

MESSIAH COLLEGE
Fundraising Policies for Service and Mission Teams
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Development Office at ext. 7065*

SERVICE-LEARNING / SERVICE AND MISSIONS AT MESSIAH COLLEGE

Service-Learning and Service and Missions are vital components of the educational experience at Messiah College. Two broad categories of service-learning exist at Messiah College and this document seeks to outline the policies and procedures related to fundraising for service and missions travel, which often includes a service-learning component.

Curricular Service-Learning – Curricular Service-Learning is a pedagogical model that intentionally integrates academic learning with community service in a credit bearing academic course. Students participate in an authentic service activity that meets needs identified by the community (designed within the framework of a mutually beneficial relationship), and critically reflect on that activity. Thus, students gain a deep understanding of course content, a commitment to socially responsible citizenship, and develop skills and understandings needed to contribute to civic well-being.

Co-Curricular Service-Learning – Co-Curricular Service-Learning involves students, educators and staff volunteer in a service activity that meets community needs such as direct service (tutoring, building houses, etc.), research, survey distribution and collection, etc. Although the primary emphasis is on service, much learning can occur for those serving when proper training and reflection are completed. Intentionality in purpose, placement, effective service outcomes, applied holistic learning outcomes and relationships with the community partner remain a priority.

General Principles for Service and Missions Trips

Service teams are sponsored by three different campus organizations: the Agapé Center (including a partnership with the Biblical and Religious Studies Department), AROMA (A Revolution of Missional Athletes), and the Messiah College Collaboratory for Strategic Partnerships and Applied Research, i.e., the Collaboratory.

Note: The fundraising policies and procedures in this document pertain solely to activities related to raising dollars for service and missions trips. Policies and procedures related to general fundraising can be found in the Messiah College Fundraising Parameters document available from the Office of Development. Policies and procedures related to fundraising for student organizations can be found in the Student Handbook or by contacting the Office of Student Involvement and Leadership Programs.

- Messiah College supports both service and missions activities that relate to and reinforce the mission and programs of the College. These activities reflect the Messiah College service-learning philosophy and include orientation, opportunities for reflection and other learning components.
- Policies are sensitive to institutional needs yet flexible to allow reasonable levels of entrepreneurship, spontaneity and creativity.

- Limited financial support for International Service Teams is included in the general College budget process, which is typically used for infrastructure expenses. Most of the support for student travel comes from special fundraising efforts and designated giving.
- Donors must be given information that clearly explains the purpose and use of their funds, including the fact that no tax-deductible gift can be designated for a specific student and that excess funds will be placed in a general fund to support missions and travel teams who do not reach fundraising goals.
- Fundraising initiatives will be carried out collaboratively among the Director of the Agapé Center, AROMA, the Collaboratory, and the Development Office. These fundraising initiatives include activities related to stewardship and gratitude to donors.

Administrative Structure of Service and Missions Teams

Agapé Center

The Director and Assistant Director of the Agapé Center are responsible for the administration for a variety of service and missions opportunities with primary accountability to the Vice Provost/Dean of Students. International and domestic service trip plans, advisors, and student leaders are accountable to the Assistant Director of the Agapé Center. Fundraising activities for service and missions trips sponsored by other College departments and organizations are to be planned in coordination with the Director of the Agapé Center so they reflect the College's policies and philosophies and to minimize conflict and competition for resources.

