

**Messiah College**  
**Office of College Development**  
**Fundraising Parameters**

**I. INTRODUCTION**

The purpose of this document is to provide greater clarity within the campus community as to how fundraising projects are generated, approved, and implemented at Messiah College. In general, fundraising policies are outlined in the Gift Policy Manual<sup>1</sup> and the Human Resources Policy Manual.<sup>2</sup> These manuals define certain policies and procedures to be followed by staff, students, and the external community in various fundraising activities. Further, the College has established a Gift Acceptance Committee (staff and administrators) and a Gift Oversight Committee (board and administrators) charged with evaluating gifts with certain restrictions. While these manuals and committees provide a general framework for fundraising practices, they focus primarily on the acceptance of tangible gifts of property and certain restricted cash gifts or on fundraising activities conducted by students. They do not articulate comprehensive procedures for establishing and conducting fundraising efforts at Messiah College.

The Office of College Development (i.e., the Development Office), as directed by the President and the Board of Trustees, is under increasing pressure to raise unrestricted funds to further the mission of the institution. This mandate affects the overall structure of the Development Office and the allocation of fundraising resources within the organization. Further, the Institutional Planning and Finance Committee (IPFC) of College Council and the Board of Trustees define capital campaign efforts and strategic planning initiatives for which fundraising is a priority. Given limited resources in the Development Office, there exists a need to prioritize fundraising efforts such that the major focus is given to the priorities of administration and the board.

Successful fundraising efforts hinge on the ability to effectively cultivate donors who support the overall mission of Messiah College. Certainly, there will be those who only wish to support one specific aspect of that mission. However, our goal is to cultivate donors who espouse the entirety of our mission and are willing to engage at a level of support for a project or initiative that is the most strategic for the College. That being said, we espouse a “donor-centric” philosophy whereby we seek to engage donors in the priorities of the College that most closely match with their own philanthropic goals.

It is also vital that the Development Office ensure our donors do not feel “fatigue” from too frequent requests and that our campus community does not seek to “own” or “protect” any particular donor. Our efforts are coordinated in such a way that all partners in the donor cultivation process, including the President, VPs, and Deans, are actively involved in the strategy for the select donors whom they are cultivating. The Development Office is committed to generating a coordinated and thriving fundraising environment at Messiah that continually expands the base of donors who support the College and fully utilizes the skills and expertise of our campus community, including Deans, Faculty, and Students.

Consequently, the goals of the Development Office are:

- A. to meet fundraising goals set forth by the President, IPFC, and the Board of Trustees;
- B. to broaden the Messiah College donor base of support;
- C. to coordinate fundraising activities, including encouraging all staff to work with development early in the process of fundraising planning;
- D. to ensure the long-term financial support of the College by providing the appropriate resources so that campus community constituencies are able to achieve their respective goals.

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<sup>1</sup> [www.messiah.edu/offices/development/Messiah\\_College\\_gift\\_policy.pdf](http://www.messiah.edu/offices/development/Messiah_College_gift_policy.pdf)

<sup>2</sup> [www.messiah.edu/offices/hr/manual/](http://www.messiah.edu/offices/hr/manual/)

## **II. BASIC ASSUMPTIONS**

Fundraising at Messiah College operates on a series of basic assumptions. These assumptions relate to who can fundraise on behalf of Messiah College, types of fundraising categories, required approvals, various constituencies available to each of these categories, and gift categories.

