

**Wake Forest University
Operating Policies for University Advancement**

Authority *This policy was adopted by the Gift Acceptance Committee and approved by the President as of June 23, 2009.*

Applicability This policy applies to all gift procurement activities of Wake Forest University's Reynolda campus schools and units. Gifts are defined in Wake Forest University Gift Acceptance Policies.

Summary The Vice President for University Advancement is entrusted with the overall management of Wake Forest's fundraising programs in order to maximize gift support from alumni, parents, friends, corporations, associations, and foundations. This policy outlines principles, policies, and procedures that will help assure the wise deployment of University resources, consistency in written communications, and coordination of access to volunteers and prospects.

1. BACKGROUND
2. OPERATING POLICIES

1. BACKGROUND

University Advancement represents all of Wake Forest's Reynolda campus schools and units, conveying to alumni, parents, friends and institutions the needs and aspirations of the University. Our volunteers, in particular, have responded by working enthusiastically for the University as a whole although they may individually affiliate with and support one or more schools or units. This cooperative and collegial relationship has set Wake Forest apart from most of its peers.

The majority of the University's most generous donors have multiple interests, which has created more intense pressure on the prospect population. We need to reinforce the spirit of cooperation that has characterized Wake Forest's development. That cooperation is based upon open and regular communication between the schools/units and the University Advancement office, and among the schools/units.

The ultimate responsibility for securing new gifts for the University rests with the Board of Trustees. The trustees have delegated those responsibilities to the Office of the University Advancement through the President of the University. The Vice President for University Advancement is entrusted with the overall management of Wake Forest's fundraising programs. Obviously, while many of the fundraising activities may be delegated and carried out at the school/unit level, major development activities, decisions, and solicitations are ultimately managed and coordinated by the Office of the Vice President for University Advancement.

2. OPERATING POLICIES

- a. **Prospects with Multiple Affiliations** — All activities with any Wake Forest prospect with multiple affiliations must be coordinated with all the interested parties. This is especially true for all major rated prospects — \$100,000 or more. All prospects rated at this level or higher will be given a primary staff assignment. Any and all solicitation activity on these prospects must be coordinated through the primary staff person.
- b. **Prospects Rated at \$1,000,000 and Above** — All prospects with a rating of \$1,000,000 and above are by definition University prospects. All solicitation activity on such prospects — even if the solicitation is significantly less than \$1,000,000 — must be specifically approved through the Office of the Vice President for University Advancement.
- c. **Authority of the Vice President for University Advancement** — If an agreement cannot be reached on assigning or approaching multiple-interest or “University” prospects, then the Vice President for University Advancement will determine prospect assignment and access by taking into account priorities set by the President and Provost. The dean or director of a school or unit may appeal the Vice President’s decision to the Provost.
- d. **Sharing and Storage of Information** — It is imperative that all pertinent information regarding major gift prospect activity be available across the development enterprise. This is particularly true for \$1-million-plus rated prospects. University Development staff and school/unit Development officers share a responsibility to keep others informed of prospect activity, both formally (by updating the prospect tracking system and sending written communications to Prospect Management) and informally (through regular communication). These updates should be entered in a timely fashion to ensure real-time quality to the prospect information.
- e. **Volunteers** — Schools and units may form volunteer organizations to support major fundraising initiatives with the approval of the Vice President for University Advancement. Chairs of volunteer groups supporting major fundraising programs will be asked to coordinate their activities through the Board of Trustees’ Committee on University Advancement and to work together with University-wide volunteer groups. Enlistment of volunteers, whether for fundraising or for advisory boards, must be coordinated through the Office of the Vice President for University Advancement.

- f. **Written Communications** — To assure consistency and coordination among various fundraising efforts, final drafts of written communications describing major fundraising initiatives must be shared with the Vice President for University Advancement or designee. Additionally, the Donor Services Office must review all agreements establishing new endowments and named expendable funds (defined in the Wake Forest University Gift Acceptance Policy) prior to submission to the donor and/or acceptance by the University.
- g. **Staffing** — School and unit staffing and budgeting plans for fundraising must be reviewed and approved by the Provost. Decisions regarding classification and compensation of Development staff rest with the Vice President for University Advancement who has responsibility for assuring that fairness is maintained across the University.
- h. **Priority Setting Process** — Development priorities will be established in Wake Forest University Fundraising Approval and Priority-Setting Policy.
- i. **Annual Giving** — The following policies govern annual giving at Wake Forest:

(1) Wake Forest Fund — The Wake Forest Fund exists to provide the President and Provost with sustained, discretionary gift support for education and student life. The fund is comprised of unrestricted support for each of the schools and budget reducing/budget relieving support for academic purposes. Budget reducing/relieving funds are defined as expendable gifts made to the University to cover annual operating costs. Such gifts which are made in support of units or departments that are centrally funded (such as the library or student financial aid), reduce the need for the University to allocate tuition and fees to support those operations, and therefore, are considered budget reducing/budget relieving, unless the Senior Vice President and Chief Financial Officer and the Provost otherwise agree to designate such gifts for budget augmentation. All undergraduate degree holders, including those with a Wake Forest graduate degree, professional school degree, or credits earned toward such degrees, are solicited by the fund. The Wake Forest Fund also solicits non-degree holders with credits earned toward a Wake Forest undergraduate degree and parents of current undergraduates and non-alumni (“friends”) with a prior history of giving to the fund.

Solicitable Populations — The school specific funds may solicit their degree holders, including those who also have a degree from another Wake Forest school. The school funds are also able to solicit non-degree holders with credits earned toward a degree from that school. Departments and programs may not solicit their graduates. Other solicitable populations include non-alumni (“friends”) with a prior history of giving to the school and parents of Wake Forest degree holders or current students. Managed principle and major gift prospects who are in an active solicitation status should not be solicited for annual contributions without the consultation of the staff 1 manager. A staff 1 manager is the University Advancement

staff member with the closest relationship to a donor/prospective donor and who has responsibility for the solicitation and cultivation of that donor/prospective donor. Staff 1 managers are designated by the Prospect Development Office.

(2) Athletics — The Department of Athletics may solicit any current or former annual donors to athletics, former student-athletes, and Wake Forest season ticket holders. Managed principle and major gift prospects who are in an active solicitation status should not be solicited for annual contributions without the consultation of the staff 1 manager.