- A. International Service Teams typically travel during spring break and early summer. Teams are comprised of 2 student leaders, 2 educator advisors, and 6-12 students. Teams are accountable to the Assistant Director of the Agapé Center.
- B. Domestic Service Teams serve during fall break, J-term, and spring break. Teams are accountable to the Assistant Director of the Agapé Center. Most of the funds are available through SGA funds and student contributions (typically under \$50), and fundraising generally does not occur.
- C. Various "grant" funds supporting student team service trips and individual, longer-term student missions experiences are available, e.g., Parents Council, Frey, Mulberry, Barker Burr, World Christian Fellowship, and McClymont funds. Students must meet specified criteria and participate in orientation and reentry activities in order to receive these grants. Service grants are administered by the Director of the Agapé Center who coordinates the allocation process. Student applicants apply and are held accountable for expenses through an agreement that must be completed prior to travel (see Attachment A). The selection committee includes the following members and funds are allocated in the spring of each year:
 - Director of Agapé Center, chair
 - Director of the Collaboratory
 - Faculty member for the Department of Biblical and Religious Studies
 - Faculty Member for the SERV 231/232 course

The Committee maintains communication with the Development Office in regards to grant recipients, projects and process.

AROMA



AROMA (A Revolution of Missional Athletes) is a sports ministry program within the Athletics Department that seeks to have an impact on teams, campus, the local community and the world. AROMA facilitates sports ministry training and opportunities, including international trips, national service trips, local outreach, and summer camps.

A. AROMA Mixed Trips

Mixed trips sponsored by AROMA typically occur during the summer and occasionally over spring break. Teams are comprised of student athletes from all different varsity and club teams as well as students who are not on an organized athletic team but desire to pursue sports ministry. The trips are led by AROMA staff members and/or department coaches, college personnel, and alumni. Each participant is responsible for participating in team fundraising activities through a letter writing process. Historically, significant funding for these trips has come through Sawyer Products.

B. AROMA Team Trips

Team Trips for AROMA are initiated and led by team coaches, e.g., Men's Soccer Team trip to Colombia. All team trips must be approved by AROMA and go through a very similar process for fundraising, training, planning etc. These types of trips are funded in a variety of ways and are unique to the team. All teams participate in a letter writing campaign to family and friends. In addition, teams conduct different fundraisers that might include, but are not limited to; alumni giving, camps, clinics, apparel sales, etc. The Falcon Athletic Network (FAN) also contributes to team trips based on a sliding scale relative to the number of trip participants (see Attachment B).

C. AROMA Domestic Trips

AROMA Domestic Trips occur during Messiah breaks (fall, winter and spring) and have consisted of both mixed and team trips. Some of these trips have partnered very closely with the Agapé Center and have been part of their service and missions trip options. In this case students pay a small fee that supplements the Agapé Center's Service Trip budget through SGA funds, e.g., Mixed Spring Break trip to Charlotte, NC. Some of the other domestic trips have been run entirely by AROMA and have been funded by team members through a letter writing campaign to family and friends, e.g., Track Team trip to Greenville, SC.

D. AROMA Local

The AROMA Local budget is financed in two primary ways. The first is through our Summer Camp program. The second is through faithful giving of outside donors. The most substantial expenses of the local ministry go to support staff (2 part-time employees and 1 graduate assistant). Therefore, many of the donors are connected to supporting the life and ministry of these individuals. We send quarterly newsletter updates to these supporters to keep them informed about AROMA Local and program needs.

E. Special projects

From time to time there have been special projects that AROMA has considered pursuing, e.g., to build a soccer field in the Cumberland Pointe neighborhood in Mechanicsburg. Messiah's participation in these types of projects are reviewed and approved on a case-by-case basis.

Collaboratory

The Collaboratory is an organization at Messiah College that, while housed in the School of Science, Engineering and Health, in many ways functions like a stand-alone non-profit organization, raising funds for many on-going, client-driven projects in addition to service and missions team trips. It is directed by a person designated by the School and projects vary from year to year.

Collaboratory Site Teams typically travel during J-term and over the summer. Teams are accountable to the Program Manager of the Collaboratory. Revenue raised for these teams is carried forward if not spent in a given fiscal year. Students are expected to raise funds for these trips both for practical purposes as well as a way of asking others to join in the mission and vision of the Collaboratory. It is the typical policy of the College not to raise money for credit bearing courses; exceptions to this policy are approved at the discretion of the Provost.