### **A. Persons Authorized to Fundraise**

1. President
2. Vice President for Advancement
3. Development Office Staff
4. Persons who have been approved by the Development Office as fundraising liaisons or designees

### **B. Fundraising Categories (with select examples)**

1. Unrestricted operating support for the College
  - Annual Fund, i.e., Student Impact Fund
2. Campaign or other major institution-wide project priorities as determined by the President, IPFC, and the Board of Trustees, including capital and endowment projects
  - Worship and Performing Arts Center
  - Student Financial Aid Initiative
  - NEH Challenge Grant
  - Boyer Center
3. Initiatives identified by strategic planning within divisions, e.g., Provost, VPs, Deans
  - Schools
  - Library
  - External Programs
  - Sider Institute
4. Special projects, e.g., research initiated by faculty and educators, capital projects, new travel or other supplemental funding, or donor-initiated restricted gifts
  - Memorial/Honorary Funds and Endowments
  - Athletic Teams Fundraising, e.g., Booster Club
  - Faculty Research Projects
5. Student fundraising projects
  - a. Missions Projects
  - b. Student Programs
    - Messiah College Council on Family Relations Annual Silent Auction
    - Department fundraising, e.g., carwashes or bake sales
6. Third party projects
  - United Way
  - Relay for Life
  - “Sing to Save” for Pancreatic Cancer Research

### **C. Project Approval Procedures**

1. Unrestricted operating support for the College
  - Approval of Director of Development
2. Campaign or other major institution-wide project priorities as determined by the President, IPFC, and the Board of Trustees
  - Approval of President and IPFC
  - Approval of Board of Trustees

3. Projects identified by strategic planning within divisions, e.g., Provost, VPs, Deans, Friends of the Library
  - Approval of Provost/VP
  - Approval of Director of Development
  - **NOTE:** Friends of the Library (i.e., *Friends*) – All fundraising activities by officers, committees, and members of *Friends* shall be conducted only with prior knowledge and approval of the Messiah College Director of Development. Funds received shall fall under four categories and must be processed and acknowledged as outlined below:
    - Memberships Fees – These funds are to be processed and acknowledged by the Office of College Development and will be deposited into the *Friends* account in the Business Office. The acknowledgment letter must clearly outline any *quid pro quo* benefits in exchange for membership and denote any charitable deduction value of the membership.
    - Cash Gifts and Gifts of Tangible Personal Property – These funds are to be processed and acknowledged by the Office of College Development and will be deposited either into the *Friends* account or appropriate designated account, e.g., Ruth Engle Memorial Collection, in the Business Office. The Messiah College Gift Acceptance Committee must approve all such gifts before they are accepted from the donor.
    - Fundraising Appeals – Solicitation for these funds, which may result from periodic mailed or telephone appeals from *Friends* donors or prospective donors, must be coordinated with the Director of Development. These funds are to be processed and acknowledged by the Office of College Development and will be deposited either into the *Friends* account or appropriate designated account, e.g., Ruth Engle Memorial Collection, in the Business Office.
    - Special Events – Funds for dinners and other special events are to be processed and acknowledged by the Business Office and deposited into the *Friends* account. These are not gifts and charitable tax deduction documentation is not required.
4. Special projects, e.g., research initiated by faculty and educators, capital projects, new travel or other supplemental funding, or donor-initiated restricted gifts. See Appendix A for an overview. **NOTE:** A Special Projects Form must be completed as part of the approval process (see Appendix B). The Form does not guarantee funding. It is simply for tracking purposes only.
  - Faculty research/project
    - Approval of Dean in consultation with the Department Chair
    - Approval of Provost and/or appropriate VP (only required for grants over \$10,000 or that have teaching load or matching components)
    - Approval of VP of Finance or Operations if research impacts finances or facilities
    - Approval of Director of Development (for coordination purposes only)
  - Capital Projects
    - Approval of Dean
    - Approval of Provost and/or appropriate VP (only required for grants over \$10,000 or that have matching components)
    - Approval of VP of Finance or Operations if project impacts finances or facilities
    - Approval of Director of Development
    - **NOTE:** Capital projects must either be identified in or complementary to the annual capital plan of the College
  - Travel or other Supplemental Fundraising, e.g., Athletics and Music
    - Approval of Dean or Supervisor
    - Approval of Provost and/or appropriate VP
    - Approval of Director of Development (for coordination purposes only)
    - **NOTE:** This approval process applies to a new category of travel only or other supplemental fundraising. Recurring travel fundraising activities need only to coordinate efforts with the Development Office. They do not need to seek approval for each fundraising effort.

