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Management Guidelines and Best Practices Resource Book

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Last Modified:

May 2008

INVEST IN CUNY

The Campaign for the Colleges of The City University of New York

MANAGEMENT GUIDELINES
AND
BEST PRACTICES RESOURCE BOOK

PREPARED FOR:

THE ALUMNI ASSOCIATIONS
& ALUMNI RELATIONS PROGRAMS

OF

THE CITY UNIVERSITY OF NEW YORK

MAY 2008

MEMORANDUM

TO: CUNY Task Force on Alumni Associations & Alumni Programs

FROM: Dean Carlos Flynn

SUBJ: Final Report

DATE: May 15, 2008

On behalf of Chancellor Matthew Goldstein, I am very pleased to provide you a draft of the final copy of the *Chancellor's Task Force on CUNY Alumni Associations / Alumni Programs Resource & Best Practices Guidebook.*

I want to thank you once again for your hard work, dedication, and efforts in service on the **Chancellor's Task Force on CUNY Alumni Associations and Alumni Programs.** As you know, the Chancellor asked you along with this blue ribbon task force to assist our alumni partners in their efforts to strengthen and make more professional their financial operations, alumni outreach, communications, governance, coordination with the College's fundraising efforts, and administrative functions with the overall objective of significantly increasing each College's alumni support and engagement. The attached guidelines, model memorandum of understanding, and best practices guidebook are indeed the fruit of our group's collaborative efforts – and CUNY will be stronger as a result.

I am confident that these tools will be useful to our alumni community as they work towards the continual improvement of our Colleges' alumni programs. I am sure that they will use this resource book to regularly review the structure, effectiveness, and professionalism of your alumni association or program. The University stands ready to support and assist you in building and strengthening these integral partnerships.

I will be sharing this guidebook with the Council of CUNY Presidents on June 2nd and then will be distributing the guidebook to all CUNY Presidents, Vice Presidents for College Advancement, Alumni Directors, and Alumni Associations.

Thank you again for your valuable service.

CUNY The City University of New York

The City University of New York
***Invest in CUNY*: The Campaign for the Colleges of the City University of New York**

CHANCELLOR'S TASK FORCE ON ALUMNI RELATIONS AND ASSOCATIONS

<u>Task Force Roster</u>

- Michael Arena, *University Dir. of Marketing & Communication, CUNY*
- Chris Cloud, *Vice President of Advancement, Baruch College*
- Jane Davis, *CUNY Legal Counsel*
- Nydia Edgecombe, *Director of Alumni Relations, Hostos Community College*
- Karen Ellis, *Alumni Strategies Officer, Invest-in-CUNY Campaign*
- Dave Fields, *Special Counsel to the Chancellor, CUNY*
- Carlos Flynn, *University Dean of Institutional Advancement*
- Agnes Ford, *1st Past President, Brooklyn College Alumni Assoc.*
- Cindy Friedmutter, *Vice President of Advancement, LaGuardia Community College*
- Dave Gallagher, *President, Harvest Fundraising, Inc.*
- Michael Goldstein, *Director of Alumni Relations, Kingsborough Community College*
- Sue Henderson, *Vice President of Advancement, Queens College*
- Russell Hotzler, *President, New York City College of Technology*
- Donald Jordan, *Executive Vice President, Alumni Assoc. of the City College of New York*
- Barry Kaufman, *University Controller, CUNY*
- Luz Liebeskind, *Treasurer, Baruch College Fund, (Task Force Chair)*

- Ernesto Malave, *CUNY Vice Chancellor for Budget and Finance*
- Gail Mellow, *President, LaGuardia Community College*
- Anne Mancuso, *City College of New York*
- James Muyskens, *President, Queens College*
- Yvonne Riley-Tepie, *President, New York City College of Technology Alumni Association*
- Maria Riggs, *Director of Alumni Relations, LaGuardia Community College*
- Frederick Schaffer, *General Counsel & Sr. Vice Chancellor for Legal Affairs, CUNY*
- Marla Schreibman, *Director of Alumni Relations, Brooklyn College*
- Christina Seglem, *Associate Controller, CUNY*
- Pat Splendore, *Director of Alumni Relations & Annual Fund, BMCC*
- Steve Soiffer, *Special Assistant to the President, New York City College of Technology*
- Rachelle Taylor, *Director of Alumni Relations, Medgar Evers College*
- Karen Wenderoff, *Vice President of Advancement, Borough of Manhattan Community College*
- Renee Zarins, *Queens College*

CUNY CHANCELLOR'S TASK FORCE ON ALUMNI RELATIONS
COLLEGE WORKSHEET -- FEBRUARY 2008

	KEY ELEMENTS which should be practiced regularly	
I.	**AUTHORITY / GOVERNANCE / DISSOLUTION**	
a.	**Authority for Alumni Associations, existence & changes approval from CUNY Trustees & College President**	
b.	**One of: Separate Not-for-Profit Corp. / 501(c)(3) or Integrated Program**	
c.	**Single Lead Association coordinates alumni activities for all**	
	Memorandum of Understanding with College for all alumni orgs	
d.	**Certificate of Incorporation (for 501c3's - Review every 3 years)**	
e.	Participation of President & College Officers as trustees or on advisory board	
f.	Trustees / Terms / Removal/// Dissolution Clause	
g.	Presidential approval of plans, activities, communications, fundraising	
h.		
i.		
	BEST PRACTICES	
	Annual report to president on activities and growth	
	Alumni Advisory Committees throughout college	
	Strategic planning advances college strategic plan	
	Data management	
	Alumni officers are leaders in campus administration	
	Implement CASE Principles of Practice (see sec. 5)	
	LEGAL	
	By-Laws	
	Conflict of Interest Policy	
	Conflict of Interest Declaration from Officers (for 501c3)	
j.	**Alumni Information Privacy Policy (written and available to alumni)**	
	Outside Legal Counsel (501c3)	
	Written agreement for use of College Logos / Seals etc.	
II.	**/ TAX COMPLIANCE**	
a.	**Register with NYS Charities Bureau / Other States**	
b.	**IRS 990 / NYS CHAR500 (Annual)**	
c.	Unrelated Business Income	
d.		
e.		
f.		
III.	**INSURANCE / INDEMNIFICATION**	
a.	**Directors / Officers Liability**	
b.	**Comprehensive General Liability**	

c.	**Surety Bonds for Administration of Funds**	
IV.	**FUNDRAISING ACTIVITIES**	
a.	Joint Fundraising with College	
b.	Gift Acceptance Policies	
c.	Gift Recognition / Stewardship	
d.	Approval of Restricted Gifts	
e.	Give or Get Requirement	
f.	**Resolutions to CUNY BOT**	
V.	**FINANCIAL / PERSONNEL / POLICY MANUAL**	
a.	Budget and Finance Process	
b.	Quarterly Report to Foundation Board	
c.	Investment Policy	
d.	Sound Procurement Policy	
e.	Clarify College Ownership of Data Base	
f.	Staffing / Human Resources / Compensation	
g.	**Annual Audit / Three year cycle / CUNY Financials**	
h.	Records Retention	

The City University of New York

Office of the University Controller
Financial Management Guidelines

College Alumni Associations

I. Preamble

The City University of New York ("CUNY" or the "University") recognizes the vital role that the college-related Alumni Associations play in enabling the University and the colleges to achieve their mission. Through communications, events and other activities in cooperation with the college, an Alumni Association can assist its supported college in meeting its higher education goals.

As used in this document, unless otherwise indicated "Alumni Association" refers to both entities that are separately incorporated from CUNY but affiliated with a particular college (including alumni groups that operate as part of a college's separately incorporated foundation) and groups that operate as a unit of their supported college.

As a condition of an Alumni Association's use of the University's or a college's name, trademarks, and/or other resources and assets, an Alumni Association must abide by certain requirements intended to protect the University's interests, as well as to help ensure that the Alumni Association operates in a prudent, lawful manner. As further described in this document, each Alumni Associations shall:

1. be organized and operated solely for the college's and alumni's benefit;

2. have as its purpose providing services and support to the alumni and to the University; and

3. conduct its business consistent with the guidelines and best practices established in this document, be operated in a fiscally prudent manner and consistent with its governance documents and law, and be guided by the highest ideals in good governance and ethical judgment.

II. Authority

An Alumni Association may be created under a college's name only with the approval of the College President and the CUNY Board of Trustees after review of the purpose of the Alumni Association, its proposed organizational format and scope of its activities.

Established Alumni Associations must submit to the CUNY Board of Trustees for approval any proposed change in nature, purpose, or scope of the Alumni Association activities that is substantial in nature, and outside the normal function of the Alumni Association.

III. Single Lead Association

Each college shall recognize a single group as the lead Alumni Association for its campus. Any additional Alumni Associations associated with the college [shall][are encouraged to] coordinate their activities with the lead Alumni Association in order to achieve a unified alumni effort.

IV. Structure, Governance and Dissolution

A. Structure

Alumni Associations that are organized and operated as New York not-for-profit corporations that are legally separate from the University shall obtain and maintain status as tax-exempt, charitable organizations under § 501(c) (3) of the Internal Revenue Code and applicable state laws. Alumni Associations that are administrative units of a college are deemed part of the college and the University and are consequently tax exempt.

B. Governance

Each separately incorporated Alumni Association shall governed by a board of directors, the majority of whom should be other than CUNY employees. Alumni Associations that are administrative units of a college may have officers and advisory boards. However, as administrative units of a college they are ultimately governed by the college president, the University Chancellor and the University's Board of Trustees.

Each Alumni Association shall review its governance documents at least every five years to ensure they are suitable for the Alumni Association's current operations. Each Alumni Association shall operate in full compliance with its governance documents and applicable law. It shall maintain on file all official minutes of meetings, signed by the individual officially writing the minutes.

Each Alumni Association shall develop a written conflict of interest policy as described in Section VIII of these Guidelines, or, in the case of Alumni Associations that are administrative units of a college, shall abide by the University's policies on conflict of interest.

C. Dissolution

Each Alumni Association's governance documents shall include a clause requiring that in the event of its dissolution, the Alumni Association's assets shall be distributed to another appropriate not-for-profit corporation, or to the University, for the benefit of the college that the Alumni Association was created to support.

V. RELATIONSHIP WITH COLLEGE

A. Coordination of Activities

An Alumni Association shall coordinate its activities with its supported college in order to avoid conflicting or duplicative programming and to ensure that the Alumni Association's activities support the college's mission. Member benefit programs that involve use of or access to CUNY facilities or property (including intangible property such as trademarks) shall be subject to the review and approval of the college president or his or her designee.

If an Alumni Association is authorized to conduct fundraising on behalf of the college, campaigns proposed by an Alumni Association shall be approved in advance in writing by the college president. The solicitations of annual or life membership dues do not require such advance approval and are not to be construed as "fundraising" within the meaning of these Guidelines. Each Alumni Association shall plan and conduct all fundraising and related advancement activities in close cooperation with the president of its supported college and the college office of development and institutional advancement, and in concert with college and University policies. See Section IX for additional provisions regarding fundraising.

B. College Approval of Contracts

No separately incorporated Alumni Association shall enter into any contract that would obligate its supported college without the prior written approval of the college president or his or her designee. All such contracts shall be for the benefit of the college. Alumni Associations that are organized as administrative units of a college do not have authority to sign contracts unless such authority has been specifically granted in writing by the college president. In lieu of such authority, contracts sought by these Alumni Associations shall be signed by the college president or another authorized college signatory.

C. Affinity and Other Revenue-Generating Programs
An Alumni Association may engage in various revenue generating activities in order to provide benefits for its members as well as funds necessary to conduct Association programs. Such activities shall be conducted with due regard for protecting the reputation and dignity of the supported college and CUNY and the privacy of alumni.

An Alumni Association shall obtain the approval of the college president or his or her designee before using or authorizing another to use College Marks (as defined below) in connection with any such activity.

Solicitation and other materials received by alumni pursuant to revenue-generating agreements between an Alumni Association (or a college in the case of an Alumni Association that is a unit of a college) and a third party must disclose that the Alumni Association is receiving revenue from the company and that the rates or prices offered by the company are not represented or guaranteed to be the best rates or prices available in the industry.

