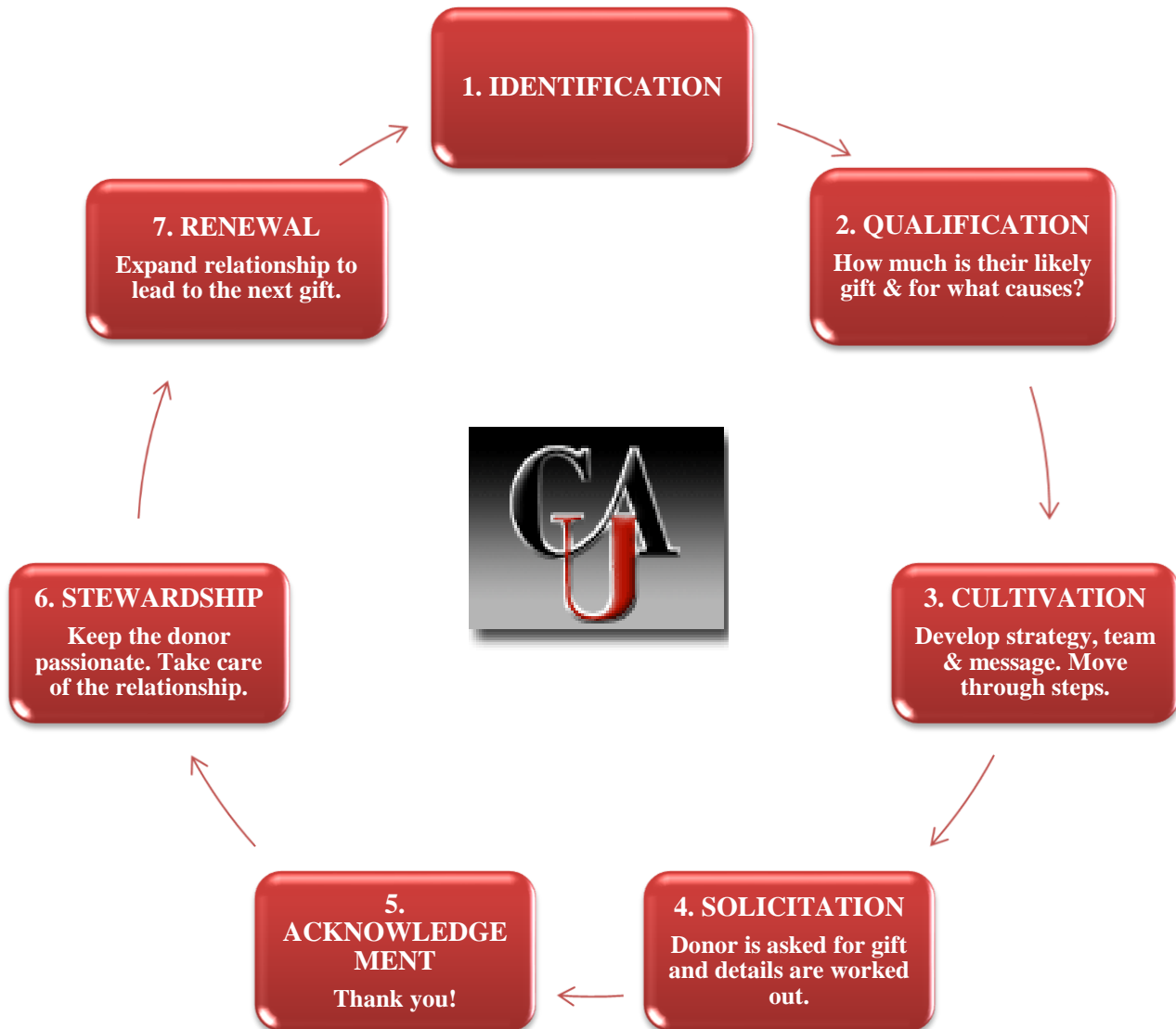
The University uses a 7-Step approach to solicit gifts and donors that provides effectiveness:

1. Identification of potential donors
2. Qualification
3. Cultivation of potential donors (develop relationship by finding ways to engage prospect)
4. Solicitation or "The Ask"
5. Acknowledgement
6. Stewardship

7. Renewal

A graphic presentation of the 7-Step Solicitation Cycle is presented below:

Graphic Display of 7-Step Solicitation Cycle



2.5.1.1 Detailed 7 Step Solicitation Cycle and the University Community Role in Fundraising

1. Identification of potential donors
 - a. Former students
 - b. Corporations
 - c. Foundations
 - d. Professional relationships
 - e. Parents of students
2. Qualification