- Donor Initiated Projects
  - Approval of Dean (or Supervisor for donor initiated projects that do not come through the Provost)
  - Approval of Provost and/or appropriate VP
  - Approval of Director of Development
- 5. Student fundraising projects
  - a. Missions Trips
    - Follow approved Fundraising Policies for Service and Mission Teams (approved November 1999; see Appendix C).
    - Disaster relief efforts where gifts are first sent to Messiah College and then forwarded to a third party organization, e.g., Red Cross or MCC, must have the approval of the Provost prior to commencing fundraising.
    - **NOTE:** Fundraising efforts must be for non-credit bearing service and missions trips only. Fundraising for credit-bearing service-learning courses or internships is not permitted.
  - b. Student Programs
    - Approval of Vice Provost and Dean of Students in consultation with the Director of Development as appropriate as outlined in the Student Handbook and the COE Handbook (Section 9.2.1).
    - **NOTE:** All student fundraising projects must have the approval of the Vice Provost and Dean of Students. For those projects that are not sponsored by the Office of Student Programs, approval must be granted by the Director of Development.
    - **NOTE:** Any Student Organization intending to raise funds by using an outside vendor who sells goods or services on campus must first submit a completed Outside Vendor Contract to the Student Programs Office.
    - **NOTE:** Any fundraising project benefitting students must be conducted by an approved Student Organization. Exceptions will be granted on a case by case basis and must be submitted in writing to the Vice Provost and Dean of Students.
- 6. Third party fundraising projects
  - Approval of President
  - Approval of Vice Provost and Dean of Students

#### **D. Constituencies Available for Each Category**

1. Unrestricted operating support for the College
  - Direct solicitation of alumni, parents, and friends of the College
  - Direct solicitation of administrators, faculty, staff, and students
  - Direct solicitation of corporations and foundations
2. Campaign or other major institution-wide project priorities as determined by the President, IPFC, and the Board of Trustees
  - Coordinated<sup>3</sup> and strategic solicitation of alumni, parents, and friends of the College
  - Coordinated and strategic solicitation of administrators, faculty, staff, and students
  - Coordinated and strategic solicitation of corporations and foundations
  - Coordinated and strategic solicitation of federal grants/appropriations
3. Projects identified by strategic planning within divisions, e.g., Provost, VPs, Deans
  - Coordinated and strategic solicitation of alumni, parents, and friends of the College
  - Coordinated and strategic solicitation of corporations and foundations
  - Coordinated and strategic solicitation of federal grants/appropriations

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<sup>3</sup> In this context, “coordinated” means that all funding streams are available, but efforts will be coordinated by the Development Office.

4. Special projects, e.g., research initiated by faculty and educators, capital projects, new travel or other supplemental funding, or donor-initiated restricted gifts
  - Restricted<sup>4</sup> and strategic solicitation of alumni, parents, and friends of the College
  - Restricted and strategic solicitation of administrators, faculty, and staff
  - Restricted and strategic solicitation of corporations and foundations
  - Restricted and strategic solicitation of federal grants/appropriations
  - **NOTE:** All special project funding will be directed toward the spring semester, i.e., after the fall Phonathon is completed. Exceptions will be granted only upon the approval of the Director of Development.
5. Student fundraising projects
  - Restricted and strategic solicitation of alumni, parents, and friends of the College
  - Restricted and strategic solicitation of administrators, faculty, and staff
  - Restricted and strategic solicitation of corporations and foundations
  - On-campus sales and solicitations as coordinated by the Vice Provost and Dean of Students
  - Off-campus sales and solicitations as approved by the Director of Development
6. Third party fundraising projects
  - Direct solicitation of administrators, faculty, staff, and students

## **E. Funding Streams**

1. Cash
2. Gifts of appreciated securities, stocks, and bonds
3. Gifts of real estate (require approval of the Gift Acceptance Committee)
4. Gifts of personal property (require approval of the Gift Acceptance Committee)
5. Gifts of life insurance (require approval of the Gift Acceptance Committee)
6. Deferred and Planned Gifts, e.g., Charitable Gift Annuities, CRUT, CRAT, etc. (*may* require approval of the Gift Acceptance Committee)
7. Gifts in Kind (require approval of the Gift Acceptance Committee)

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<sup>4</sup> In this context, “restricted” means that limited funding streams are available as determined by the Development Office.