D. Use of College Name and Marks
An Alumni Association may, solely in connection with its lawful activities to benefit its supported college, use the name of the college as well as the logos, seals, and other symbols and marks of the college (collectively, "College Marks"), pursuant to the terms and conditions of the Memorandum of Understanding between the Alumni Association and the college, and subject to the Alumni Association's operation in a manner consistent with these Guidelines. In any event, an Alumni Association shall not license or otherwise transfer the right to use one or more College Marks to any person or entity, including without limitation use of College Marks in connection with an affinity agreement, without the approval of the college president or his or her designee.

E. Alumni Information/Database
The creation, maintenance, support, and ownership of alumni information and the alumni database itself shall always be consistent with the best interests of the college. This is particularly true when these functions and responsibilities are shared among a college and either or both its Alumni Association and a separately incorporated foundation. In general and wherever possible, the college should own and manage the alumni database and provide access to the Alumni Association and/or foundation. Laws such as the Family Educational Rights and Privacy Act (FERPA) and national best practices and precedents shall guide the Alumni Association and its supported college in addressing the issues of ownership and usage of alumni information. An Alumni Association, its supported college and any other parties which share use and/or responsibility for alumni information must enter into a written agreement (see Section V.F. below) that sets forth: (i) who owns the alumni information and the database, (ii) permitted and prohibited uses of alumni data by third parties (i.e., credit card services, insurance, and alumni directories), and (iii) the policy regarding the privacy of alumni data.

F. Memorandum of Understanding
Each Alumni Association shall enter into a written agreement or memorandum of understanding (MOU) with its supported college, which clearly defines their respective roles, relationships, and expectations. In addition to those items mentioned below, the agreement

should address, among other things, the Alumni Association's right to use the College's name and trademarks, coordination of activities, management and use of funds held by the Alumni Association, and use and privacy of alumni information.

Use of Facilities. The MOU shall identify any college facilities and property that an Alumni Association is permitted to occupy, operate, and/or use, whether separately or jointly with the supported college, and shall address whether such facilities and property are provided by the college for a fee or at no cost. The Alumni Association shall use the facilities and property only for those services and functions that are consistent with the MOU, these Guidelines, and applicable current or future policies, rules, and regulations of the CUNY Board of Trustees and the college.

Provision of Services. The MOU shall identify any services that a college may or will provide to its Alumni Association, such as telephones, custodial and facilities maintenance services, equipment and information systems service and advice, and personnel and related assistance, and shall address whether such services are provided for a fee or at no cost. If a fee will be charged, the college shall invoice the Alumni Association for such expenditures, indicating items charged and the method of determining costs.

VI. Legal and Tax Compliance

A. General

Each Alumni Association whether separately incorporated or operating as administrative unit of a college, shall abide by all applicable State and federal laws and University policies and procedures. Alumni Associations that operate as administrative units of a college shall assist their supported college and the University in meeting their legal obligations by supplying all necessary information. Separately incorporated Alumni Associations shall in particular abide by the following requirements.

B. Corporation and Fiduciary Responsibilities

Each separately incorporated Alumni Association shall meet all requirements of the New York Not-For-Profit Corporation Law. It shall maintain its corporate status on a current basis through filings as required by the New York State Secretary of State.

Each Alumni Association board shall be familiar with, and fulfill, its fiduciary responsibilities under the Uniform Management of Institutional Funds Act (as adopted by New York State in §§ 512 –514, 522 and 717(a) of the New York Not-for-Profit Corporation Law), and any other statutes that define its fiduciary responsibilities. Each Alumni Association shall comply with all other local, state and federal laws applicable to its organization and activities.

C. Solicitation in New York and Other States

Each separately incorporated Alumni Association that has received permission to fundraise (see Section VI) shall meet all registration and reporting requirements of New York charities pursuant to the New York Estates, Powers and Trust Law and the New York Executive Law, and all applicable New York State statutes and regulations affecting fundraising and management of gift assets, as well as the requirements of such other jurisdictions in which the Alumni Association concentrates its fundraising activities.

D. Tax Requirements

Each separately incorporated Alumni Association shall make all required filings with the Internal Revenue Service (IRS) and the New York State Department of Taxation and Finance. An Alumni Association shall determine at the time it undertakes a business activity whether and how much of its income and expenses represent unrelated business income (UBI). If so, it shall file Form 990-T with its annual federal informational tax returns (Form 990), and shall pay any federal tax owed. If subject to New York UBIT, it shall also file NYS Form CT-13 and pay any tax owed.

Each Alumni Association shall make available for public inspection its Form 1023 request to the IRS for tax-exempt status, its IRS "determination" letters as a 501 (c)(3) organization, and its Forms 990 and 990-T for the past three years. It shall provide copies of these documents to those who request them, as required by law.

Each Alumni Association shall comply with Internal Revenue Code § 170(f)(8) regarding written acknowledgement of gifts of $250 or more.

Each Alumni Association shall follow all other applicable tax laws enforced and/or promulgated by the IRS or New York State, including, without limitation, Internal Revenue Code § 4958 regarding intermediate sanctions, and those laws relating to payroll and vendor payments (Form 1099).

E. Legal Counsel

Each separately incorporated Alumni Association should retain independent legal counsel, as needed.

VII. Insurance and Indemnification

Each separately incorporated Alumni Association shall obtain directors and officers' liability insurance (for a minimum of $1 million) and comprehensive general liability insurance in such amounts determined by the Alumni Association board to be reasonable and appropriate. Each Alumni Association board should routinely review total amounts for all forms of insurance to ensure sufficient and appropriate coverage, including coverage for new gift assets.

Each Alumni Association may require those individuals whose duties include administering Alumni Association funds to furnish adequate surety bonds approved by the governing body as to form and coverage.

The bylaws of each separately incorporated Alumni Association shall include provisions indemnifying its directors and officers to the fullest extent permitted by law.

VIII. Personnel

Each Alumni Association should have adequate and qualified staff, or should retain fiscal agents, to fulfill its responsibilities to donors as trustee under any retained-income arrangements (gift annuities, pooled income funds, charitable trusts, etc.) and under any other fiduciary relationship between a Alumni Association and its donors, and to carry out its other responsibilities.

The board of each separately incorporated Alumni Association shall adopt written policies on ethics and on conflicts of interest that apply both to board members and to staff and are consistent with § 715 of the New York Not-for-Profit Corporation Law. The conflicts of interest policy should include a provision that requires annual reports and disclosures by board members and senior staff; these documents should be reviewed by an appropriate board committee or officer of the Alumni Association. Business transactions involving the Alumni Association and the personal or business affairs of a trustee, director, officer, or staff member shall be approved in advance by resolution at a stated meeting of the governing board. In addition, trustees, directors, officers, and staff members of an Alumni Association shall disqualify themselves from making, participating in making, or in any way attempting to use their official positions to influence a decision in which they have or would have financial interest.

The appointment and re-appointment of an Alumni Association executive director or chief operating officer if applicable, and the terms and conditions of such appointment and re-appointment should be subject to approval of the Alumni Association board and the supported college's president. The Alumni Association board in cooperation with the college president shall adopt written policies and procedures for regularly scheduled performance evaluations of such Alumni Association executive.

The board of each separately incorporated Alumni Association should, after review of appropriate comparability data, set compensation standards, including salary ranges and fringe benefits, for staff under its jurisdiction including the Alumni Association executive. Where feasible, compensation standards, with specified minimum and maximum pay ranges, shall be comparable to positions at the supported college and at Alumni Associations supporting other University colleges, with similar responsibilities.

No Alumni Association shall discriminate in employment or in its programs and activities on the basis of race, color, creed, national origin, ethnicity, ancestry, religion, age, sex, sexual orientation, gender identity, marital status, legally registered domestic partnership status, disability, predisposing genetic characteristics, alienage, citizenship, military or veteran status, or status as a victim of domestic violence.

It is critically important to guarantee the quality of alumni programs and insure the implementation of industry best-practices in the future. Therefore, it is recommended that each college encourage and support among its alumni relations officers continued professional development, on-going membership in professional organizations and regular communication with other alumni officers both inside and outside of the CUNY system.

IX. Fundraising Activities

The following provisions shall apply to those Alumni Associations that are permitted to conduct fundraising pursuant to the Alumni Association's MOU with its supporting college or as otherwise approved by the college president.

A. Gifts Payable to Other than Alumni Association

Each Alumni Association shall adopt guidelines to ensure that funds or gifts payable to its supported college, the University, or any other University entity should be deposited with or transferred to the appropriate entity, or are otherwise dealt with according to policy or agreement with the college or the University. (See also Cash and Treasury Management – Transfer of Funds, below.)

B. *Restricted Gifts*

Alumni Associations shall not solicit nor accept restricted gifts except for gifts to be used to support scholarships or other forms of financial aid. Each Alumni Association shall advise donors that any restrictive terms and conditions attached to such gifts are subject to college approval.

C. Stewardship

Each Alumni Association shall ensure that all donors are appropriately acknowledged, and that use of gifts is in compliance with the donors' intent. A system and written policy to insure this practice should be implemented.

D. Policies and Procedures

Each Alumni Association board should adopt appropriate policies and procedures to ensure that the proceeds of its fundraising are appropriately recorded, credited, acknowledged, and administered based on legal requirements and donor stewardship parameters. Each Alumni Association should follow the CUNY College Alumni Association Best Practices Resource Guide, and/or CASE (Council for the Advancement and Support of Education) standards.

Policies adopted should include:

1. Gift Acceptance Policy, which addresses, among other things:

    a. accountability of cash at the point of receipt;

    b. provision of gift documentation to donors in compliance with applicable law. Each donor who creates a restricted fund should enter into a written, signed agreement with the Alumni Association, which describes any fees to be charged, and which authorizes the Alumni Association's board to re-direct disbursements from the fund should the purposes for which it was created no longer be feasible;

    c. acceptance, management and disposition of non-cash gifts, including securities and real estate gifts;

    d. prior to acceptance, legal review and estimate of gift management costs of donor restrictive gifts, gifts of real property, and gifts of personal property that are not readily marketable;

    e. creation of a system for tracking all restricted funds separately; and

    f. maintenance of a separate record for each donor and for each gift.

    g. Provision for recording each gift, including how it is counted, valued or discounted in accordance with CASE standards and Generally Accepted Accounting Principles (GAAP).

2. Policy for regularly reporting to donors on the use of funds and on their financial status.

3. Policies regarding investment, spending rates, and endowment audits (see Cash and Treasury Management, below).

X. FINANCIAL MANAGEMENT

In the case of a college Alumni Association that is organized and operated administratively as a unit of their college, all college and University financial policies and procedures shall be followed.

For each separately incorporated Alumni Association, financial activity shall be administered and reported to its board in accordance with prudent business practices, generally accepted accounting principles and these Guidelines.

A. Budget

Each separately incorporated Alumni Association is responsible for developing and managing its budgets and operating plans, monitoring its fiscal status and complying with applicable federal, state and local laws, and applicable University and college rules and regulations.

Each Alumni Association should develop an annual operating budget that sets formal financial goals in consultation with the president of its supported college. Budgets should include the total financial operation and be prepared on the basis of historical data, projected short-range trends, and long-range financial objectives.

Annual budgets and plans should be reviewed by and approved by an Alumni Association's board of directors in partnership with the college president. Financial commitments and expenditures by the Alumni Association should be in accordance with the approved budgets and plans.

B. Cash and Treasury Management

Any cash that is scheduled to be used in the current year can be invested in short-term investments such as U.S. Treasury bills, money market accounts, certificates of deposits etc., or the University's short-term investment program. Funds that can be invested for a longer period should be invested in accordance with the Alumni Association's investments policy, or may be invested in the University's Investment Pool. NACUBO (National Association of College and University Business Officers) is an excellent source of guidance in this area.

Investment Policy. Each separately incorporated Alumni Association should develop a written investment policy that addresses, among other things, acceptable risk profiles including prohibited holdings for short-term and long-term investments and an asset allocation strategy if invested outside of the University Investment pool. Each Alumni Association should also develop a written spending rate policy that is linked to the investment policy. NACUBO advises that a college spend 4% to 6% of the rolling twelve quarter average of the combined cash value of the endowed and parallel restricted funds. This or a similar formula should be adopted as the spending standard unless otherwise directed by the donor, or the gift instrument.

