



Development and Fundraising Policy

POLICY INFORMATION

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Section: Advancement Office/Development Unit
Responsible Executive: Vice President for Advancement
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1. POLICY STATEMENT

The Development and Fundraising Policy (DFP) regulates the solicitation of funding through generating a variety of fundraising income in order to meet the multiple needs of Bethlehem University (BU) in accordance with the priorities of its strategic plan. DFP ensures fundraising income/donations/gifts are sourced and used in a responsible and ethical manner that supports the University's mission, preserves its academic freedom, and protects its reputation, while observing the interests of donors.

DFP is based on a number of principles that underpin the advancement of BU among all its internal and external stakeholders, while the rules and guidelines relevant to the policy aim to ensure that the University meets best practice standards in the higher education sector.

The following principles underpin the BU DFP:

- a. Integrated Development Approach:** To avoid duplication/confusion and prevent the risk of causing donor fatigue, BU implements an integrated holistic approach to the solicitation of funding for the University, aiming at optimizing the generation and professional management of fundraising income by all relevant stakeholders within the institution. Such an approach encourages close internal collaboration and efficient administration, and facilitates optimal stewardship of donor relations.
- b. BU Advancement Strategy:** This strategy advances the University and its wide variety of initiatives in a unified manner, and to this end funding priorities are deduced from the BU's Strategic Plan that are directly aligned with the priority focus areas of the University.
- c. Fundraising Registration and Approval:** All fundraising intended initiatives/projects/activities on behalf of BU have to be firstly communicated to and registered at the Advancement Office to obtain written approval from the Vice President for Advancement (VPA) prior to initiation/launching.



- d. Funding Proposal Writing:** All project funding proposals to be submitted to prospective donors are drafted in accordance with a set of minimum requirements as contained in the BU proposal writing guidelines (Addendum I), unless the donor has an application form/template to be completed. All funding applications are required to adhere to the stipulated BU Branding Policy.
- e. Prospect Research and Partnership Alignment:** BU internal collaboration and frequent communication are essential elements to maximizing donor support in a coherent manner. The prospect research approach takes into consideration the fact that both existing and potential donors might already have a multitude of relationships or interactions at various levels within the University. In supporting such research, the Advancement Office maintains the relevant, up-to-date donor information on a centralized database.
- f. Solicitation of Funding:** The solicitation of funding only takes place after consultation with the Advancement Office. In general, the Vice Chancellor (VC) is considered to be the lead fundraiser, supported by the Advancement Office. In the event of Academic/Research Projects, the solicitation of funding for prioritized/approved projects is undertaken by the respective faculty staff according to BU External Grants Policy.
- g. Acceptance of Unsolicited Donations:** Unsolicited donations to the University are first considered by the Advancement Office before accepting the gift(s), which at its discretion, may decline to accept and consequently return a donation after consultation with the VC, (for example, in instances where the acceptance thereof might create a reputational risk for the University).
- h. Donations/Gifts Management:** All donations/gifts to the University are promptly acknowledged by the Advancement Office and a formal receipt is issued by the Finance Office in case of cash or monetary transfer donations. All monetary transfer donations are deposited into a limited number of nominated BU bank accounts. All donations/gifts, whether monetary or in-kind, have to be registered in a centralized donor database software (CDDS) developed for this purpose such as: Raiser's Edge, CVCRM,...etc. The in-kind gifts have to be valued and monetized in cooperation with the Finance Office.
- i. Mutually Beneficial Stewardship Functions:** The cornerstone of the Advancement Office's policies is to build and maintain excellent donor relations. Its approach to stewardship encompasses three elements: 1) formal acknowledgement, 2) providing recognition and 3) nurturing long-term, mutually beneficial relationships. Additionally, public recognition is commensurate with the size or level of each donation.
- j. The University Endowments' Return:** Endowments are comprised of money or other financial assets that are donated to the University. Charitable donations are the primary source of funds for endowments. BU endowment funds are an important source of revenue, and can support the teaching, research, scholarships and public service missions of the University. A portion of 20% of the income generated from those funds is allotted to finance the unrestricted operating or capital requirements of the University, provided that this measure does not affect the main intended purpose of the endowment (i.e. scholarships, specific program support...etc.).
- k. Recognition of Donors:** The public recognition of donors for their gifts will be accorded based on the level of the gifts and will be designed taking the donor's wishes into account. A Donor Report has to be published by the Advancement Office occasionally, providing public recognition



to the benefactors of the University, as well as showcasing some of the University's output/impact within its targeted and wider communities in order to encourage increased giving and instilling confidence in donors.