### **III. ROLES OF COLLEGE OFFICES IN FUNDRAISING ACTIVITIES**

#### **A. President, President's Cabinet, IPFC, Board of Trustees**

1. The President, President's Cabinet, IPFC, and the Board of Trustees must approve all major capital projects and those arising out of institution-wide strategic planning efforts.
2. President's Cabinet is not typically involved in approval of other fundraising categories unless mandated by the granting agency or requested by the Vice President for Advancement.
3. The Boyer Center reports to the President and, consequently, all Boyer Center fundraising priorities will be processed through the Office of the President.

#### **B. Vice President of Advancement**

1. The Vice President of Advancement must approve and sign all endowed fund agreements and other similar gift documents originating out of the Development Office.
2. The Vice President of Advancement will receive regular updates from the Director of Development on all fundraising initiatives that arise from other areas of the campus, e.g., Provost, Deans, etc.

#### **C. Provost/VP**

1. The Provost (or respective VP from Advancement, Operations, or Finance) must approve all Special Projects, including program support, faculty research or other fundraising efforts.
2. The Provost (or respective VP) will determine if the Special Project budget will be substitutionary or supplemental in nature. In other words, will the new funding create a new department budget or simply offset the operating budget?
3. The Provost (or respective VP) must approve any matching requirement or other budgetary stipulations of the Special Project.

#### **D. Vice President of Finance**

1. The Vice President of Finance must approve and sign all endowed fund agreements and other similar gift documents originating out of the Development Office.
2. Typically, grant funding organizations require the signature of the CFO. All grants must have the approval of the Provost or respective VP before being sent to the VP of Finance for signature.
3. The Business Office will work with the Director of Development Services (and the Provost if a faculty or academic program initiative) to establish an account for the gift or grant.

#### **E. Vice President of Operations**

1. For any capital projects, e.g., installation of athletic field equipment, the Vice President of Operations must provide approval before fundraising can begin.

#### **F. Vice Provost and Dean of Students**

1. The Vice Provost oversees all approved student fundraising activities, which is supervised by the Director of Student Programs. Student Organizations who engage in fundraising activities must follow the guidelines listed both in the Student Handbook and in the COE Handbook (Section 9.2.1).
2. Student Organizations who fail to comply with these guidelines risk forfeiture of all funds and/or a disciplinary hearing as outlined in the Student Handbook.

3. The Vice Provost and Dean of Students must coordinate any efforts that seek the support of the donors external to Messiah College donor base with the Director of Development.

#### **G. Deans and Directors, e.g. Schools, Library, Sider Institute**

1. Deans and Directors will work with the Provost in prioritizing and approving strategic planning initiatives within their Schools, Centers, and Divisions.
2. Deans and Directors will work with the Provost in prioritizing and approving Special Projects for which fundraising will be pursued and will prepare a clear and comprehensive budget prior to commencing fundraising activities.
3. Priority setting must be carried out within the context of other fundraising priorities within the Schools, Centers, or Divisions.
4. Deans and Directors will work with the Director of Development in preparing a fundraising strategy that may include donor cultivation and donor solicitation on the part of the Deans, Directors, and/or Faculty.
5. Deans and Directors will be called upon both to serve as a referral for potential donors and to work with the Development Office to cultivate donors at select events, e.g., Messiah College Christmas. In this way, the Deans and Directors are extensions of the Development Office and will be utilized for their academic expertise, leadership vision, and donor cultivation skills.
6. The Deans and Directors will be in regular contact with the Director of Development to ensure collaborative communication is maintained throughout the academic year.