C. Purchasing and Disbursements

Each Alumni Association should follow sound procurement practices and procedures that provide for open and free competition to the maximum extent practicable while meeting the needs of management for flexibility and minimum administrative burden.

All disbursements on behalf of a separately incorporated tax exempt Alumni Association shall be approved by a duly appointed Alumni Association officer. The governing board of the separately incorporated Alumni Association shall specify an amount beyond which checks must bear the signatures of two persons designated by that governing board.

D. Accounting

Each separately incorporated Alumni Association should maintain a centralized financial system, which provides an accrual basis accounting system. All financial transactions through the system and prepare uniform statements and reports.

Each separately incorporated Alumni Association should follow the Financial Accounting Standards Board (FASB) Statements and Interpretations, Accounting Principles Board Opinions, and Accounting Review Boards of the Committee of Accounting Procedures and should implement all new FASB accounting rules and regulations.

XI. FINANCIAL REPORTING

For each separately incorporated Alumni Association, the following financial reporting guidelines should be followed.

The chief executive officer and/or chief financial officer of each Alumni Association should provide the Alumni Association's board of directors with periodic financial and managerial reports.

Each Alumni Association should prepare annual financial statements in conformity with generally accepted accounting principles (GAAP) and have them audited by an independent certified public accounting firm or sole practitioner (independent auditor) in accordance with generally accepted auditing standards. The audit should be completed within 180 days after the close of an Alumni Association's fiscal year.

The public accounting firm or sole practitioner retained by the Alumni Association should have experience auditing exempt organizations. No certified public accounting partner or sole practitioner should continue as the independent auditor for more than a seven-year period, after which the partner or sole practitioner is not eligible to serve again as the independent auditor until not less than a three-year intervening period has elapsed.

The books and records, financial condition, operating results, and program activities of an Alumni Association are also subject to periodic audit by the University's Office of Internal Audit and Management Services and outside regulatory bodies to the extent allowed by law. Annually, an Alumni Association should provide copies of each of its audit reports from whatever source, including the certified (consolidated) financial statements and management letter, to the president of its supported college and the University Controller. In addition, when circumstances warrant, the CUNY Chancellor may request from a college president a report on a particular activity of its Alumni Association.

XII. POLICY MANUAL

Each separately incorporated Alumni Association should develop a comprehensive manual documenting the policies, procedures, standards, and other administrative and operating criteria applicable to it. This manual should be maintained on a current basis and made available to internal and external auditors, the supported college's business office, and the University's Office of Budget and Finance.

XIII. Best Practices

The CUNY Office of University Advancement working with the *Chancellor's Task Force on CUNY College Alumni Associations* has created a Best Practices Resource Book that has examples of useful and effective policies drawn from CUNY College Alumni Associations and other public colleges and universities from throughout the United States.

XIV. Internal Controls

Each Alumni Association is responsible for establishing and maintaining adequate internal controls. Some of these controls include maintaining segregation of duties between the cash receipts and disbursements functions, preparing timely bank reconciliations, requiring dual signatories on checks over set amounts, maintaining segregation duties between the accounts payable and purchasing and payroll and human resource functions and restricting access to the vendor listing.

XV. Records Retention

Each Alumni Association should establish a document retention policy that provides for the orderly management of Alumni Association records consistent with local, state and federal laws.

XVI. Update and Periodic Review

The CUNY Office of the University Controller will be responsible for the periodic review and revision of this policy, as well as ensuring that all appropriate parties are informed of the guidelines stated above.

XVII. Related Information

In support of these Guidelines, the following links and/or references to additional resources for related information are included:

New York Not-for-Profit Corporation Law – http://public.leginfo.state.ny.us
Internal Revenue Service – www.irs.gov
New York State Charities Bureau - www.oag.state.ny.us/charities/charities.html
National Association of State Charity Officials – www.nasconet.org
American Institute of Certified Public Accountants – www.aicpa.org
Financial Accounting Standards Board – www.fasb.org
National Association of College and University Business Officers – www.nacubo.org
CASE – www.case.org

The following document is a model intended to assist CUNY colleges and their separately incorporated alumni associations in crafting a written understanding of the relationship between the parties. It is understood that the final documents signed by the parties may vary from the model so as to accurately reflect the situation at individual campuses. However, whether or not the model language is used, colleges and alumni associations are encouraged to address each of the subject areas listed in the model. ***Where alternative language is suggested, it is bracketed. Text in italics describes language to be added.***

MODEL MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding is made by and between [*name of College*] of The City University of New York ("College") and [*name of Alumni Association*], a New York not-for-profit corporation that is exempt from taxation under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended ("Association").

RECITALS

A. The College is a [senior][community] college of The City University of New York, a public institution of higher education established pursuant to Article 125 of the New York Education Law (the "University") and has an interest in maintaining close and mutually beneficial ties with its graduates and former students ("Alumni").

B. The Association is organized for the purpose of aiding and promoting the purposes and goals of the College by helping to establish and maintain quality relationships between the College and its Alumni, and for such other purposes as are set forth in its Certificate of Incorporation.

C. The College and the Association acknowledge the importance of establishing a mutually cooperative working relationship in order to enable the Association to carry out its mission consistent with the needs of the College.

D. The College and the Association desire to formalize their working relationship in the form of a Memorandum of Understanding ("MOU").

TERMS

In consideration of the mutual promises and conditions in this MOU, and for good and valuable consideration the adequacy of which is hereby acknowledged, College and Association agree as follows:

1. <u>Association Support of College</u>.

a. In furtherance of the purposes for which it was organized, the Association shall provide an organizational framework for Alumni to maintain relationships with the College, through the development, operation and/or encouragement of programs and activities such as alumni publications and directories, college constituent and special interest groups, homecoming and reunion activities, regional chapters, scholarships and awards, faculty speaker events, student recruitment, and special events.

b. The Association shall coordinate its activities with the College's offices of institutional advancement and alumni affairs in order to avoid conflicting or duplicative programming and to ensure that the Association's activities support the College's mission. Similarly, the College shall include Association leadership in its discussions of Alumni matters.

2. Use of the College Name and Trademarks.

a. The Association may, solely in connection with its lawful activities in support of the College, use the name of the College as well as College logos, seals, and other symbols and marks of the College (collectively, the "College Marks").

b. Notwithstanding the foregoing, the College President shall have the right to approve or deny any particular use of a College Mark. The Association shall not delegate the authority to use a College Mark to any person or entity, including without limitation use of College Marks in connection with an affinity agreement, without the written approval of the College President or his or her designee.

c. The Association agrees to cease using the College Marks in the event (i) the Association dissolves, (ii) the University withdraws recognition of the Association, (iii) the Association ceases to be a not-for-profit corporation or ceases to be recognized by the Internal Revenue Service as described in section 501(c)(3) of the Internal Revenue Code, or (iv) the Association is directed to cease such use by the College President or his or her designee.

3. College Representation on Association Board.

a. The College President or his or her designee chosen from the College leadership shall be an ex-officio, [voting] member of the Association's Board of Directors and Executive Committee. The Association shall afford the College President the opportunity to provide advice and counsel in the development of the Association's goals and objectives.

b. The following University employees shall also be ex officio non-voting members of Association's Board: *Describe any other ex-officio seats held by College administrators so that College has adequate representation on the Board. "Adequate" does not mean "majority." In most cases College administrators should not hold a majority of Board seats.*

4. College Support of Association.

a. Subject to the availability of funding and the budget process, the College agrees to provide the following support to the Association:

i. office space [located at *address*] [at no cost][at a cost of $ *number* per year] [, as well as office furniture, equipment, janitorial services] and utilities adequate for the performance of the services of the Association;

ii. technology support services at no cost, as well as online access to such College files as the Association deems, and the College agrees, to be relevant and necessary to the activities and purpose of the Association. Association employees and agents shall abide by all confidentiality requirements imposed by law or by College or CUNY policy to protect the privacy of past and present College employees and students, donors and potential donors;

iii. support services to the Association of the type provided to College departments including, but not limited to, access to the College's telephone system, maintenance from the physical plant, duplicating, printing and mail services. The College reserves the right to obtain reimbursement for such services in accordance with established rates; and

iv. payroll services [at no cost], including the allocation of related benefits, accounting services, and other administrative services, but the College shall have no liability or responsibility for the accuracy of financial information supplied by the Association. [The Association shall reimburse the College on a monthly basis for the amount of salary and fringe benefits costs of all State employees who work under the direction of Association employees which is attributable to such employees working for the Association.]

v. Describe any additional support, including if any portion of the Association's budget is to be provided by the College. If the College does provide budgetary support, consider whether this is intended to be permanent or whether the goal is a self-support Association.

b. To the extent possible, the College will cooperate with the Association to make available to Alumni access to certain College amenities, such as recreational facilities, libraries, athletic events, and other College and off-campus programs, at no or a reduced fee, as may be separately agreed upon by the College and the Association.

5. Financial Matters and Accountability.

a. The Association may engage in various revenue generating activities in order to provide benefits for Alumni and funds necessary to conduct Association programs.

i. Such activities shall be conducted with due regard for protecting the reputation and dignity of the College and the University and the privacy of Alumni.

ii. Pursuant to Section 2b above, the Association shall obtain the approval of the College President or his or her designee before using or authorizing another to use College Marks in connection with any such activity.

iii. Solicitation and other materials received by Alumni pursuant to revenue-generating agreements between the Association and a third party must disclose that the Association is receiving revenue from the company and that the rates or prices offered by the company are not represented or guaranteed to be the best rates or prices available in the industry.

b. The Association may accept donations from any source it may deem acceptable, subject to the University's Financial Management Guidelines for CUNY College Alumni Associations with respect to fundraising.

c. To assure that the rights, resources, and services provided by the College under this Agreement are expended for the ultimate benefit of the College, the Association shall annually provide the College with the following:

i. a copy of its most recent IRS Form 990 and annual financial statements;

ii. a list of the Association's Board of Directors, officers and employees;

iii. a report on the Association's activities for the past year, including a description of how its resources were used, and the resulting benefits to the College; and

iv. a list of the Association's proposed activities for the coming year and a preliminary operating budget showing how the Association intends to financially support these activities.

d. The Association agrees to allow the College President or his or her designee, upon reasonable notice and at reasonable times, to inspect and audit the books and records of the Association, and to provide timely such other reports of and information on its financial status and operations as required by the College President.

6. Alumni Records.

a. The Association shall work with the College to develop and maintain a database containing the names of Alumni, contact information and other data (the "Database"). The College shall hold title to Database and all its records and information, and shall house the Database on a CUNY server. [The College][The Association] shall maintain the Database, including purchasing any necessary or desired updates or expansions.

b. The College agrees that it will be responsible for arranging for College graduate information to be added to the Database on a regular basis.

c. The College and the Association shall have joint responsibility for updating and maintaining records in the Database.

d. The College hereby grants to the Association a non-exclusive, world-wide, royalty-free license to access and use the Database in a manner consistent the Association's rights and obligations under this MOU and with College and CUNY policies.

e. The College hereby further grants to Association the right to sub-license any or all of its rights and privileges to the Database granted hereunder, subject to the following:

   i. The Association agrees that no such sub-license shall be effective without the express prior written consent of the College;

   ii. The Association agrees that any such sub-license shall be subject to the terms and conditions of this Agreement;

   iii. The Association agrees that any such sub-license shall be non-transferable;

   iv. The Association agrees that any sub-license granted hereunder shall provide for termination of any such sub-license, or assignment thereof to the College, at the College's sole option, upon termination of this Agreement; and

   v. The Association shall provide the College with a copy of each such sub-license upon request.

Except as expressly provided in this MOU, Association shall not otherwise sell, lease, assign, sub-license, or otherwise transfer the Database and/or the Association's rights in connection thereto, in whole or in part, to any third party.

f. The Association and its sub-licensees or affiliates shall treat the Database as confidential. The Association and the College shall work together to assure that no records protected by the Family Educational Records and Privacy Act or other applicable privacy laws, including without limitation social security numbers, are disclosed to the Association or to other third persons by the Association, except in circumstances in which the Association or such third persons may be acting as an agent of the College. The Association and the College shall agree on a privacy policy with respect to the Database and other Alumni information, such as that derived from any online community for Alumni. The policy shall be made readily available to Alumni, including through publication online.