Within its Operating Budget, the Collaboratory administers several scholarship funds to support student participation on site teams. Students must meet specified criteria and participate in orientation and re-entry activities in order to receive these funds. The selection process and scholarships are administered by the Director and Program Manager of the Collaboratory, who coordinates the selection process. The source of these funds is primarily excess funds from other trips and is used to support individual students who have expressed a need for financial support. The Collaboratory desires to support students who have a limited support network (international students, first generation Christians, etc.) and those with a limited ability to self-fund their trip.

As noted above, the Director of the Collaboratory also serves on the selection committee for scholarship funds administered by the Director of the Agapé Center in support of Service and Missions trips. These funds are typically used to make trip costs generally more accessible for all students.

External Fundraising Responsibilities for Service and Missions Teams

The Directors for the various service and missions teams, i.e., the Agapé Center, AROMA, and the Collaboratory, coordinate the student fundraising process in collaboration with the head of Annual Giving and/or the Office of College Development. The Directors serves as a communication link between the service and mission groups, donors and Development. The Directors interpret and explain the process and policy to team leaders and students, monitor the process and policy and monitor revenues and expenses.

Agapé Center

The Office of Development coordinates general fundraising efforts with service and mission-related efforts for the Agapé Center and supports the Assistant Director of the Agapé Center by reviewing written fundraising letters with team leaders and students; reviewing donor mailing lists (when appropriate); facilitating training; helping train team members about raising personal funds; and explaining fundraising policies. Fundraising materials and prospective donors' names with whom the student has no prior relationship, including College administrators, must be submitted to the Director of Annual Giving prior to solicitation in order to mitigate or avoid any potential conflict.

The Office of Development supplies courtesy reply envelopes and donor cards for solicitation letters. The Agapé Center coordinates directly with College Press to print and prep materials.

Students compile their solicitation letters, response cards, and reply envelopes that are provided by the Office of Development and mail them in coordination with the Agapé Center. The Office of Development also processes gifts and corresponding tax receipts. The Assistant Director of the Agapé Center and Graduate Assistant access weekly financial reports generated by the Office of Development and send them to the team leaders so that all students are able to write personalized thank you notes. The Office of Development provides opportunities for donors to earmark their gifts for Service and Mission Projects and Service and Mission Teams as appropriate. The Director of the Agapé Center works with the service grant recipients to ensure that all grant requirements are satisfied in a timely fashion, e.g., thank you notes to donors, journal of experiences, etc. Attachment C for examples of Agapé Center fundraising support materials.

All publicity and interpretation related to Agapé Center Service and Mission Teams or Projects must be coordinated with the Assistant Director of the Agapé Center in order to provide a consistent philosophy, practice, and message.

AROMA

The Office of Development provides support to AROMA in the following areas (see Attachment D for various AROMA fundraising materials):

- Reviewing fundraising letters
- Providing courtesy reply envelopes and response cards
- Processing gifts and corresponding tax receipts
- Preparing financial reports from Banner
- Supporting online giving and corresponding webpages

Each student who travels with AROMA is provided a list of donors and is required to send out thank you letters both shortly after the gift is received and following the trip, including pictures and testimonies.

- Each AROMA donor receives a thank-you email from the AROMA Director or the Coach leading the trip shortly after their donation is received.
- Blogs and Prayer Calendars: all AROMA trips have a trip blog and a prayer calendar that is sent out to supporters prior to the trip.
- Year-End Report: The AROMA office puts out a year-end report to all of its donors. This report contains a message of thankfulness, pictures, stories and statistics from the year of ministry.

Collaboratory

The Office of Development coordinates general fundraising efforts with service and mission-related efforts for the Collaboratory and supports the Director of the Collaboratory by reviewing written fundraising letters, reviewing donor mailing lists, and explaining fundraising policies. Fundraising materials and prospective donors' names, with whom the student has no prior relationship including College administrators, must be submitted to the Director of Annual Giving prior to solicitation in order to mitigate or avoid any potential conflict (see Attachment E for various Collaboratory fundraising materials).