When a donor wishes to remain anonymous, the University will ensure that such wishes are respected.

- l. Benefactor Naming Rights:** With regard to naming rights, each application is considered by the University on its own merits and at the sole discretion of BU Leadership, as stipulated by the relevant BU Naming & Donor Recognition Policy (no. ADM.02.08). In general, naming rights of either physical or academic entities are reserved for the recognition of substantive financial contributions to the University – typically involving donations to the institution over an extended period of time.
- m. Fundraising Income Database:** All development/fundraising activities are recorded and managed on an integrated database, which is maintained and updated by the concerned Officer(s) at the Advancement Office.
- n. Reporting and Accountability for Managing Funds:** Providing feedback to donors is considered an important aspect of the professional nurturing of sustainable donor relations. Constructing the actual reports in accordance with the donor's requirements and their timeous submission is the primary responsibility of the concerned Officer(s) at the Advancement Office.

2. DEFINITIONS

Development: is the professional practice that focuses on mobilizing resources of the University, regardless of what format such resources might take.

Fundraising: is any activity that includes a solicitation of present or future donations of cash or gifts in kind, whether the solicitation is explicit or implied.

Fundraising Income: refers to income that is generated for the benefit of BU activities, other than the income that is obtained by means of government/Vatican subsidies or students tuition. Such income is most often generated through raising philanthropic donations, sponsorships, partnership funding, scholarships, endowments, gifts, special student tuition subsidies, as well as by mobilizing resources (in whatever form – cash, investments, services or goods in kind) in line with the resource needs and requirements of the University, but excludes investment funding for commercialization and/or external grants.

Development Officer(s): is the BU Advancement Office staff responsible for sourcing, securing, implementing, managing, monitoring and expenditure control of fundraising income, as well as for reporting on the funded projects.

Communications Team (Officers): the BU Advancement Office staff responsible for producing, disseminating and overseeing the University communications.



Centralized Donor Database Software (CDDS): is a computerized software in which all information of donors' data, fundraising activities, tracking key fundraising metrics, measuring fundraising success, and managing communications are documented and preserved under one roof, such as: Raiser's Edge, CVCRM,...etc.

Commercialization Funding: is the exploitation of BU's intellectual property base by creating and incubating spin-off or spin-out service providing businesses, and more specifically fundraising for such businesses from private industry in the form of external grants or donations. It may also include funding for an ideation or pre-incubation stage.

Sponsorships vs Donations: are differentiated between with regard to whether the funder requires a counter performance, such as a negotiated and agreed-upon level of advertising exposure as in the case of sponsorships (see BU Sponsorship Policy no. ADM.02.07), or where no counter performance is expected as in the case of a philanthropic donations (including gifts).

Fundraising Committee: is established in consultation with the Vice Chancellor and BU Board of Regents to generate fundraising ideas and organize fundraising events whether inside or outside the University's premises.

BU Stakeholders: are individuals and/or organizations and/or agencies considered to have a genuine direct influential relationship with BU activities and progress. They may include faculty, staff, students, alumni, former staff, members of the University Boards, current students' parents, prospective students and parents, donors, suppliers, contractors, the community, the media, local government agencies, and others affiliated with the University.

3. PURPOSE AND SUMMARY

Bethlehem University recognizes the importance of financial support to its growth and excellence. Such support augments existing education and research programs and is essential for new ventures and for other advancement. Realizing this, gifts to and fundraising for the University is encouraged. Therefore, the University actively seeks fundraising income from individuals and organizations worldwide to foster excellence in education and research, and positive community engagement with the University.

The Development and Fundraising Policy (DFP) aims at integrating the University's Advancement Strategy into a unified approach that facilitates collaboration and cooperation between BU stakeholders within a fit-for-purpose fundraising model. This policy stipulates the minimum requirements for BU to meet professional standards in an increasingly competitive economic and funding environment in order to contribute to the strategic advancement of the University as a unique institution of higher education in Palestine. DFP particularly aims at clarifying the various roles and responsibilities of role players on institutional levels in the generation, documentation, utilization and reporting of such funding.



For funding proposal writing, see Addendum (I) [Funding Proposal Writing Guidelines](#)

4. APPLICATION / SCOPE

This policy applies to all BU offices, faculties, departments, centers, employees, students, alumni, and all other structures affiliated to the University, aiming at regulating the generation of funds through various fundraising means. It henceforth does not apply to certain external restricted funds, such as external grants, research grants or income generating contracts.