7. <u>Compliance with Management Guidelines</u>. The Association agrees to comply with the University's Financial Management Guidelines for CUNY College Alumni Associations.

8. <u>Effect of MOU; Amendment</u>. This MOU (and any attachments) contains all the terms between the parties and may be amended only in writing signed by an authorized representative of both parties.

9. <u>Confidentiality</u>. Neither the Association nor the College shall disclose or use any private, confidential, proprietary, or trade secret information provided from one to the other except as required in and by the terms of this MOU.

10. <u>Term and Termination</u>.

    a. This MOU shall have an initial term of one year beginning [*date*] and ending [*date*], and shall be renewed for additional one-year terms unless written notice is given within 90 days of the end of the term or renewal term by either the Association or the College of its desire to terminate or modify the provisions of this MOU. If a notice requesting modification is given, the parties shall meet within 30 days to try to reach an agreement on any changes.

    b. Upon termination of this MOU, the Association shall, within ten (10) days after such termination, destroy or return to the College any and all copies of the Database in its possession and certify such return or destruction to the College in writing.

This Memorandum of Understanding has been executed by and on behalf of the College and the Association on this ____ day of 20__.

[COLLEGE]	[ASSOCIATION]
By:____________________________	By:______________________
President	

CHANCELLOR'S ALUMNI TASK FORCE
Program Guidelines

I. OVERVIEW

The goal of alumni relations programs is to actively engage alumni in the future of the college. Within this paradigm, the long range objective of all alumni programming is to develop a lasting relationship with alumni. When effective, the connection should be beneficial to both alumni and the college. Aspects of life-long alumni programming fall into three categories: operations, involvement and communication.

While no formula for a college's alumni program activities is strictly mandated, we (delete: hope that) encourage each college to implement the operational suggestions (Sec. IV) as well as CASE's ethical guidelines (Section III quotes from CASE's website) will be fully implemented. Each college's Alumni Association program should be a mixture of elements from the involvement (Sec. V) and communication areas (Sec.VI). A program survey of current alumni activities across the University is included.

II. BEST PRACTICE MODELS

The basis for the following program recommendations results from an examination of best practice models at CUNY colleges, as well as other universities where highly successful campaigns and fundraising efforts are managed (UCLA, U. Michigan, U. Maryland, Cal-Berkeley, Stanford). It is important to note that there are common practices and assumptions at all institutions. In general, they share a common belief in a reciprocal "vested interest"--or mutually beneficial relationship--between a higher education institution and its alumni---primarily but not exclusively in the area of philanthropy and volunteerism. A third area of benefit is found within the professional lives of alumni. Their conversation with others regarding their alma mater and their professional success reflect upon the institution.

In an effort to keep alumni connected to the institution, long-range strategic planning aims to enrich the lives of alumni from their first day of class as freshman, throughout their professional lives and into their later years as retirees. Alumni programs work with a variety of departments across the institutions to create a student experience that permanently connects pre-alumni to the institution. Alumni programming then continues to nurture that relationship across the alumni's life. Key elements common to the successful institutions listed above and upon which the CUNY college's can base their program are as follows:

A. Advancement operations and alumni groups, including those with separate 501c3 associations integrate their efforts.
B. Alumni planning is based upon the institution's strategic plans.

C. College alumni relations officers are leaders in campus administration and campus administration plays a leadership role in alumni associations or groups.
D. Alumni divisions operate as businesses where royalties and dues (if collected) fuel their programs and institutional growth.
E. Significant and on-going attention is given to alumni data management.
F. There is commitment to on-going, two-way communication with alumni.

III. CASE MODEL: PRINCIPLES OF PRACTICE FOR ALUMNI RELATIONS PROFESSIONALS AT EDUCATIONAL INSTITUTIONS

Another source for the program guidelines was obtained from the CASE website. In March 2005, the CASE Board of Trustees adopted the following principles of practice for alumni professionals:

A. Ethical Principles - Alumni relations professionals have a fundamental obligation to:

i) advance the mission of their institutions and serve and support its alumni in an ethical and socially responsible manner.
ii) reflect in their work the basic values of educational institutions, including an abiding respect for diverse ideas, interests and constituencies.
iii) reinforce through words and actions the principles of honesty, integrity, and trust, which form the basis for long-term relationships and engagement with the institution's alumni and other constituencies.
iv) place the welfare of the institution and its alumni above personal gain, avoid conflicts of interest, take responsibility for their decisions, and treat colleagues, alumni and the public with courtesy and respect.

B. Operational Principles - Alumni relations professionals are most successful at advancing their institutions and serving alumni when:

i) their efforts support the institution's strategic plan and the best interests of alumni.
ii) they are present in the inner management circle of their institutions, where they provide strategic counsel to their institution's leadership, convey the viewpoints and interests of the alumni, and participate in the formulation of institutional policies.
iii) they base their work on research that informs their understanding of the institution's alumni and measures progress toward established goals in support of the institution and its alumni.
iv) they view themselves as educators on special assignment in alumni affairs.
v) they undertake multiple programs for reaching and engaging alumni.
vi) they utilize a wide spectrum of communication devices, including electronic mail, to reach and engage alumni.
vii) they seek feedback from the alumni to help align services with existing and emerging needs of this constituency.

viii) they involve internal constituencies across the organization in alumni engagement.
ix) they employ historically proven methods, as well as promising new approaches in the field, as part of a commitment to continuous improvement in their service to the institution and its alumni.

C. Alumni Engagement Principles - Alumni relations professionals best serve the needs and interests of the alumni and ensure the involvement of alumni with the institution when they:

i) Respect
  a) Acknowledge and embrace alumni as vital stakeholders in their institutions.
  b) Serve as an advocate for alumni, representing their interests in working with institutional departments and constituencies as well as the broader community.
  c) Provide alumni with relevant financial information concerning the work of the alumni association and its activities.
  d) Ensure personal information provided by alumni is handled in a professional and confidential manner at all times.
  e) Recognize alumni contributions of time, talent and treasure.

ii) Inform
  a) Inform alumni about institutional mission, goals and programs.
  b) Inform alumni about alumni association mission, goals and programs.
  c) Ensure the mission, goals and programs of the alumni association are consistent with, and support the mission, goals and programs of the institution.

iii) Involve
  a) Encourage alumni to participate in and support the programs, services and events of the alumni association and the institution.
  b) Encourage alumni to pursue leadership opportunities in the alumni association and throughout the institution.
  c) Involve alumni - seeking their ideas, input and feedback - in any planning process that seeks to define or modify the alumni association mission or its system for selecting its leadership.
  d) Encourage alumni to serve in the broader community as ambassadors for their alma mater and for education in general.

IV. OPERATION AND PROGRAM PRACTICES

A. Alumni Records, Data

Successful alumni programming depends on a current, accurate detailed information on alumni. It is interesting to note that at the institutions where capital campaigns have been most successful, high-quality alumni record maintenance is an institutional strategic priority. Therefore, it is critical to make a commitment to continually learn (and systematically store) information about alumni. For guidance on ownership issues, please see Financial Management Guidelines. The following recommendations are made to each in regard to alumni data:

i) Establish records maintenance standards and policies;
ii) Hire a full-time professional database manager that meets a set of pre-determined qualifications;
iii) Train staff on a basic understanding of the importance of keeping detailed records on alumni in a database and require staff to gather and record new information on alumni;
iv) Educate key staff on US Post Office practices and create corresponding mailing guidelines;
v) Partner with development staff in identifying a list of VIP alumni that is maintained in your database;
vi) Standardize information received from registrar for new graduates. Information to be received includes: full name, social security number, birth date, graduation date, major, GPA, ethnicity, family name and address. Downloads of new graduates should be received three times a year.
vii) Keep privacy policy (in regard to both affinity marketing and online communities) readily available and publish a notice about the alumni information privacy policy on the online community.

B. Partnerships

The success of an alumni relations program is, in large part, based upon a three-way partnership with alumni, the development office and leadership across the college (academic, career services, student services, performing arts, athletics.) In some cases, fundraising is part of an alumni program; in other cases, the alumni relations program plays a role in the development office's "moves management" cycle in the areas of prospect identification, cultivation and stewardship.

Faculty are a direct link to both former and current students, and as such can be instrumental in relaying information about the association's activities and the recruiting of new members. Therefore, Alumni Associations are encouraged to engage faculty members in the implementation of their programs. It may be beneficial to extend the opportunity for faculty to act as advisors in the development of alumni programs, in much the same way the invitation might be extended to the development office and administration.

V. PARTICIPATION – ALUMNI PROGRAMS THAT INVOLVE

A. Alumni Leadership and Volunteerism

Each College should have a primary leadership group that provides guidance for alumni programs, either the Board of Directors in the case of a separately incorporated 501 (c) (3) or an Advisory Council in a college or foundation integrated program. As mentioned in Section III.C.iii, there should be any number of volunteer alumni advisory groups; examples are academic divisions, centers, student services, public relations.

The volunteers who staff these Boards or Advisory Councils lend of their expertise, experience and time to help the College accomplish its objectives. These volunteers should be managed by a staff member who--if not a member of the alumni or development team--are in on-going communication with the alumni office. Volunteer alumni should be formally recognized and highly valued by the College's students, alumni, faculty and staff.

Alumni volunteers work closely with the Alumni Office and the Alumni Association to foster successful programs, events, and activities to advance the mission of the college, as well as to promote continued alumni interest and involvement. They can host regional alumni gatherings, plan reunions or meetings of affinity groups, assist the development office in fundraising. In addition to serving on Councils and Boards, alumni serve as volunteers directly within the college community in three broad areas:

1. mentoring students and staff, either one-on-one or through lecture series, which includes coaching through career services;
2. recruiting new students in partnership with admissions office,
3. placement of fellow alumni in their corporate affiliates.

As discussed in Section III.C, it is important to keep in mind that, regardless of whether an alumni is engaged in the college community, they are public relations representatives for your institution. Therefore, it is important that, in as far as possible, alumni have a positive relationship with your college and are well informed of the college's mission and strategic plan. In this way, they can well-represent the college in the community.

B. Events

Alumni events, both local and regional, are an important dimension to strengthening the alumni relationship and community. Such gatherings create a time and place in the busy lives of alumni for them to become reacquainted and to meet new alumni, to share information and strategies, and to inspire each other to transform their ideas into reality. Anniversary reunions, networking events, corporate gatherings, campus gatherings in tandem with an important speaker or fine arts performance are among the many forms that events take.

Media and Events: whenever possible, plan your events with a double purpose; events can be a forum that political figures will want to attend or a way to attract media to your college. Always remember that an alumni event is an opportunity to publicize the college to external constituencies, corporate, funders, government or the public sector. Discuss the nature of your event with the college public and government relations office.

C. Awards

Recognition is key to building alumni affinity. College or College foundation awards for service, achievement or philanthropy present opportunities to connect alumni to the institution in deep and long-lasting ways. Awards with track records of celebrity recipients become prestigious and are competed for among alumni. Selection of candidates is another area to partners with the fundraising staff.

D. Affinity and Geographic Groups or Chapters

Affinity: Many CUNY colleges find that their alumni's strongest connection to the college is through their major or a former club membership. Therefore, it is important to explore supporting or creating various alumni affinity groups (which can also be chapters.) Coordinating, planning or providing communication vehicles (web presence or invitations) for activities of affinity groups stimulates interest among alumni and is a mutual benefit to all.

Geographic: Location based chapters are a great way for alumni to stay connected with one's alma mater, and to re-connect with former classmates as well as to meet new friends. The formation of chapters should follow guidelines set forth by the college and Alumni Association. Part of their mission must be to benefit the institution and its students.

E. Student Experience

Successful alumni cultivation program begins on a student's first day on campus. As Randy Parent, head of the Alumni Association at Berkeley states, "If you wait until they are alumni to begin cultivating them, you've lost them." Areas to be considered are: connecting students and alumni; improving student experience through alumni volunteerism and partnerships with various departments; pre-alumni programs and philanthropy.

Within the case of separately incorporated associations, a gift to the college foundation which will improve student services programs is another option. Rather than beginning with the senior gift, it is important to introduce the culture of philanthropy to students much earlier…upon their arrival at the college. Communicating with today's students requires electronic social networking programs, such as text messaging networks.