- a. Research and report on prospect
- b. Determine method of contact to learn more
- c. Develop strategic plan
- d. Determine linkage, ability and interest
3. Cultivation of potential donors (develop relationship by finding ways to engage prospect)
 - a) Visits
 - b) Involvement in departmental activities
 - invite them to departmental events
 - ask them for feedback on specific projects
 - invite them to speak to students
 - c) Participate in planned lunches, dinners, etc.
 - d) Newsletters
 - e) Thank you notes
4. Solicitation or “The Ask”
 - a. Determine who will be involved in and who will make “the ask”
 - b. Participate in solicitation phase by being the expert on matters of your department and it’s programs
 - c. Script and rehearse
5. Acknowledgement
 - a) Say thank you in many different ways
 - b) Mail timely letters of acknowledgement and notes of appreciation
6. Stewardship
 - a. Report back to donor
 - b. Highlight donors in publications
 - c. Send donor copies of articles, newsletters, faculty updates, etc.
 - c) Announce gift in department newsletters and ask for quote from donor
7. Renewal
 - a. Expand the relationship to lead to the next gift

Other faculty involvement - Speaker/guest at events where donors are present

IAUR should be included in all fundraising efforts from beginning to end to ensure efficiency and appropriate use of gifts as well as acknowledgement and stewardship of donors.

3.0 Entities Affected by this Policy

Any enrolled student, faculty member, staff member or any other individual, campus organization, partnership, association, or corporation desiring to solicit donations must comply with this policy. This policy also applies to any official department of the University and to any party furnishing goods or services to the University under contract.

4.0 Definition of Key Terms

- **Acquisition:** The process utilized to acquire prospects as new members or donors.
- **Active donor:** A donor whose last gift was received within the last 12 months. Some organizations stretch that time period out to 18 or 24 months.

- **Annual appeal:** Either the only fundraising letter, or the most important fundraising letter, mailed during the year, usually by organizations that do not have a direct mail fundraising program; usually mailed at Christmas.
- **Annual fund:** Gifts received by a non-profit organization to support (in whole or in part) yearly budgets and general operations.
- **Ask:** The request or appeal being made in a fundraising letter. Often called "The ask."
- **Beneficiary:** A group, individual, activity or object that benefits from a gift.
- **Bequest:** A gift you leave in your will to a person or organization.
- **Case for support:** Statement setting out reasons why donors should donate to the University.
- **Corporation:** A company or group of people authorized to act as a single entity (legally a person) and recognized as such in law.
- **Donor:** An individual, group or organization that gives a gift (usually money but can be goods or services) to a VCO freely.
- **Donor acknowledgement:** The act of responding to gifts from donors, usually with a receipt or thank-you letter.
- **Donor cultivation:** The long-term process of nurturing donors towards higher levels of understanding, commitment and giving.
- **Donor renewal:** The process of approaching individuals who have given donations before, inviting them to renew their support with another gift.
- **Donor retention:** The process of encouraging donors to remain active and continuing supporters of an organization.
- **Electronic Funds Transfer (EFT):** The means by which a donor's bank transfers a donation (usually monthly) from the donor's bank account to the bank account of a non-profit organization that the donor designates.
- **Estate:** The total sum of your possessions, property and money left at your death after debts have been paid.
- **Executor:** Person(s) appointed by you to ensure the wishes in your will are carried out.
- **Fundraising cycle:** Planning tool to help fundraisers plan activities.

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- **Giving club:** A society created by a non-profit that gives status and unique benefits to its members. Membership is restricted to individuals who give above a certain level.
- **Inheritance Tax:** The 40% tax paid when you die on the proportion of your **estate** that is over the nil-rate band threshold. This threshold varies every tax year. **All gifts in your will to charity are free of inheritance tax.**
- **Legacy:** Any gift you leave in your will to a person or organization.
- **Life Interest:** The right of a beneficiary to benefit from part or all of your estate for their lifetime. For example, in your will you give a relative/friend the right to live in a property for their lifetime.
- **Pledge card:** A printed notice mailed to individuals who pledge to donate to an organization, usually in response to a telephone appeal.
- **Private grant:** Income from private, non-government sources are donations and warrant a tax receipt.
- **Probate:** Official proof that a will is valid. After your death, probate must be applied for by your executors. It is granted by the court on the production of the necessary documents and granting probate gives your executors the authority to administer your will and distribute your estate according to your wishes.
- **Prospect:** A person on a list who is considered to be a potential donor but who has not made a donation yet.
- **Restricted fund:** A fundraising appeal for a specific project or cause.
- **Sponsorship:** Contracted financial alliance between Clark Atlanta University and a corporation, foundation or individual that benefits the University in the form of a fee, market exposure and/or favored products. Funds provided to the University through sponsorships are **not eligible for charitable income tax receipts** and is not a monetary donation or a private grant.
- **Sustainer Program:** A program through which supporters of a non-profit organization give a regular donation automatically, usually by direct withdrawal from their bank account or credit card once a month. Also called a Monthly Giving Program
- **Temporary Naming Opportunity:** During substantial projected growth, temporary naming gives the area or program an opportunity to resale naming for a greater gift value when there becomes a need for specific areas or programs to negotiate short term agreements (5, 10 or 20 year terms).