5. STATEMENT OF ROLES & RESPONSIBILITIES

A. In coordination with the VC, the VPA is the approval authority for the University's fundraising activities.

B. Development Officer(s):

Under the supervision of the VPA, BU Advancement Office with all its constituents are responsible in implementing and managing of this policy and its accompanying addendum(s) based on their roles stipulated in the Advancement Office's Strategic Plan.

The following are the main development and fundraising responsibilities of the Development Officer(s) in adopting a consistent and integrated approach to sourcing, securing and managing fundraising income in cooperation with the other Advancement staff - each in his/her role:

1. Developing a plan for the development and fundraising activities with goals, timelines, deadlines, tasks and budget,
2. Creating and organizing annual fundraising matrix(s) which includes major events, mailing deadlines, grant deadlines, newsletters, email blasts and solicitations, ...etc.,
3. Supporting, assisting, monitoring and evaluating of all BU fundraising activities and its progress,
4. Identifying, following up and retaining BU donors, with special focus on the largest and most loyal donors,
5. Maintaining an up-to-date, reliable and valid donors' database,
6. In cooperation with the BU Communication Team, preserving an active, vibrant and up-to-date on-line communication sites and platforms as a source of information for donors and as a fundraising activity channels,
7. Ensuring an effective and efficient operating tracking system for donations from the time funds received to when the "Thank-You" letters and/or the final reports are sent to the concerned donors,
8. Holding responsibility and accountability for the actual implementation, monitoring and expenditure control of funds under their supervision, as well as for reporting of their funded activities/projects,
9. Increasing significantly chances of receiving subsequent donations/gifts through creating a follow-up plan where active donors are consistently and properly appreciated,
10. Observing the highest standards of personal and professional conduct when interacting with donors and prospective donors,
11. Keeping up with fundraising trends and staff training.



C. Fundraising Committee:

While the fundraising work is coordinated from the BU Advancement Office, members of the Fundraising Committee, under the supervision of the VPA, shall be responsible for:

1. Identifying philanthropic opportunities and establish relationships,
2. Contributing ideas related to fundraising and marketing (in person or electronically),
3. Assisting in the development of the Jubilee Fundraising plan,
4. Supporting the Advancement office in fundraising activities,
5. Monitoring the progress of fundraising performance against the benchmarks set,
6. Managing interactions with prospective sponsors/funders and obtaining funds and/or in-kind services,
7. Identifying donors for special recognition and facilitating that recognition.

6. PROCEDURES

Fundraising Income (Gifts) Processing Procedures:

In general, every gift received by Bethlehem University whether restricted or unrestricted fund and/or in-kind shall be acknowledged in writing by the Advancement Office. This acknowledgement, however, should not necessarily replace a more personalized note of appreciation sent to the contributor by the University faculty or staff member originally receiving the gift. Additionally, every gift to the University shall be recorded by the Advancement Office in the CDDS and each gift acknowledgement letter shall be photocopied and filed by the Development Officer in charge.

Specific Procedures and Responsibilities:

A. Development Officer – Advancement Support & Appeals:

1. The following procedures are followed by the Development Officer – Advancement Support & Appeals when gifts are received as **Cash / Checks / Online Donations** at Bethlehem University:
 - a. All Gifts received will be added in the CDDS immediately by the Development Officer. The date of gift in CDDS will be the date when the gift was received at the Office.
 - b. A Gift Report (Form no. ADM.02.F04) is generated daily from the CDDS, checked, signed and afterwards shared with the Development Officer – Grants & Scholarships for auditing and signing. The signed report is submitted to the Finance Officer at the Finance Office, who will issue a separate receipt for each gift listed in the report.
 - c. The gift report should include the following information from the CDDS:
 - i. Constituent ID.
 - ii. Name of the donor
 - iii. Gift type
 - iv. Gift date
 - v. Gift amount in USD
 - vi. Gift amount in other currencies