F. Benefits and Royalties Opportunities

Alumni benefits provide financial and recreational and cultural opportunities for alumni. See the Management guidelines Section V.C. for disclosure and contract guidelines. Sample affinity benefits are below:

Benefits that produce royalties & revenue		Benefits that are not revenue producing	
Credit cards	Credit unions	Career services	Lifetime email
Insurance	Luxury purchases	Continuing education	Social life
Travel	Entertainment	Library/library database	College magazine
Loans	Discounts	Gym access	Complementary tickets

G. Career Services and Continuing Education

While alumni may volunteer in career service, they can also benefit from the use of these services. Career or job search resources and professional development are essential and meaningful. Younger graduates will find career development, introductions to professional organizations, job search links or central job databank very compelling.

Finally, statistical studies show that today people have 8 - 10 different jobs within 2 or 3 different career fields during their life. This is an opportunity for alumni programs to partner with academic affairs and continuing education. If the relationship between an institution and alumni is strong, there is a greater likelihood that the alumni will turn to the colleges in preparation for career changes. Offering continuing education at discounted prices for alumni is an initial way to exploit this opportunity.

V. COMMUNICATIONS – A PROGRAM THAT INFORMS

Regular communication is essential to any alumni effort. The objective is to establish an informed relationship between the colleges and their alumni to ensure that the institutional brand of each college is effectively communicated to and by alumni.

Two-way communication is key to the success of this program. While traditional print vehicles – e.g., alumni magazines and newsletters – have been the primary means of communicating with alumni, electronic and internet based channels from emails, text messaging and electronic bulletin boards to social networking sites and e-commerce utilities have rapidly grown in importance. Effective alumni communications entails utilizing multiple channels and ensuring that both the message and the medium are timely and up to date.

VI. Metrics

Each college should (delete: is encouraged to) measure the success of their programs and to use these measurements in their strategic planning. Soft measurement can be taken through conversations, focus groups and informal feedback; hard or statistical measurements are collected through survey and analysis of the alumni database. In general, percentage increase in program activities or attendance or good addresses are the type of information to measure improved programs. Appendix 3 provides the result of a Task Force survey on measuring program success.

In addition to strategic planning, each college's Alumni Association should submit a year-end annual report to the president of their home college. In turn, the president of each college should submit an annual report on alumni program activities to the chancellor.

During fiscal year 2008, CASE plans to release a free survey module that can be tailored to individual college's use. It may be to the college's advantage to create a CUNY metrics template with CASE's online program. In this way, each college can systematically track their program development as well as benchmark against other programs.

RESPONESES TO PROGRAM QUESTIONS	# of VOTES
Events: social, networking, homecoming, reunions, galas, cultural	12
Communication - print & electronic	10
Chapters: affinity & geographic	6
Student cultivation and engagement	6
Partnership w/ fundraising, advancement, college	6
Volunteer opportunities: mentoring, lectures, recruiting, advocacy	5
Online Community: website, facebooks, utube, etc,	5
Career center partnership	3
College access	2
Awards	2
Graduation participation	
NONPROGRAMMATIC suggestions, but they underlie a successful operation	
Accurate Data - all forms of contact information, electronic, phone, mail	5
Trained as well as sufficient professional staff	2
Infrastructure - (computers, rooms for alumni to meet, resources, no IT support)	1
Low cost activities (ROI, piggy backing on already existing activities, etc.)	1
Congenial atmosphere in AR office	
Professional development	

THE ALUMNI ASSOCATION OF THE CITY COLLEGE OF NEW YORK

Alumni Association of CCNY

- In **1853** Sixteen young men (from the first graduating class) founded what is now named the Alumni Association of The City College of New York.

- The Association was incorporated in **1913**.

- **105,000** Alumni currently in database.

- Governed by a Board of Directors of **100** people at various levels.

Alumni include:

- 9 Nobel Laureates
- Supreme Court Justice Felix Frankfurter
- Pulitzer Prize Winners Jonathan Neuman and Oscar Hijuelos
- Actors: Edward G. Robinson, Zero Mostel, Lee J. Cobb, Ben Gazzara, Judd Hirsch, Richard Schiff, Hal Linden
- Scientist Jonas Salk
- Authors: Upton Sinclair, Irving Howe, Bernard Malamud

Alumni include:

- Mayors: Hon. Abraham Beame and Hon. Edward Koch
- Playwright Paddy Chayefsky
- Lyricist: Ira Gershwin & E. Y. “YIP” Harburg
- 1999 Time Magazine Man of the Year Andrew Grove
- Advertising Guru Linda Kaplan Thayler
- Photographer Alfred Steiglitz
- Secretary of State Colin Powell.

Geographic Chapters

Click to add subtitle

10 Active Chapters Across the Country

- 3 in California
- 2 in Florida
- 1 in Houston\Texas
- 1 in Phoenix\Arizona
- 1 Southern Nevada\Las Vegas
- 1 in Washington DC
- 1 in New Jersey

Process to Form a Chapter

- Alumni calls/writes expresses interest.
- Check members/non-members in area.
- **50** members required to form a Chapter.
- Mailing to Members/Non-Members to see if there is interest in forming a Chapter as well a interest in serving on Chapter Board.
- Dinner/lunch event held in area. Don Jordan attends.
- Core group of volunteers write By-Laws.
- By-Laws presented the overall AA Board for approval.

Chapter Requirement:

All Chapters must do something for today's student i.e.,

Chapter scholarship, mentoring.

Special Interest (Affiliate)
Groups/Constituent Societies


14 Special Interest\Affiliate Groups & Constituent Societies:

- Alumni Varsity
- Architecture Alumni
- Art Alumni
- Asian Alumni
- Black Alumni
- Business/Economics Alumni Society
- Center for Worker Education
- Communications Alumni
- Education Alumni
- Latino Alumni
- Nursing Alumni
- Political Science
- Science Alumni
- Engineering School Alumni
- **100** Members required

Requirement:

All Special Interest Groups have to involve alumni, create social, networking events, involve and support today's students.

Special Interest\Affiliate Groups: Program & Structure

- Plan programs for today's students.

- Plans programs/activities in conjunction with discipline. i.e., Art Alumni has rep from Art Department on Board of Directors.

- Involve seniors in planning activities.

- All special Interest groups support scholarships, mentoring and have annual Career Achievement Awards.

- Each group has a separate Board of Directors

- Keep door open with Career Services at the College.

Alumni Volunteer Theme

“Giving Back”

in essence

is the overall theme for all volunteers.

Awards Sponsored by CCNY's Alumni Association

- Honor Alumni volunteers with Service Award annually.
- Townsend Harris Medal for Outstanding Postgraduate Achievement.
- Career Achievement Award give by Special Interest Groups/ Constituent Societies

Budgets

- Each Affiliate Group applies for a budget annually.
- Constituent Societies (Engineering & Business/Economics) receive $3.75 rebate for each member of their society. Each Constituent receives between $10,000-$12,000 in rebates.
- Members can join up to 3 groups.

Affinity Programs/Special Events

- Annual Reunions
- Annual Alumni Dinner
- Seasonal Alumni Magazine
- Annual Spring Fling
- Annual Wall Calendar

Membership Benefits

- Special Interest Groups/ Constituent Societies
  Annual Awards Dinner and Social Events

- Alumni College Shop

- www.alumniassociationccny.org

Membership

- $25 and $50 based on year of graduation
- $10 College staff and administration
- $1,000 Lifetime Membership
- Plastic Membership Card
- CCNY Lapel Pin

Student Involvement

- Scholarships
- Mentoring Program
- Alumni Wall of Fame
- Annual Wall Calendar
- Board Involvement
- Workshops
- Networking Socials
- Graduate Salute

Overall Theme

Alumni Association of CCNY

is

the College's Link

with the Past

and

Foundation for the Future

RESPONSES TO METRICS QUESTION	# of VOTES
# of or increase of alumni attending events (reunions, homecoming, socials, networking, chapter)	10
% of giving and/or average size of gifts	6
# of volunteers (fundraising, mentoring, lecturing, recruiting, advocating, leading or organizing activities)	6
% participation in surveys	5
Increase of participation of alumni in other activities in the months following an event	4
Response rate to communication (when alumni reach out to your office)	4
# alumni ask for ID card	3
Industry standard benchmarking	3
Sustained participation of new grads after graduation (2 - 5 years out)	2
# of Directories (online or hardcopy) sold or registered on	1
# of alumni who open e-newsletters or e-invites	1
# alumni who ask for their address to be updated	1
# of hits on website	1
# of corporate partnerships that were facilitated by alumni through the alumni relations office	1
# of campus visits	1
% (or # of) of accurate, mailable alumni records information - names & addresses	1
% of growth in overall participation at events	1
# of alumni who are registered in the online community	1
Increased membership	1
% (or # of) of email addresses	
% of students participating in pre-alumni programs	
% (or # of) new grads participating in alumni activities	
# of affinity chapters or # of members in geographic chapters	
# of follow-up activities with individual alumni after an event	
# of (or increase of) in alumni who use career services	
Increasing positive answers to survey questions	
NEW IDEAS ON OTHER WAYS TO MEASURE ALUMNI PROGRAM SUCCESS	

This article is from CASE CURRENTS October 2007

Easy as Pie: ***Communities of practice help alumni professionals measure results and get the job done***

By Kelly Redder

About the Author: *Kelly Redder is the executive director of alumni relations at Rochester Institute of Technology. The author is a member of the Association of Private College and University Alumni Directors, a group of alumni directors who share benchmark information, provide professional support, and conduct research. The most practical application of the group is the in-depth program assessment and metrics rating system it has developed: the Alumni Relations Assessment and Metrics Program, which collects, analyzes, and reports on the effectiveness of alumni relations programs. This article includes a sidebar, "Strength in Numbers," about the Northeast Indiana Alumni Directors Consortium.*

"What are our peers doing?" As an alumni professional, you've probably asked this question or had it asked of you many times. As you most likely already know, getting the answer is generally not an easy task.

Maybe you've posted a query to a listserv, only to receive data from everyone except those whom your institution considers peers. Perhaps you've attended a conference hoping to get your answer, but the presenters who shared their successes were from institutions with much different resource bases.

For nearly 10 of my 17 years in the alumni relations field, I went through those same motions. Not anymore, though. I found a community of practice.

I am a member of the Association of Private College and University Alumni Directors (http://www.%20pcuad.org/), a group of alumni directors from nearly 40 midsize private higher education institutions in the United States and Canada. We share benchmark information, provide professional support, and conduct research. While I value my relationships with my fellow PCUAD members, the most practical benefit of the group is having access to the in-depth program assessment and metrics rating system we have developed.

PCUAD to the rescue

Each member of PCUAD is the lead alumni relations professional at his or her college or university. PCUAD member institutions have similar numbers of alumni staff members, operating budgets, and student and alumni populations. Members are expected to attend at least two PCUAD conferences every two years (two conferences are held each year) and to complete the annual standard metrics survey.

For many years, the rate and the amount of alumni annual giving were the only ways alumni relations programs were appraised. The conventional wisdom was that if annual giving was up, the alumni relations program must be working. PCUAD members felt that this was a backhanded way of measuring alumni relations success and that the profession could gauge success much better by employing other metrics and assessment methods.

Easy as Pie: ***Communities of practice help alumni professionals measure results and get the job done***

To address this issue, PCUAD created the Alumni Relations Assessment and Metrics Program to collect, analyze, and report on the effectiveness of alumni relations programs. The Web-based program has a flexible survey engine, a customizable scoring engine, a simple and powerful reporting subsystem, and a summarized "dashboard" view of the most important indicators of a successful alumni relations program. The dashboard view in particular has been incredibly valuable to me; I share the information with my alumni board and trustees and at university budget hearings. The system is very flexible and measures

• longitudinal data: How is my program doing compared with the last time I checked?

• comparative data: How is my program doing in relation to other institutions?

• trend and "what if" data: Where is the alumni program going, and what are my options?

• outcomes data: How can we model our program based on the comparative analysis?

Although ARAMP is packed with nearly 200 questions, members faithfully enter their data because they know they will be granted access to the raw data reports only when they've completed the survey. Occasionally some additional prodding is needed. Usually an e-mail or phone call works, though a few times members of the leadership committee have sat down with a member to help with data entry. Members who have completed the survey in the past understand its value and help new members get through it the first time.