#### **H. Gift Acceptance Committee**

1. Comprised of the Vice President for Advancement, the Vice President for Finance, College Counsel, the Director of Institutional Finance, the Director of Development, and the Senior Advisor of Planned and Leadership Gifts.
2. The Gift Acceptance Committee will be responsible to review and approve the following proposed gifts before commitments are made to prospective donors and prior to the acceptance of such gifts that take effect at the death of the donor:
  - all gifts funded with non-liquid assets
  - any gift having an income beneficiary and a remainder beneficiary
  - any gift that may expose the College to adverse publicity or involve the College in unexpected responsibilities because of their source, conditions, or purposes
  - any gift that may require expenditures beyond a department's operational plan (budget) or the College's capital plan (budget), or
  - all restricted gifts, except endowed scholarships without unusual restrictions.

#### **I. Gift Oversight Committee**

1. Comprised of the President, the chairman of the Finance Committee of the Board, and the chairman of the Advancement Committee of the Board.
2. The Gift Oversight Committee is charged with evaluating gifts that are referred by the Gift Acceptance Committee.

#### **J. Development**

1. Director of Development
  - Serves as chief fundraising officer for the College. Responsible for directing all fundraising and stewardship programs of the college.
  - Meets each May with the Provost and Dean's Cabinet to review Dean's Annual Plan and discuss approved fundraising projects for coming year.

- Meets individually with Deans at least once per year to review fundraising priorities for each School and to discuss cultivation strategies.
  - Meets with Presidents' Cabinet yearly to review appropriation requests.
2. Fundraising Consultation – The Development Office will act in an advisory capacity with regard to all approved fundraising projects. That is, office personnel will offer guidance and support to the Provost, VPs, and Deans in determining the time frame, donor selection, appropriate fundraising strategies, and the potential donor base for any approved project. To that end, the Director of Development will meet regularly with the Provost and Deans to maintain coordinated and sustained fundraising efforts for the ongoing resource needs of the College.
  3. Donor screening – All donor lists must be reviewed by the Development Office, which reserves the right to exclude any donor from a solicitation if it will hinder ongoing cultivation or solicitation of the donor for a fundraising project with higher priority.
  4. Gift Processing – Under no circumstances are gifts to be taken to the Business Office counter. All gifts must be processed by the Development Office to ensure proper and accurate recording of the gift for internal accounting purposes, tax deduction eligibility verification, and stewardship.
  5. Screening Donor Originated Projects – On occasion a special project will be proposed by a donor to a faculty member, administrator, or development staff member. Typically, these projects involve the donor wishing to finance, either partially or in total, a project on campus. These projects will be screened by the Development Office and conveyed to the Vice President of Advancement who will determine if other approvals are required, e.g., Gift Acceptance Committee, President's Cabinet.
  6. Grants Office – Special projects or student fundraising activities involving foundation, corporate, or federal grant opportunities may be passed directly to the Grants Office for initial review. All grant solicitations will be managed by the Grants Office. However, the appropriate approvals as outlined above must be secured before the grant is submitted.
  7. Government Appropriations – The Director of Development will work with the Vice President for Advancement, President's Cabinet, and the Provost's Cabinet to determine campus projects that are most appropriate for government appropriations.
  8. Donor Cultivation and Gift Solicitation – The Development Office will provide leadership for cultivating and soliciting donors to approved projects in consultation. These efforts will be coordinated with other fundraising priorities and in consultation with on-campus liaisons for each project as appropriate.
  9. Mailing lists/databases – The Development Office will generate all solicitation mailing lists for approved projects, which will then be forwarded to College Press for mailing. It is the College's policy that any project that approaches College constituencies for fundraising purposes must have the approval of the Director of Development as outlined in these fundraising policies. This includes any "soft" solicitations in newsletters or other department and/or coach updates and mailings. Any database used for fundraising purposes that is maintained by a department or person outside of the Office of Development must have prior approval of the Director of Development and must be compared with the College's database on an annual basis.