

University of Washington
College of Arts & Sciences Stewardship Plan

Contents:

I. Summary

II. Overview

III. Standards and Guidelines

I. Summary

College of Arts & Sciences Stewardship:

The breadth and depth of educational, research, and cultural programs across the College of Arts & Sciences requires creativity and customization of stewardship practices. Our responsibility to donors, however, requires some level of consistency in acknowledgment, recognition, communication, and continued engagement with donors related to the gifts they provide. To achieve the appropriate balance of consistency and flexibility in stewardship practice, the Stewardship Manager reviewed best practices within the many fundraising units at the University of Washington, as well as at other institutions.

Sections I-III of this stewardship plan contain an overview of roles and responsibilities, examples of stewardship for different types of gifts, and a set of standards and guidelines for the College and for the enormous range of departments and centers within the College. For the areas of **acknowledgment**, **recognition**, and **communication** and **reporting**, actions are described as *required*, *strongly encouraged*, or *optional*, in order to allow staff latitude to consider available human and financial resources, as well as appropriateness for their donors.

The Case for Stewardship

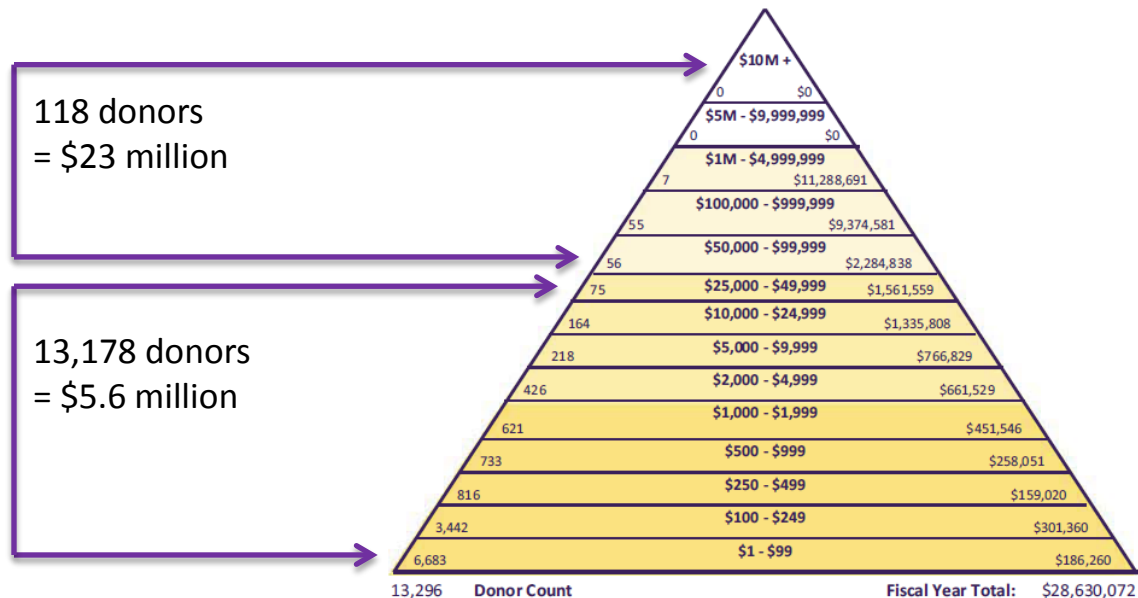
Donors to the College of Arts & Sciences at the University of Washington are a critical institutional resource. They have deep interests in or affinities to our departments, our students, our faculty and research, and should always be considered our esteemed friends. The goal of the stewardship program of the College of Arts & Sciences is to nurture lifelong relationships that connect donors to the College in meaningful ways, to communicate the impact of giving to our donors, and to be intentional and proactive in our connections with donors. We ensure that donors are glad they gave.

Research confirms that donors need three things from non-profits in order to continue their support.

1. A prompt, meaningful acknowledgment of their gifts;
2. Reassurance that their gifts will be used for the purpose intended;
3. A report on what happened with their last gift before being asked to give again.

These three points serve as the basis for stewardship at the College of Arts & Sciences.

In FY2012, 13,296 unique donors made gifts to programs in the College of Arts & Sciences (CAS), which totaled more than \$28 million. The graphic below highlights the necessity of the College of Arts & Sciences to tier stewardship efforts towards major gift donors and prospects. However, we must also find ways to steward consecutive annual donors and faculty and staff donors to successfully move them towards their ultimate gifts.



II. Overview

Roles and Responsibilities in Donor Stewardship

Sound stewardship practice requires clear roles and responsibilities, as well as intentional collaboration among the Dean's Office, departments, centers, and programs in the Arts & Sciences, and central University Advancement. It also requires on-going coordination between business office staff within individual departments and advancement staff.

Excellent stewardship of major gifts begins with the work of the major gift officers (MGOs) who work closely with departments on funding priorities, cultivate a donor's interest and eventually solicit and close the gift. While gift agreements do not include specific donor expectations for recognition and reporting, additional details can be included as necessary in a companion document for internal use (individual stewardship plan). When appropriate, MGOs should involve the stewardship office in the cultivation strategy so together they can include a stewardship plan as a tool for closing the gift. Careful reading of gift agreements and clear communication between the donor, the College and departments regarding these expectations when a gift is made is crucial to the stewardship of the gift.