The metrics system is an evolving program. It will be reviewed, refined, and expanded to meet the ever-increasing demand for proof of measurable return on investment. Most important, members know the data are relevant because PCUAD institutions are so similar.

Data to the rescue

Access to the PCUAD data has been incredibly helpful to the alumni relations operation at my institution, Rochester Institute of Technology in New York. Our annual fund participation rate had been dismal for years. By working with PCUAD, we successfully made the case that increasing the alumni relations staff would allow us to engage more graduates. We were right. We added 23 staff members to the development and alumni relations division in the past six years—more than half of them alumni relations personnel—and the number of alumni annual fund donors has increased by 38.5 percent.

We also used ARAMP to investigate how our peers manage their reunion programs. RIT did not have a history of holding traditional reunions, but we wanted to increase the number of alumni who return to campus. The physical growth of the campus in the past decade has been astonishing. We wanted our graduates to be proud of their alma mater's expansion, and we wanted to identify ways to reconnect them to RIT. In addition to organizing the reunion by class years, we also offered affinity programming during the weekend. Our previously nonexistent reunion program has grown from 450 participants in 2001 to 1,400 in October 2006—a 211 percent increase.

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The positive repercussions of the ARAMP data have filtered out to admissions, career services, volunteer recruitment, and giving. For example, our analysis showed that changes in our alumni volunteer program could make a measurable difference in alumni engagement levels. Identifying prospective students, welcoming new students, mentoring, offering co-op and career assistance, starting peer-to-peer solicitations, and participating within the university community as industry advisers are just some of the ways we now use volunteer opportunities to engage our alumni.

From our data analysis, we were able to make a case for adding an alumni volunteer manager to our staff. Instead of shuffling alumni volunteers off to several departments and divisions around campus (sometimes never hearing from them again), we are now assured that our alumni volunteers receive consistent training, know their volunteer options, have a single point of contact, and are regularly thanked and recognized.

How important are alumni volunteers? From fiscal year 2002 to fiscal year 2006, 16 percent of RIT alumni donated to the annual fund. During the same time, the rate of giving by those attending alumni events was 26 percent. Alumni volunteer participation in the annual fund has reached 47 percent over that five-year span.

These are just a few examples of how we have used benchmarking and our community of practice to our advantage. The results are real. Do you know where your community of practice is?

On Your (Bench) Mark, Get Set, Go

Not a member of the Association of Private College and University Alumni Directors, but interested in comparing your alumni or other advancement program against your peer institutions? CASE members will soon be able to capture, store, and analyze such information for themselves.

In February 2008, CASE will offer members a benchmarking suite, a comprehensive and flexible online system for designing and implementing surveys, storing responses, and producing customer-driven results. Designed for members already in self-organized communities of practice, the CASE suite can be used for benchmarking, data mining, and, eventually, more complex statistical analysis.

Stay tuned for more information, or contact Chris Thompson, CASE’s vice president of research and information, at thompson@case.org.

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For some in advancement — and many observers outside the profession — giving has become the primary measure of alumni satisfaction and the success of an alumni program. The following practitioners take issue with that assumption and illuminate ways to develop more comprehensive program assessment tools.

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You can't measure the success of an alumni relations program strictly by alumni giving. There, I've said it. Let the arguments — and the quandary — begin.

First, consider the merits of using giving as the sole gauge of program success. If an alumni relations program is measured only in terms of giving, then it's not really alumni relations that's being measured — it's donor cultivation. And if alumni giving is driving how we run our alumni relations programs, we should focus on those activities that will cultivate donors and discard the many other activities that we are engaged in.

For some institutions, that may be fine. I think the vast majority of alumni directors would agree, however, that their programs exist for many other purposes: to develop ambassadors and advocates, recruit prospective students and mentor current ones, assist graduates with career advancement, help alumni stay connected with each other, and provide worldly feedback to the institution, among them.

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I confess that my frustration with the alumni-giving assessment trap returns annually when the latest college and university rankings hit the newsstand. Eagerly consumed and digested by the public, the rankings are simultaneously embraced and dismissed by our institutions. A high ranking in one category is touted in institutional marketing materials while a not-so-high ranking is ignored or criticized as biased. While campus CEOs and institutional analysts have widely dissected the measurements, I take special exception when the only variable used to measure alumni satisfaction is the percentage of alumni who make gifts.

Are the best hospitals those that have the most patient-donors? Are the best politicians those who have the largest campaign contributors? An institution's alumni giving rate does not adequately measure graduates' satisfaction with their educational experience. Unfortunately, alumni giving has become a handy proxy that really only measures an institution's success at generating philanthropic dollars. In fact, if you look at cross-institutional data, generally alumni rate their alma maters highly, but rates of alumni giving vary widely at those same institutions. Throughout the nine-campus University of California system, for example, we continue to struggle with alumni's misperception that because public higher education is state-supported, donor dollars are less necessary than at private institutions. But our alumni overwhelmingly rate their educational experiences highly. Clearly, their level of satisfaction is not driving their giving practices.

Identifying New Measures

So if alumni giving is, at best, only one variable, how do we measure the success of an alumni relations program? This has been a topic of discussion for CASE's Commission on Alumni Relations for at least five years and probably has been debated in the profession for decades.

A few years ago, CASE and commission members developed the Alumni Support Index to assist advancement professionals in benchmarking their programs against those at peer institutions. Now an underused tool on CASE's Web site (classic.case.org/arbt), the ASI continues to be refined. But the more we tinker with it, the more we discover fundamental differences in scope and approach among alumni organizations.

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I propose we measure "points of contact." Regardless of form, an alumni office undertakes a number of efforts to make contact with alumni through communications, participation in programs, or volunteer service. In a perfect world, we would measure every point of contact and evaluate it against desired outcomes. The problem is we haven't developed the tools or the standards to make such counts meaningful or comparable.

Recording large amounts of such data can be laborious to already overextended professionals. But absent this data, we fall into the alumni-giving trap and can't adequately measure or communicate the impact of our work.

A Five-Step Plan

I recommend that, at minimum, we begin to head down the road of counting those points of contact. See Patrick Regan's contribution at right for one model. Here are some general suggestions on how to develop a comprehensive assessment strategy:

1. Assemble a peer group. Determine the group of institutions to which you want to compare yourself. Include institutions that are similar in size and resources, but be sure to include some that you perceive to be more advanced and that you aspire to become like. Keep the group's size manageable, between five and 12 peers.

Let your colleagues at those institutions know they are in your comparison group, and ask if they will exchange data. I participate in at least three annual surveys with similar-sized institutions that share data on various measures of organization size, expenditures, and revenue.

2. Spell out goals. Determine what outcomes you are seeking. They can be as broad or specific as you need. If you offer an alumni travel program, is your goal to maximize revenue, total passengers, or number of institution-exclusive trips? Each of these goals would necessitate a different strategy. If you want to maximize revenue, focus on offering high-end trips to select alumni. But if you want to involve as many alumni as possible, aim to increase the total number of passengers. And if you're most interested in quality of experience, develop more exclusive departures with faculty members.

Then know how an action on your part — any expenditure of resources — is tied to a desired outcome. Continually re-evaluate, change, or discontinue those activities that don't lead to a successful mission-based outcome.

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Invariably, a board wants to know how you compare to other institutions. Collaborate with your peer group to generate ideas and then track and share the same data as much as possible. You can use the ASI as a means of doing this. Let John Abrahams, director of research and information for CASE, know if it needs to be tweaked to track the data you need. (Reach him at abrahams@CASE.org.)

Qualitative measures such as alumni surveys and focus groups usually will be unique to your institution. However, you certainly could coordinate some questions with your peer group to gauge your success.

4. Be organized. Keep track of every piece of data you possibly can. Also, keep good records of how and where the data are stored so that when you or your staff moves on, your successors can find them and make sense of them.

5. Use the information. Compile and analyze the data and report on your accomplishments. Whether you produce a report for yourself or use it to communicate with a board, supervisor, or others, it will help you establish benchmarks and improve your program.

If all alumni professionals track and share greater amounts of data each year, a new standard for how we measure program success will begin to emerge. Yes, alumni giving is important. But let's keep it in perspective, and let's take alumni relations assessment to new levels.

Pointing to Success

How one campus sheds light on alumni involvement

By Patrick J. Regan

Since I entered the alumni relations profession in 1996, I've asked just about every alumni director I've met how he or she measures the effectiveness of an alumni relations program. Each has scratched his or her head and replied, "That's a good question."

In early 2000, my staff and I tackled that dilemma. We developed a system to measure our effectiveness, and now — two years later — we have some results to show for it.

We started by identifying our major alumni relations objectives. We determined that our three objectives were to increase

- what the university knows about its alumni,
- alumni involvement in the life of the university, and
- alumni financial support of the university.

Our thinking was that if you don't know much about your alumni, it's difficult to involve them and the likelihood of their supporting your institution is small. Conversely, if you know your alumni well and you successfully get them involved, it is more likely that their involvement will translate into support for the institution.

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We then established some benchmarks. This is a much easier task when you're simply assessing alumni giving; you can count the number of donors and dollars raised. In alumni relations, however, the benchmarking process is much more difficult.

Knowing Our Alumni
To establish a benchmark for our first objective, knowing our alumni, we had to define what that means. Many alumni relations programs have quantified this as the number of current mailing addresses they have in relation to the institution's total number of alumni. For our purposes, we set the bar a little higher: a home address and telephone number, business address and telephone number, and e-mail address. We call this a complete basic profile.

While a complete record is our goal, we don't require that every database field be populated for each alumnus. For example, for retired alumni, stay-at-home parents, and many graduate students, business contact information is not available. We code these individuals appropriately in our database so we know their records can be complete without such information.

Although we had a lot of information in our database in June 2000 about our then-17,000 undergraduate alumni — 14,000 current home addresses, 10,000 home telephone numbers, and around 1,000 business addresses, business telephone numbers, and e-mail addresses — we obviously did not have all of this information for most of our alumni. In fact, we had only 450 complete basic profiles. Without a precedent for the amount of data we could expect to compile in a year, we set our goal at gathering an additional 200 complete profiles, approximately one per week for each of our four full-time staff members.

We followed a two-step plan to achieve our goal. First, we hired a firm to help us create an alumni directory for the first time in nine years. We made sure the company knew what information we were looking for and had the ability to deliver it in an electronic form that was compatible with our database.

Second, we made a concerted effort to gather information from our alumni at events and through our standard work procedures, which included everything from collecting business cards at events to updating records whenever we had telephone contact with graduates to harnessing information gathered through the university's annual fund calling program.

The definition of a complete basic profile gave our data collection focus, and within one year we nearly tripled the number of complete profiles we had to 1,350. In other words, we increased what we knew about our alumni by 200 percent.

Engaging Graduates
Our second objective, to increase alumni involvement in the life of the university, was more difficult to define than what it meant to "know" our alumni. Historically, alumni officers have counted heads at events to measure alumni involvement. One of the snags with this approach is that many people attend multiple events, making it easy to double or triple count the same graduate. Also, alumni are involved with the institution in many more ways than simply attending events.

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We knew that alumni involvement could take many forms, ranging from providing an e-mail address to stay connected with the institution to serving on the university's board of regents. To capture this broad spectrum, we assigned a point value to each type of activity that an alumnus could participate in, giving higher point values to activities that require greater investments of time, talent, and money.

We began with a three-point scale that assigned one point for an alumnus submitting his or her e-mail address to us, two points for attending events and activities, and three points for serving on a board. We found the scale was not large enough to encompass the many levels of activity, so we expanded it to the six-point scale we currently use. (See the Alumni Involvement Rating Scale.)

This scale accommodates involvement in additional events and service projects; the use of alumni services such as our affinity credit card, travel program, and class auditing; and volunteer participation at additional levels. It also enables us to reflect the increased involvement of volunteer leaders who've recently completed a term of service. Once alumni have served on a board, for example, they often continue to serve the institution in an unofficial yet noteworthy capacity, particularly as advisers during the leadership transition. We record prior leadership involvement for up to two years on a case-by-case basis.