The Office of Development coordinates courtesy reply envelopes and reply cards for solicitation letters. Students compile their solicitation letters, response cards, and reply envelopes, which are provided by the Collaboratory. The Office of Development also processes gifts and corresponding tax receipts. The Logistic Coordinator of the Collaboratory accesses weekly

financial reports generated by the Office of Development and sends them to the team leaders so that all students are able to write personalized thank you notes. The Office of Development provides opportunities for donors to earmark their gifts for missions teams as appropriate. The Program Manager of the Collaboratory works with the travel grant recipients to ensure that all grant requirements are satisfied in a timely fashion, e.g., thank you notes to donors, journal of experiences, etc.

All publicity and interpretation related to a mission team must be coordinated with the Program Manager of the Collaboratory in order to provide consistent philosophy, practice and message.

General Policies for Fundraising

- A. Students are expected to make a concerted effort to raise funds by writing solicitation letters and providing prospect names. Teams who do not reach the total amount necessary to cover the cost of travel risk the cancelation of the trip.
- B. Contributions are raised for teams, not for individual students. Thus, funds raised by a student for a team will not be refunded if the student drops out.
- C. Students will normally be asked to pay a deposit. These deposits are not tax deductible and are only refunded in special circumstances.
- D. Contributed funds received in one fiscal year may be used in subsequent fiscal years when designated grants or multi-year grants are received and when funds are raised for projects implemented in a different fiscal year than when the funds are raised.
- E. If a trip is canceled, contributions may be used to support general budgeted expenses or other service and mission activities. Donors will not be given the option of deciding how the funds are redirected, nor will they typically be given a refund. Information about this policy will be included in all fundraising appeals and literature so that donors are clearly informed.

Budget Accounts and Accounting Procedures

Agapé Center

- A. Account numbers will be established for each summer mission team to follow that team activity through two fiscal years. Therefore, financial reports covering two fiscal years will be required to encompass the full activity of the trip. If budgets are projected accurately, both revenue and expenses should be in line with budget every year. However, because nearly all revenue comes in the first fiscal year of a team, first year budgeted revenue will likely exceed budgeted expense and second year budgeted expense will likely exceed budgeted revenue for a given team. If the number of teams remains constant, when all teams are taken together, revenue should approximate expenses each year.
- B. Approximately 3-6 months prior to the trip, preliminary expense and revenue budgets for each team and for mission undesignated will be projected.
- C. At fiscal year-end, the Director of the Agapé Center will provide a list of what funds are going to be utilized from each of the funding sources, e.g., Marian Barker Burr, Parents Council, Mulberry, and Frey. The Business Office enters a journal voucher transfer of funds from their

respective organization #'s (7444, 7445, 7906, 7145) and transfers the total amount to orgs 7146 (Service Trip Distribution) and 7147 (Service-Learning Student Grants).