- vii. Fund ID
 - viii. Fund Description (which indicates and reflects the purpose of the Gift)
 - ix. Fund split amount if any
 - x. Notes if any
 - d. The Development Officer will generate thank you letters for each donor from the CDDS.
 - e. The Development Officer will send the thank you letters to donors by email if the donor's email is available or by mail if the address of the donor is available in the CDDS.
2. The following procedures are followed when payments for **External Grants** are received as bank transfers at Bethlehem University. (Some of the gifts that are received through bank transfers are payments for grants)
 - a. At the end of each week, the Grants Comptroller informs the Development Officer – Advancement Support & Appeals by email of any grant payment received by the Finance Office.
 - b. The Grants Comptroller provides the following in the email:
 - i. Name of the grant
 - ii. Grant number
 - iii. Name of the donor
 - iv. Amount of the payment
 - v. Date deposited in BU bank account
 - c. After receiving the above-mentioned information about the grant, the Development Officer will add the information provided to the CDDS.
3. The following procedures are followed when gifts are received as cash, checks and bank transfers for **Tuition Payments** at Bethlehem University:
 - a. At the end of each month, Students Finance Manager at the Finance Office provides the Development Officer – Advancement Support & Appeals by email with a list and copies of receipts received as tuition payments by the Finance Office.
 - b. The Students Finance Manager will provide the following information:
 - i. Name of donor
 - ii. Name and ID number of the student
 - iii. Gift amount
 - iv. Gift Type
 - v. Fund number
 - c. After receiving the above-mentioned information, the Development Officer adds that information to the CDDS.
4. The following procedures are followed when Gifts are received from visiting Pilgrim Groups during their visit to Bethlehem University:



- a. The person receiving the funds (i.e. Guest Relations Officer) from the visiting pilgrim group completes the Gift Form (no. ADM.02.F04) indicating the donor name and constituent number, the amount and purpose of the gift – usually “BU Educational Mission”.
- b. Provides the funds and the completed gift form to the Development Officer – Advancement Support & Appeals.
- c. The person receiving the funds (i.e. Guest Relations Officer) writes an article for the Newsletter and/or Website highlighting the contribution of the donor to the educational mission of the University.
- d. Development Officer –Advancement Support & Appeals
 - i. Records the gift information in the CDDS for “BU Educational Mission” gifts – noting the gift amount, purpose and source. Records the donor names in alphabetical order in the appropriate Donor Categories in the BUN “Thank You” list.
 - ii. Deposits the funds received and the Gift Form with the Finance Officer at the Finance Office for a Receipt (following the procedures as stated in A.1 above).
 - iii. Prints and sends a “Thank You” letter to the donor.

B. Development Officer – Grants & Scholarships:

1. Gifts through Banks:

The following procedures are followed when a gift is received through a bank transfer mainly for Scholarships, Endowments, or For- Purpose Grants at one of the bank accounts of Bethlehem University:

1. When the communication with the donor is completed and the pledge is secured, the Development Officer- Grants & Scholarships sends an e-mail notification to the Senior Accountant informing that the Development Office is expecting a gift.
2. The e-mail notification should provide the Senior Accountant with the following information:
 - i. Name of the donor.
 - ii. The amount of the gift.
 - iii. Bank account at which the gift is expected to be received
3. The Senior Accountant follows up and checks the BU bank accounts and informs the Development Officer when the gift is received.
4. The Development Officer records the gift in the CDDS, and generates a gift report to be submitted to the Finance Officer at the Finance Office who records the gift according to the information provided in the gift report.

The gift report should include the following information:

- i. Name of the donor and constituent ID in Raiser’s Edge.
- ii. Name of Bank account at the which the gift is received



- iii. Gift Date
 - iv. Gift Amount in USD
 - v. Gift Amount in other currencies
 - vi. Total Gift Amount
 - vii. Fund ID
 - viii. Fund Description (which indicates and reflects the purpose of the Gift)
 - ix. Fund Split Amount
 - x. Notes if any
5. The gift report is generated daily from the CDDS, checked, signed and afterwards shared with the Development Officer – Advancement Support & Appeals for auditing and signing. The signed gift report is submitted to the Finance Officer at the Finance Office, who will issue a separate receipt for each gift listed in the report.
 6. Some gifts received through bank transfers have more than one purpose as per the instructions and the intent of the donor. If so, then the gift report should include the breakdown amounts and the related fund IDs and fund description of each split amount.
 7. If the bank transfer is for a grant controlled by the Grants Comptroller, a copy of the gift report is provided to the Grants Comptroller at the Finance Office.
 8. If the bank transfer is for a scholarship, a copy of the gift report is provided to the Student Finance Manager at the Finance Office who must be informed by an e-mail notification before receiving the copy of the gift report.
 9. The Development Officer is responsible for acknowledging the gift:
 - First by sending an e-mail to the donor informing that the gift is well received.
 - Second, by generating and sending a “Thank You” letter to the donor.