In our system, we assign points throughout the fiscal year to individual graduates' records. At the end of the year, we total these points to see how many alumni are involved in the university and to what degree. We have created eight degrees of involvement that correlate to the number of points accumulated.

At the start of each fiscal year, we reset the counter, but this doesn't necessarily bring each alumnus' count back to zero. We decided that an individual could start the year with as many as 10 points due to ongoing involvement. For example, an alumnus who has given us his e-mail address and is currently working with our alumni career network would start the year with five points: one for the address and four for involvement in the network.

When we started this system in 2000, our goal was to involve 10 percent, or 1,500, of our alumni. Without an internal benchmark, we set this goal based on conversations with other alumni directors who said they considered 10 percent participation or event turnout to be an industry average. By the end of our first fiscal year, we discovered that we already had involved more than 3,600 alumni to some degree. More than half were above the one-point or minimal-involvement level, and the majority of those alumni were also above the five-point level.

For 2001-2002, our goal is to involve 4,000 alumni. To date, we've tracked involvement by more than 4,300. Just about 50 percent, or 2,150 graduates, are at or above the two-point level.

With this measurement system in place, our alumni office has developed some simple strategies to boost the engagement level of alumni who are already involved. As much as possible, we're scheduling annual chapter events on or near the same date each year to build familiarity and encourage repeat attendance. We're also more aggressively promoting events and services through our Web site, regional newsletters, e-mail newsletters, and cross-promotions at events.

Increasing Support

We pursued our third objective, to increase alumni financial support, by demonstrating a correlation between alumni involvement and alumni giving. Our data show that when we "know" our graduates and they are involved, they are more likely to support the university financially. Our overall alumni giving rate is 24 percent. However, 65 percent of alumni at the highest level of involvement — eight or more points — made a gift to the institution in 2001. We're currently determining where the "tipping point" is on our scale — the point at which most alumni begin to give.

This system enables us to support the institution's development efforts in ways we couldn't before. After we ran the initial donor numbers, the first question my colleagues and I asked was, "Who are the alumni who are involved but are not giving?" Through a simple query of our database, we were able to supply the development staff with a list of 70 prospects who had accrued eight or more involvement points and not made a gift. We demonstrated that we've engaged these graduates; it's now the fund-raising team's job to convert them into donors.

A couple of years ago, we — like many alumni relations teams — didn't know how many graduates were involved in the life of the university. Today we can authoritatively say that more than 4,000 are. We've developed a system that just about any alumni office can implement, a simple tool to help quantify the outcomes of our seemingly immeasurable work.

Alumni Involvement Rating Scale
University of Portland
Points Activity

1•Submitting an e-mail address

2•Attending a networking breakfast or lunch, athletics social, pub night, performing arts event, or other institutional event

- •Participating in credit card program
- Auditing a class

3• Holding season tickets to athletics events

- • Attending a scholarship luncheon or campus dedication event
- Endorsing a student applicant

4• Participating in travel programs

- Attending a club event featuring the university president
- Joining the alumni career network
- Being a former leadership team member or class agent

5 Attending reunion

- Serving as a current leadership team or campaign committee member or class agent
- Being a former member of the national alumni board, president's advisory council, or board of regents

6• Serving as a current member of the national alumni

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To establish a benchmark for our first objective, knowing our alumni, we had to define what that means. Many alumni relations programs have quantified this as the number of current mailing addresses they have in relation to the institution's total number of alumni. For our purposes, we set the bar a little higher: a home address and telephone number, business address and telephone number, and e-mail address. We call this a complete basic profile.

While a complete record is our goal, we don't require that every database field be populated for each alumnus. For example, for retired alumni, stay-at-home parents, and many graduate students, business contact information is not available. We code these individuals appropriately in our database so we know their records can be complete without such information.

Although we had a lot of information in our database in June 2000 about our then-17,000 undergraduate alumni — 14,000 current home addresses, 10,000 home telephone numbers, and around 1,000 business addresses, business telephone numbers, and e-mail addresses — we obviously did not have all of this information for most of our alumni. In fact, we had only 450 complete basic profiles. Without a precedent for the amount of data we could expect to compile in a year, we set our goal at gathering an additional 200 complete profiles, approximately one per week for each of our four full-time staff members.

We followed a two-step plan to achieve our goal. First, we hired a firm to help us create an alumni directory for the first time in nine years. We made sure the company knew what information we were looking for and had the ability to deliver it in an electronic form that was compatible with our database.

Second, we made a concerted effort to gather information from our alumni at events and through our standard work procedures, which included everything from collecting business cards at events to updating records whenever we had telephone contact with graduates to harnessing information gathered through the university's annual fund calling program.

The definition of a complete basic profile gave our data collection focus, and within one year we nearly tripled the number of complete profiles we had to 1,350. In other words, we increased what we knew about our alumni by 200 percent.

Engaging Graduates
Our second objective, to increase alumni involvement in the life of the university, was more difficult to define than what it meant to "know" our alumni. Historically, alumni officers have counted heads at events to measure alumni involvement. One of the snags with this approach is that many people attend multiple events, making it easy to double or triple count the same graduate. Also, alumni are involved with the institution in many more ways than simply attending events.

We knew that alumni involvement could take many forms, ranging from providing an e-mail address to stay connected with the institution to serving on the university's board of regents. To capture this broad spectrum, we assigned a point value to each type of activity that an alumnus could participate in, giving higher point values to activities that require greater investments of time, talent, and money.

We began with a three-point scale that assigned one point for an alumnus submitting his or her e-mail address to us, two points for attending events and activities, and three points for serving on a board. We found the scale was not large enough to encompass the many levels of activity, so we expanded it to the six-point scale we currently use. (See the Alumni Involvement Rating Scale.)

This scale accommodates involvement in additional events and service projects; the use of alumni services such as our affinity credit card, travel program, and class auditing; and volunteer participation at additional levels. It also enables us to reflect the increased involvement of volunteer leaders who've recently completed a term of service. Once alumni have served on a board, for example, they often continue to serve the institution in an unofficial yet noteworthy capacity, particularly as advisers during the leadership transition. We record prior leadership involvement for up to two years on a case-by-case basis.

In our system, we assign points throughout the fiscal year to individual graduates' records. At the end of the year, we total these points to see how many alumni are involved in the university and to what degree. We have created eight degrees of involvement that correlate to the number of points accumulated.

At the start of each fiscal year, we reset the counter, but this doesn't necessarily bring each alumnus' count back to zero. We decided that an individual could start the year with as many as 10 points due to ongoing involvement. For example, an alumnus who has given us his e-mail address and is currently working with our alumni career network would start the year with five points: one for the address and four for involvement in the network.

When we started this system in 2000, our goal was to involve 10 percent, or 1,500, of our alumni. Without an internal benchmark, we set this goal based on conversations with other alumni directors who said they considered 10 percent participation or event turnout to be an industry average. By the end of our first fiscal year, we discovered that we already had involved more than 3,600 alumni to some degree. More than half were above the one-point or minimal-involvement level, and the majority of those alumni were also above the five-point level.

For 2001-2002, our goal is to involve 4,000 alumni. To date, we've tracked involvement by more than 4,300. Just about 50 percent, or 2,150 graduates, are at or above the two-point level.

With this measurement system in place, our alumni office has developed some simple strategies to boost the engagement level of alumni who are already involved. As much as possible, we're scheduling annual chapter events on or near the same date each year to build familiarity and encourage repeat attendance. We're also more aggressively promoting events and services through our Web site, regional newsletters, e-mail newsletters, and cross-promotions at events.

Increasing Support

We pursued our third objective, to increase alumni financial support, by demonstrating a correlation between alumni involvement and alumni giving. Our data show that when we "know" our graduates and they are involved, they are more likely to support the university financially. Our overall alumni giving rate is 24 percent. However, 65 percent of alumni at the highest level of involvement — eight or more points — made a gift to the institution in 2001. We're currently determining where the "tipping point" is on our scale — the point at which most alumni begin to give.

This system enables us to support the institution's development efforts in ways we couldn't before. After we ran the initial donor numbers, the first question my colleagues and I asked was, "Who are the alumni who are involved but are not giving?" Through a simple query of our database, we were able to supply the development staff with a list of 70 prospects who had accrued eight or more involvement points and not made a gift. We demonstrated that we've engaged these graduates; it's now the fund-raising team's job to convert them into donors.

A couple of years ago, we — like many alumni relations teams — didn't know how many graduates were involved in the life of the university. Today we can authoritatively say that more than 4,000 are. We've developed a system that just about any alumni office can implement, a simple tool to help quantify the outcomes of our seemingly immeasurable work.

This article comes from CASE Currents February 2002

The Spectrum of Alumni Involvement: *Ways to assess the variety and intensity of connections with graduates have long eluded the profession*

Alumni Involvement Rating Scale
University of Portland
Points Activity

1•Submitting an e-mail address

2•Attending a networking breakfast or lunch, athletics social, pub night, performing arts event, or other institutional event

- •Participating in credit card program
- Auditing a class

3• Holding season tickets to athletics events

- • Attending a scholarship luncheon or campus dedication event
- Endorsing a student applicant

4• Participating in travel programs

- Attending a club event featuring the university president
- Joining the alumni career network
- Being a former leadership team member or class agent

5 Attending reunion

- Serving as a current leadership team or campaign committee member or class agent
- Being a former member of the national alumni board, president's advisory council, or board of regents

6• Serving as a current member of the national alumni

FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT (FERPA)
The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR Part 99) is a Federal law that protects the privacy of student education records. The law applies to all schools that receive funds under an applicable program of the U.S. Department of Education.

FERPA gives parents certain rights with respect to their children's education records. These rights transfer to the student when he or she reaches the age of 18 or attends a school beyond the high school level. Students to whom the rights have transferred are "eligible students."

- Parents or eligible students have the right to inspect and review the student's education records maintained by the school. Schools are not required to provide copies of records unless, for reasons such as great distance, it is impossible for parents or eligible students to review the records. Schools may charge a fee for copies.
- Parents or eligible students have the right to request that a school correct records which they believe to be inaccurate or misleading. If the school decides not to amend the record, the parent or eligible student then has the right to a formal hearing. After the hearing, if the school still decides not to amend the record, the parent or eligible student has the right to place a statement with the record setting forth his or her view about the contested information.
- Generally, schools must have written permission from the parent or eligible student in order to release any information from a student's education record. However, FERPA allows schools to disclose those records, without consent, to the following parties or under the following conditions (34 CFR § 99.31):
    - School officials with legitimate educational interest;
    - Other schools to which a student is transferring;
    - Specified officials for audit or evaluation purposes;
    - Appropriate parties in connection with financial aid to a student;
    - Organizations conducting certain studies for or on behalf of the school;
    - Accrediting organizations;
    - To comply with a judicial order or lawfully issued subpoena;
    - Appropriate officials in cases of health and safety emergencies; and
    - State and local authorities, within a juvenile justice system, pursuant to specific State law.

Schools may disclose, without consent, "directory" information such as a student's name, address, telephone number, date and place of birth, honors and awards, and dates of attendance. However, schools must tell parents and eligible students about directory information and allow parents and eligible students a reasonable amount of time to request that the school not disclose directory information about them. Schools must notify parents and eligible students annually of their rights under FERPA. The actual means of notification (special letter, inclusion in a PTA bulletin, student handbook, or newspaper article) is left to the discretion of each school.

For additional information or technical assistance, you may call (202) 260-3887 (voice). Individuals who use TDD may call the Federal Information Relay Service at 1-800-877-8339.

Or you may contact us at the following address:

Family Policy Compliance Office
U.S. Department of Education
400 Maryland Avenue, SW
Washington, D.C. 20202-5920

UNIVERSITY OF MICHIGAN ALUMNI RECORD UPDATE

Policy Regarding Use and Release of Donor and Alumni/ae Information

This policy relates to all information about alumni and donors of the University of Michigan. The University of Michigan owns this information and the Office of the Vice President for Development is responsible for its use and release. This policy regarding use and release of donor and alumni information is issued by the Office of the Vice President for Development (OVPD) and is applicable to all campuses and facilities of the University of Michigan. It is intended to allow development personnel and alumni relations' personnel to use information about our alumni and donors while insuring that their privacy is protected to the fullest extent permitted by law. The information must not be given, sold, traded, exchanged, etc., to people or institutions not affiliated with the University of Michigan.