- D. When a particular team is allocated donor funds, we will divide the amount from the donor by the number of student participants. This will likely only be an issue where there is an exact amount each year (e.g., Mulberry), rather than the more variable amount of funds generated from an endowment.
- E. There are two types of funding for service and missions trips; reimbursement dollars funded through Accounts Payable and scholarship awards which are paid out of 7147. There is no need to treat either as taxable income per se; however, as with all tuition scholarships, the service and missions scholarship funds will be reported on a 1098T form filed with the IRS.
- F. For SERV students (curricular experiences) airfare will be authorized as a prepaid expense through the College's preferred vendor (currently, Traveltime) from account 7147. All other expenses are to be reimbursed within 2 weeks upon return with accompanying receipts. If students elect to purchase flights on their own (i.e., if students wanted to use earned miles to buy their tickets) then the amount of the flight will be reduced from the overall award unless the instructor permits this amount to be reallocated for other approved grant budget lines.
- G. The Director of the Agapé Center will determine award amounts in consultation with the Director of the Collaboratory, AROMA, and BRS representatives. Consideration will be given to other revenue streams in determining the award amounts to be distributed. For instance, if revenue is anticipated or is being generated from other donors, grants, etc. to reduce team expenses, then this will have an impact on the overall award amount. Of note, athletic team trips (trips made up of all athletes on a particular sports team) are not currently eligible for grant awards as they have other avenues of generating income. AROMA mixed trips, however, are eligible for funding, but consideration will be given to any outside funding that is being used to offset expenses, e.g., Sawyer, Inc.
- H. Department coordinators must check to make certain that students considered for awards are in good standing with the College Business Office, the Registrar, and Student Affairs.
- I. If, for whatever reason, the donor resources in any given year are not used, a certain modest portion of the funds could be used for general (overhead) mission related trip expenses. However, in most cases, if there still remain leftover donor funds, these would be "carried over" into the next fiscal year. All donor generated funds are transferred from the endowment and/or grant accounts into 7146 and then into 7147, which rolls over any unexpended balance from year to year.
- J. Orgs 7146 and 7147 are handled slightly differently. For 7146 (Service Trip Distribution), the Business Office enters a journal voucher transfer of funds from the 7146 into each of the designated Service and Missions trips (25XX organization #'s). For 7147 (Service Learning Student Grants), payments are made directly to students through Accounts Payable.

AROMA

- A. The AROMA Director oversees all AROMA org accounts. Below are the current operating orgs:

AROMA Local	7158
AROMA International	7154
Women's Soccer	7096
Women's Basketball	7099
Women's Volleyball	7100
Men's Soccer	7091
Men's Basketball	7097
Wrestling	7155
Track and XC	7094
Field Hockey	7156
Men's Lacrosse	7095
Women's Lacrosse	7157
Softball	7090
Baseball	7159
Club Soccer	7105

- B. Each Team Trip is assigned their own budget org. This org is managed by the individual coach with the oversight of the AROMA Director. Any shortfall is the responsibility of the individual program. Deficits are usually resolved by dividing the shortfall among trip participants equally or utilization of other team funds, such as camp surplus or their auxiliary account. Surplus amounts remain in the team trip org and can be used in future years for similar experiences.
- C. Mixed Trips all fall within the same org (7154-AROMA International). In a given year this may be 3-6 different trips. All donations for trips of this nature contribute to the overall fundraising effort for AROMA International ministry and can be used across the different trips. Sawyer Products gives several large annual gifts to help subsidize the expenses of these types of trips. In the event of a shortfall in a given year both FAN and Sawyer Products have helped meet the gap.
- D. Each of our letters contains the following line, "A small percentage of these donations will also go to help fund similar local AROMA initiatives." This allows us the ability to use some funds given for international ministry to help sustain our local ministry.
- E. The AROMA Local Org is 7158. Donations received in this org make up AROMA's general operating budget. Staff salaries, graduate assistant funding, office supplies and local ministry funds are all housed in this Org. The only revenue generating arm of AROMA outside of donors is the camp ministry. Both camp revenues and expenses are also housed in the 7158 org.

Collaboratory

- A. Account numbers will be established for each site team in order to track that team's activity through two fiscal years. Therefore, financial reports covering two fiscal years will be required to encompass the full activity of the trip.
- B. Approximately 3-6 months prior to the trip, preliminary expense and revenue budgets for each team will be projected.

- C. When a team is allocated non-specified donor funds, the amount from the donor will be divided by the number of team participants in proportion to their anticipated costs, if not equal for all team members.
- D. If team costs are not covered by support raising efforts, students will be expected to pay their remaining balance within 60 days from the return of their trip.
- E. Excess support raising funds will be allocated as such: $\frac{1}{2}$ will remain with the project for project related expenses or future trips and $\frac{1}{2}$ will be placed in the Collaboratory's scholarship fund for future student travel.
- F. The Collaboratory Director or Program Manager must check to make certain that students considered for awards are in good standing with the College Business Office, the Registrar, and Student Affairs.