**CLARK ATLANTA UNIVERSITY
PROSPECT CULTIVATION/SOLICITATION FORM**

Today's Date _____

BANNER record

Prospect _____ Assigned to (staff) _____

Volunteer(s) prospect is assigned to _____

Anticipated ask amount-\$ _____ qualified unqualified

Estimated solicitation timeframe: _____

Reasons prospect would be interested in making a gift?

- 1. _____
- 2. _____
- 3. _____
- 4. _____

Challenges potentially precluding a gift?

- 1. _____
- 2. _____
- 3. _____
- 4. _____

Individuals closest to this prospect, who also have a connection with CAU (possible natural partners):

- 1. _____
- 2. _____
- 3. _____
- 4. _____

Interests/Hobbies/Affiliations:

- 1. _____
- 2. _____
- 3. _____
- 4. _____

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Notes:

Other information that might impact cultivation activities or gift decision-- _____

	Relates to Interest #:	Ideas/Actions*	Participants:	Target Date:
<input type="checkbox"/> BE				
<input type="checkbox"/> BE				
<input type="checkbox"/> BE				
<input type="checkbox"/> BE				
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* Action should be entered into the prospect's Donor Data Management record.



CLARK ATLANTA UNIVERSITY
FUNDRAISING APPROVAL FORM (STUDENT ORGANIZATIONS)

All registered student organizations wishing to host or sponsor a fund raising event must have approval from the groups advisor and the Dean of Students or his/her designee, including the Office of Student Activities. The Dean of Students must seek final approval from the Vice President for Enrollment Services and Student Affairs and IAUR.

Event Information

Name of Student Organization: _____

Name of Event: _____ Date(s): _____

Type of Event (describe): _____

How will the profits be used? Donated to a philanthropy Organization expenses

Note: No funds will be contributed to any outside agency or entity unless:

- The organization is able to provide proof of their status as a non-Profit Organization AND the University has received a copy of their W-9 form (**PLEASE ATTACH**), and
- The organization is able to accept fees in U.S. Dollars, via check, credit card, or wire transfer

Contact Information

Student Org Contact: _____ Phone: _____

Email: _____

Secondary Org Contact: _____ Phone: _____

Email: _____

OFFICE USE ONLY

Form Submission & Approval

At least 2 weeks prior to the proposed, return completed forms to Campus Life (2nd floor, Henderson Student Center). Information provided on this form may require additional approvals from University departments.

Date Form Received: _____ Received By: _____

Date Form Approved: _____ Approved By: _____



CLARK ATLANTA UNIVERSITY FUNDRAISING APPROVAL FORM (EMPLOYEE GROUP)

A University employee, unit, or campus organization that desires to initiate a fund-raising effort will submit an approval form and a brief written proposal to IAUR for review. Written approval of the proposal by the Vice President is required before solicitations are made.

Campaign Information

Name of Department or Employee Group: _____

Name of Campaign: _____ Date(s): _____

Type of Campaign (describe): _____

How will the profits be used? _____

Note: No funds will be contributed to any outside agency or entity unless:

- The organization is able to provide proof of their status as a non-Profit Organization AND the University has received a copy of their W-9 form (**PLEASE ATTACH**), and
- The organization is able to accept fees in U.S. Dollars, via check, credit card, or wire transfer

Contact Information

Employee Contact: _____ Phone: _____

Email: _____

Secondary Contact: _____ Phone: _____

Email: _____

OFFICE USE ONLY

Form Submission & Approval

Information provided on this form may require additional approvals from University departments.

Date Form Received: _____ Received By: _____

Date Form Approved: _____ Approved By: _____



**CLARK ATLANTA UNIVERSITY
SOLICITATION AND FUNDRAISING ACTIVITIES REPORT FORM**

NAME OF FUNDRAISING CAMPAIGN/EVENT: _____

NAME OF DONOR: _____

ADDRESS: _____

PHONE: _____ **EMAIL:** _____

CONTACT PERSON: _____

CONTACT PERSON DEPARTMENT/PHONE EXT: _____

AMOUNT RECEIVED: _____ **DATE** _____

ACKNOWLEDGED BY: _____

PURPOSE OF GIFT: _____

SPECIAL INSTRUCTIONS (ATTACH CRITERIA AND MOU):

All donor report forms should be forwarded to the following within 30 days of any funds received along with a copy of the actual check.

Vice President for Institutional Advancement and University Relations
223 James P. Brawley Dr., SW
Atlanta, GA 30314
Telephone: (404)-880-6189
www.cau.edu