This overview describes the various sources of stewardship within the University and outlines the specific roles of Central Advancement (**Central**), the College of Arts & Sciences (**CAS**), and departments within the College (**DEPT**). Additionally, each action described in the Standards and Guidelines has an identified owner.

Types of Gifts

There are some elements of stewardship that cross all types of gifts – a receipt from the University that meets IRS guidelines, a prompt thank-you from the College, and an annual report on an endowment fund, for example. Additional stewardship, which reports the **impact** of a gift to the donor, is needed for specific types of gifts to the College. Examples of these include the following:

- Scholarships and Fellowships
 - Informing donors of student recipients OR informing donors of no student recipients
 - Thank-you letters and communication from students
 - Events bringing donors and students together
- Professorships
 - Informing donors of faculty selection OR informing donors of no faculty selection
 - Inaugural lectures or other events bringing donors and professors together
 - Annual reports to donors from faculty members
 - Communication with donors regarding appointment renewals, awards, and honors received by faculty members
- Program
 - Annual report on programmatic impact of gift
 - Events related to specific program
- Annual gifts
 - Acknowledgment of first-time donors
 - Acknowledgment of milestones (significant increase, return of lapsed donor, long-time donor)
 - Communication on use of annual gifts
- Endowment versus Current-Use Gifts
 - Endowment – requirement for ongoing reporting
 - Current use – time limited; potential for threshold amounts to trigger customized report to donor
- Buildings or gift-funded facilities improvements
 - Invitations to groundbreaking and dedication events
 - Annual report on building activity emphasizing impact of facility on education, research, and/or program
 - Events in the new or renovated space
- Special categories
 - Faculty/staff donors, or family of deceased faculty/staff
 - Payroll deduction donors
 - Planned Gifts
 - Memorial gifts

III. Standards and Guidelines

Standards and Guidelines outline specific expectations and recommendations for these types of gifts. These stewardship guidelines are intended as a regular resource for all advancement staff, as well as deans, chairs, faculty, administrators and other department staff. This is a dynamic document, subject to regular review and revision led by the Stewardship Manager in the Dean's Office, with the partnership of all departments and units. The standards and guidelines defined in this document will be revised as necessary to better serve the College and its donors.

In the future, these guidelines will include information for stewarding planned gifts, such as bequests, charitable gift annuities, and charitable remainder trusts, where the funds are not yet available to support the intended purpose.

Standards and Guidelines for Stewardship Practices

Acknowledgment

	Owner	Required	Strongly Encouraged	Optional
University acknowledges receipt of all gifts in writing for tax purposes within one week*	Central	X		
University Leadership (President; VP for Development) acknowledgment for gifts at specified dollar levels and from certain constituents	Central	X		
First-time donor acknowledgment and small premium item ("W" window cling)	Central	X		
Notify donor when an endowed gift has invested	Central	X		
Personalized acknowledgment letter from CAS Dean, including specific purpose of gift, for all gifts of \$5,000 or more	CAS	X		
Personalized acknowledgment letter from CAS Dean, including specific purpose of gift of any size, for long established donors who have or who may give at any major level. (College board members, \$100K donors or higher, individual donors identified as VIP)	CAS	X		
Automated thank-you note card from CAS Dean for gifts from \$100 - \$5,000 within one week of receiving a gift report*	CAS	X		
Departments acknowledge gifts with note cards or calls within one week of gift report*; Departments are encouraged to acknowledge all gifts over \$500, but determining the giving level that requires acknowledgement will be left to the discretion of the department	DEPT		X	
All donor acknowledgement documents, activities and other donor contact recorded in a contact report in ADVANCE (<i>does not apply to automated or form thank you cards</i>).	CAS; DEPT	X		

*timing exceptions may apply at calendar year-end

Recognition

	Owner	Required	Strongly Encouraged	Optional
Basic expectations for recognition outlined by MGO's or individual stewardship plans at the time the gift is made	Central; CAS; DEPT		X	
Recognize donor at appropriate level of President's Club (Gold: \$10,000 and above; Purple: \$5,000-\$9,999; President's Club: \$2,000-\$4,999; President's Club Young Leaders (35 and under): \$500 and above; in annual giving to any area of the UW	Central	X		
Recognize donors to the College of A&S Dean's Club (\$500 in annual giving to College)	CAS	X		
Prepare an individual stewardship plan outlining specific items for recognition for individual donors at major giving levels	CAS; Gift Officer		X	X
Coordinate comprehensive stewardship plan where multiple departments are involved with one major donor or donor family	Stewardship Manager; DOA/ADOA	X		
Identify appropriate media for coverage of gift story for all gifts of \$100,000 or more, or smaller gifts with high impact. Coordinate with CAS Marketing & Communications staff to make use of department web sites and newsletters, Perspectives newsletter, school/college publications, etc...	CAS; DEPT	X		
Utilize special events with students, faculty, staff as outlined in Communication and Reporting Guidelines below.	CAS; DEPT		X	
Maintain and publish donor honor rolls (either cumulative or annual; print or electronic)	DEPT			X
Establish and administer department-specific giving societies, when appropriate	DEPT			X