2. Scholarships and Endowments:

Scholarships at Bethlehem University are awarded based on a number of criteria, the most important of which is the financial need of the students and their families. Unfortunately, the current economic situation in Palestine makes it difficult (sometimes impossible) for students to meet their tuition financial obligations. Regrettably, the University does not have sufficient funds to provide financial assistance to all students in need. Consequently, the University relies on the generosity of Friends of Bethlehem University to assist in meeting these needs. Following are the different types of scholarships available at the University:

a. Permanent and Perpetual Named Endowed Scholarships (Named in Honor or Memory of the donor’s choice):

A Permanent and Perpetual Named Endowed Scholarship, named in honor or in memory of someone, is a “forever scholarship” since the University invests the gifts and uses the pooled interest earned to provide the endowed scholarships each and every year into the future, supporting the education of students (i.e., student tuition, student cultural and sport activities, technology enhancements, library resources, and administrative gift management).



A \$100,000 is a fully funded Permanent and Perpetual Named Endowed Scholarship. A minimum gift of \$30,000 can establish a base for a Permanent and Perpetual Endowed Scholarship (which may be the sum of gifts over a period of time such as 3 to 5 years – and can also be the result of a number of people pooling their donations together). Additional contributions beyond the \$30,000 base are added to the endowment to provide proportionately more scholarship support.

Personal Connection with Students: The student(s) who receives an endowed scholarship writes letters of appreciation to the donor, and grade reports are also provided to the donor each year. When the donor visits the University, an opportunity to meet the student(s) are also available.

Donor Recognition: The name of the donor for a Perpetual and Permanent Named Endowed Scholarship and the name of the person in whose honor or memory the endowed scholarship is named are displayed in a beautiful donor appreciation plaque which is prominently located at the entrance to De La Salle Hall, the main and original building of Bethlehem University. The names of the endowed scholarships and their donors are published on the BU main website under the scholarship section.

b. Annual Named Scholarships (Named in Honor or Memory of Someone):

An Annual Named Scholarship, in honor or in memory of someone, is established with a gift of \$4,000 per year. The Annual Scholarship covers the cost of student tuition and financial aid but not fees. Donors generally make a commitment to providing a \$4,000 per year scholarship for at least 3 or 4 years, since BU degree programs are four year programs.

Personal Connection with Students: A donor who provides a \$4,000 gift to establish an Annual Named Scholarship will receive a letter of gratitude from the students who are supported by the scholarship. Also, grade reports are provided at the end of the academic year. Additionally, the names of the annual scholarships and their donors are published on the BU main website under the scholarship section.

The donors of the Annual and Endowed Scholarships complete a scholarship agreement form in coordination with the Development Officer-Grants & Scholarships responsible for scholarships. The agreement form (no. ADM.02.F06) is found on the BU main website.

c. General Scholarship Gifts:

A donor who wishes to make a contribution to support the Bethlehem University General Scholarship Fund and prefers not to establish a Named Annual or and Endowed Scholarship as described above, may make a gift of any amount to the Bethlehem University General Scholarship Fund.

d. Financial Assistance:

A person or organization who wishes to pay part or all of the student tuition costs may do so through a payment to Bethlehem University. The payment of tuition for specific students chosen by a person or organization outside of Bethlehem University is not considered as a Bethlehem University Scholarship, but rather as Financial Assistance since such payments do not cover the real cost of educating students at the University. Such payments are considered as a payment towards the student portion of the cost of their education, and are not considered a tax-



deductible gift to the University.. While financial assistance payments are appreciated by students, the University does not provide grade reports or student appreciation letters to persons or organizations that provide financial assistance.

C. USA Office Staff: Gift Processing Procedures:

Gifts received in through the USA Office are deposited and acknowledged with a “Thank You” letter by the USA Office Executive Director and then should first go to the Development Officer – Advancement Support & Appeals in order to record all these gifts from the USA Office in the CDDS – and then inform the Vice President for Finance by email of the funds deposited.

If there is a gift for a Scholarship or a Grant Proposal included in the USA Office Deposits, then the Development Officer – Advancement Support & Appeals forwards this information to the Development Officer - Grants and Scholarships so that the latter can follow-up on these Scholarships and Grant Proposal gifts with the Student Finance Officer and the Grants Comptroller.

7. COMPLIANCE

Since the VP for Advancement is entrusted with this policy, it is his responsibility to report in writing or through email on any breach to this policy, including instances of disclosures (or "whistle-blowing"), by any BU user(s) to the VP of Human Resources, stating the breach details and recommending any disciplinary action as per BU policies in this respect.

8. RELATED INFORMATION

1. Addendum (I), [*Funding Proposal Writing Guidelines*](#)