Communication and Reporting

	Owner	Required	Strongly Encouraged	Optional
Professorships				
Prompt acknowledgment to donor when a gift is established per Acknowledgment guidelines above	Central; CAS; DEPT	X		
Donor receives an annual Consolidated Endowment Fund (CEF) report	Central	X		
Acknowledgement letter to donor from dean or	CAS; DEPT	X		

department chair when professorship is awarded OR notify donor when an award has not been made, and inform them of next steps				
Notify relevant staff re: publicity (lecture, department publications, e-news, events, web, etc.)	CAS; Gift Officer; DEPT	X		
Schedule inaugural lecture, if required	DEPT		X	
Annual activity report from faculty member	DEPT	X		
Notify donor when faculty member receives significant honor or award	DEPT		X	
Notify donor of appointment renewals or terminations	DEPT	X		
Notify Stewardship Manager annually of new faculty appointments for tracking purposes	CAS; DEPT	X		
Scholarships and Fellowships*				
Prompt acknowledgment to donor when a gift is established per Acknowledgment guidelines above	Central; CAS; DEPT	X		
Donor receives an annual Consolidated Endowment Fund (CEF) report	Central	X		
Annual letter informing donor/family about scholarship recipient(s)	DEPT	X		
Thank-you letter from student	DEPT		X	
Communication from or interaction with student during academic year, unless donor prefers no contact	DEPT		X	
Special event for students and donors	DEPT		X	
Communication with donor when scholarship is not awarded	DEPT	X		
Communication with donor when student completes degree	DEPT			X
Program				
Prompt acknowledgment of gift to donor per Acknowledgment guidelines above	Central; CAS; DEPT	X		
Donor receives an annual Consolidated Endowment Fund (CEF) report	Central	X		
Annual impact report on endowed program funds	DEPT	X		
Annual impact report on current-use program funds (thresholds at discretion of unit)	DEPT		X	
Stewardship events related to program	DEPT; CAS			X
Annual Giving				
Prompt acknowledgment of gift to donor per Acknowledgment guidelines above	Central; CAS; DEPT	X		
Acknowledge donor at appropriate level of annual giving clubs (President's Clubs,	Central; CAS	X		

Dean's Clubs)				
Personalized acknowledgment from department leadership (emphasis on plan for use as promised or designated) at threshold amount designated per department	DEPT	X	X (for lower amounts)	
First-time donor acknowledgment and small premium item ("W" window cling)	Central	X		
Phone call from Gift Officer, department leadership or staff as appropriate (first-time, significant increase, lapsed, long-time donor)	CAS; DEPT		X	
Update donor on use of funds before you ask for additional funds	CAS; DEPT	X		
Building or gift-funded facilities improvements				
Prompt acknowledgment of gift to donor per Acknowledgment guidelines above	Central; CAS; DEPT	X		
Invitation to groundbreaking, dedication or grand opening	CAS; DEPT	X		
Annual report on building activity to all donors who named buildings and major spaces	DEPT	X		
Annual report on building activity to all major donors to building construction	DEPT		X	
Invitation to hard hat tours during construction (as appropriate) and/or tours of the finished facility	CAS; DEPT	X		
Annual stewardship event for donors to building for first 3 to 5 years after building completion or facilities improvements	CAS; DEPT			X
Special Categories				
Faculty/Staff Donors				
Prompt acknowledgment of gift to donor per Acknowledgment guidelines above	Central, CAS; DEPT	X		
Annual acknowledgement letter or card to faculty/staff donors from Dean or Chair, recognizing them as unique donors.	CAS; DEPT	X		
Payroll deduction donors				
Quarterly personalized acknowledgment letter from CAS Dean, including specific purpose of gift, for all gifts of \$5,000 or more	CAS	X		
Quarterly personalized acknowledgment letter from CAS Dean, including specific purpose of gift of any size, for long established donors who have or who may give at any major level. (College board members, \$100K donors or higher, individual donors identified as VIP)	CAS	X		
Quarterly automated thank-you note card from CAS Dean for gifts from \$100 - \$5,000	CAS	X		

Departments acknowledge payroll gifts quarterly with note cards or calls. Departments are encouraged to acknowledge all gifts over \$500, but determining the giving level that requires acknowledgement will be left to the discretion of the department	DEPT		X	X
<i>Planned Gifts</i>				
Invitation to annual HSS event (summer)	Central	X		
Annual holiday thank you postcard (Jan)	Central			X
Annual love-a-donor thank you card (Feb), hand-signed by students	CAS	X		
Annual Dean's letter (Sept)	CAS	X	X	
Laureate-level and highly-rated donors, receive UW Common Book as a gift annually with Dean's Letter	CAS		X	
<i>Memorial gifts (TBD)</i>				

*Standards and guidelines for Scholarships and Fellowships above primarily address endowment funds. Staff should follow the same standards and guidelines for current-use gifts for student support.