DONOR RELATED INFORMATION

A. GENERAL STATEMENT.
Donor information shall not be released except as permitted under this policy or as required by law.

B. DEFINITION OF DONOR INFORMATION.
Donor information is defined as the name, any address, telephone number, gift history, or any other information pertaining to a donor or potential donor to the University of Michigan, which is gathered by the OVPD, a development office of any college, school or unit within the University of Michigan, or any other University employee for development purposes.

C. ACCESS AND USE OF DONOR INFORMATION.
Donor information may be accessed only by University employees who are authorized pursuant to SPG 602.10 and who have a need to know in order to perform an authorized University function or activity. Donor information shall be used solely for development purposes in accordance with applicable policies.

D. REQUESTS FOR DONOR INFORMATION.
Any requests for donor information by any persons or entities not authorized to receive such information under SPG 602.10 should be directed to the Freedom of Information Office for handling.

E. NONCOMPLIANCE.
Failure to comply with this policy may result in denial of future access to donor information and other disciplinary action up to and including termination.

ALUMNI RELATED INFORMATION

A. GENERAL STATEMENT.
Alumni information will not be released except as permitted under this policy or as required by law.

B. DEFINITION OF ALUMNI INFORMATION.
Alumni information is defined as the name, any addresses, telephone numbers or any other information pertaining to an alumnus of the University of Michigan, which is gathered after the individual is no longer

enrolled as a student.

C. ACCESS AND USE OF ALUMNI INFORMATION.
Only University employees who have a need to know in order to perform an authorized University function or activity may access alumni information. Alumni information shall be used for alumni relations purposes and development purposes in accordance with all applicable policies.

1. Units may release information to volunteers they designate to use information for such purposes as peer screening, planning reunions, assisting alumni clubs, and the like.
2. Each unit is responsible for ensuring that its designated volunteers use and distribute the information in the appropriate manner for its authorized function or activity and that the volunteers understand their responsibility to maintain the confidentiality of the information pursuant to these guidelines.

D. RELEASE OF ALUMNI INFORMATION BY OVPD/ARO WITHOUT PRIOR PERMISSION OF ALUMNI. The Office of Vice President for Development/Alumni Records Office ("OVPD/ARO") will perform the following functions with respect to requests for alumni information without prior permission of the alumni:

1. Forward Requests. Forward requests from an alumnus or alumna seeking the address of other alumni .

2. Associated Organizations. Alumni information may be released to organizations associated with the University, but not under Regental control, only if the organization certifies in writing that:

a. It will use the information only in an activity that will directly serve a function of the University. For student related organizations, the Vice President for Student Affairs or his or her designee must certify that the use of the requested alumni information will serve a University function. The OVPD/ARO will have the final authority to determine if an activity will directly serve a function of the University.

b. It will not use the information for any other purpose.

c. It shall not release or disclose the information to any third party. It shall not release the information to a person affiliated with the organization unless that person has a need to know and that person agrees to maintain the confidentiality of the information pursuant to these guidelines.

d. The organization agrees to return or destroy all copies and/or versions of the alumni information in whatever form received or maintained once the activity is completed.

3. Alumni Directories. OVPD/ARO shall provide alumni information to University of Michigan schools, colleges and units wishing to publish an alumni directory pursuant to the Guidelines for Alumni Directories.

E. RELEASE OF ALUMNI INFORMATION WITH PRIOR PERMISSION OF ALUMNI.|
Alumni information may be released in the following circumstances only with the prior written permission of individual alumni:

1. Shared Alumni. OVPD/ARO will release alumni addresses and telephone numbers to other institutions of higher education on shared alumni when the alumnus or alumna whose information is being requested have given written permission to release such information.
2. Other Alumni. Alumni information may be released to alumni when the alumnus or alumna whose information is being requested has given written permission to release such information.

3. Recruiting Firms. Requests from management recruiting firms will be forwarded to the appropriate unit placement office for service as authorized by its alumni clients.

F. RELEASE OF ALUMNI INFORMATION UNDER OTHER CIRCUMSTANCES.
Alumni information may be released under the following circumstances.

1. Law Enforcement Agencies. Requests from law enforcement agencies for alumni information should be directed to the Department of Public Safety.
2. Subpoena Or Court Order. Alumni information will be released pursuant to court order or lawfully issued subpoena. Questions regarding court orders and subpoenas should be directed to the Office of the General Counsel.
3. All Other Requests. All other requests for alumni information from persons or entities should be directed to the Freedom of Information Office for handling.

G. NONCOMPLIANCE.
Failure to comply with this policy may result in denial of future access to donor and alumni information and other disciplinary action up to and including termination.

Questions? Contact the Alumni Records Office of the University of Michigan:
734-647-6190 9:00 am - 4:00 pm, Eastern Standard Time, Monday-Friday
or email us at: dev.ARO@umich.edu

Cornell University Policy Library -- Policy 4.12

DATA STEWARDSHIP AND CUSTODIANSHIP

Volume 4, Governance/Legal
Chapter 12, Data Stewardship and Custodianship
Responsible Executive: Provost
Responsible Office: Division of Planning and Budget
Originally Issued: May 29, 2003
Errors or changes? Email us.

CONTENTS

POLICY STATEMENT

The university expects all stewards and custodians of its administrative data to manage, access, and utilize this data in a manner that is consistent with the university's need for security and confidentiality. Cornell University administrative functional areas must develop and maintain clear and consistent procedures for access to university administrative data, as appropriate.

REASON FOR POLICY

The university facilitates access to data supporting the work of those with official educational or administrative responsibilities within the institution; ensures that data access restrictions are based on legal, ethical, competitive, and practical considerations; and informs stewards and custodians of university administrative data of their responsibilities.

ENTITIES AFFECTED BY THIS POLICY

- Endowed Ithaca and Contract Colleges of the University, (excluding the Joan and Sanford I. Weill Medical College)

WHO SHOULD READ THIS POLICY

- All Members of the Cornell University Community

- Anyone granted access to Cornell University data

RELATED DOCUMENTS

University Documents	Other Documents
Abuse of Computers and Network Systems	Americans with Disabilities Act of 1990 The Electronic Communications Privacy Act of 1986 (ECPA) Federal Educational Rights and Privacy Act of 1974 (FERPA) Health Insurance Portability and Accountability Act of 1996 (HIPAA)
Campus Code of Conduct	
Code of Academic Integrity	
Office of Human Resource Policy 6.13.4, Personnel Files	
University Policy 4.1, Formulation and Issuance of University Policies	
University Policy 4.4, Access to Cornell Alumni Affairs Information	
University Policy 4.5, Access to Student Information	
University Policy 4.6, Standards of Ethical Conduct	
University Policy 4.7, Retention of University Records	
University Policy 5.1, Responsible Use of Electronic Communications	

CONTACTS

If you have questions about specific issues regarding University Policy 4.12, Data Stewardship and Custodianship, contact the following offices:

Subject	Contact	Telephone
Policy Clarification	Unit Administrative Office Vice President, Planning and Budget	 (607) 255-0155
Alumni Affairs and Development Data	Vice President for Alumni Affairs and Development	(607) 255-5142
Facilities Data	Associate Vice President, Facilities Services	(607) 255-4394

Financial Data	Vice President for Financial Affairs and University Controller	(607) 255-4242
Human Resources Data	Vice President, Human Resources	(607) 255-3621
Implementation	Vice President, Planning and Budget	(607) 255-0155
Information Technology Data	Vice President, Information Technologies	(607) 255-7445
Planning and Budget Data	Vice President, Planning and Budget	(607) 255-0155
Sponsored Research Administrative Data	Vice Provost for Research	(607) 254-4906
Student Services Data	Vice President, Student and Academic Services	(607) 255-7595

To call any campus number from 253, 254, or 255, dial only the last five digits.

DEFINITIONS

These definitions apply to these terms as they are used in this policy.

Custodian	An individual who possesses or has access to data, either electronically or otherwise.
Functional Area	The eight administrative functional areas of the endowed-Ithaca and contract colleges of the university are: alumni affairs and development, facilities, finance, human resources, information technologies, planning and budget, sponsored programs, and student services.
Legitimate Interest	A need for administrative functional area data that arises within the scope of university employment and/or in the performance of authorized duties.
Steward	An individual with the responsibility for coordinating the implementation of this policy through a) the establishment of definitions of the data sets available for access and b) the development of policies and/or access procedures for those data sets.
University Administrative Data	Administrative functional area data, in any form, including that stored centrally as well as in colleges and departments.

PROCEDURES

Purpose of this Policy

The proper stewardship and custodianship of university administrative data will facilitate access to data that supports the work of those with official educational or administrative responsibilities within the institution, consistent with legal, ethical, competitive, and practical considerations and inform users and custodians of data of their responsibilities.

Note: Nothing in this policy precludes or addresses the release of institutional data to external organizations or governmental agencies as required by legislation, regulation, or other legal vehicle.

This policy serves two primary purposes:

1. It classifies different types of university administrative data in eight central administrative functional areas of the university, assigning stewardship responsibilities in each to an individual or designee.

2. It sets forth a standard for custodianship of university administrative data, and requires data stewards to coordinate implementation of this policy for that administrative area, adhering to these standards. For examples of this implementation, see University Policy 4.4, Access to Cornell Alumni Affairs Information and University Policy 4.5, Access to Student Information.

Stewardship

The table that follows shows the eight administrative functional areas of the university and their respective data stewards. Data stewards are responsible for establishing definitions of the available administrative data sets and developing access procedures for those data sets, as appropriate.

Table 1
Administrative functional areas of the university and their respective data steward

Alumni Affairs and Development Data	Vice President for Alumni Affairs and Development
Facilities Data	Associate Vice President, Facilities Services
Financial Data	Vice President for Financial Affairs and University Controller
Human Resources Data	Vice President, Human Resources
Information Technology Data	Vice President, Information Technologies
Planning and Budget Data	Vice President, Planning and Budget
Sponsored Research Data	Vice Provost for Research
Student Services Data	Vice President, Student and Academic Services

Custodianship

Anyone who possesses or has access to university administrative data, either electronic or otherwise, is a custodian of this data. Custodianship and its associated responsibilities apply to individuals who dispense or receive data. Improper maintenance, disposal, or release of university administrative data exposes the university to significant risk (see the "Improper Custodianship" segment of this document).

Therefore, those who request, use, possess, or have access to university administrative data must agree to certain guidelines. Below are examples of some of these guidelines in the form of general prohibitions that apply to all areas. Data stewards will issue detailed guidelines for each functional area.

General Prohibitions

You must not access, manipulate, or change data in the following ways without prior authorization from your supervisor. In addition, you may only access, manipulate, or change data as required to fulfill your assigned university duties.

Note: These examples are illustrative, not exhaustive.

- Do not change data about yourself or others for other than usual business purposes. Do not use information (even if authorized to access it) to support actions by which individuals might profit (e.g., a change in salary, title, or band level; a better grade in a course). Do not disclose information about individuals without prior supervisor authorization.

- Do not engage in what might be termed "administrative voyeurism" (e.g., tracking the pattern of salary raises; determining the source and/or destination of telephone calls or Internet protocol addresses; exploring race and ethnicity indicators; looking up grades), unless authorized to conduct such analyses.

- Do not circumvent the nature or level of data access given to others by providing access or data sets that are broader than those available to them via their own approved levels of access (e.g., providing a university-wide data set of human resource information to a coworker who only has approved access to a single human resource department), unless authorized.

- Do not facilitate another's illegal access to Cornell's administrative systems or compromise the integrity of the systems data by sharing your passwords or other information.

- Do not violate university policies or federal, state, or local laws in accessing, manipulating, or disclosing university administrative data.

Note: These prohibitions do not apply to self-service applications designed to permit you to change your own data, such as Who I Am, Employee Essentials, Just the Facts, etc.

Note: A custodian may be asked to sign an Access to University Data Agreement (see the "*Forms*" Section of this document).

Granting Access to Others

Custodians of university administrative data may release this data only to individuals with a legitimate interest in the data (see "*Definitions*"), and only to individuals who are either a) employees or volunteers of the university accessing data to perform assigned duties, or b) employees of or under contract to the university accessing data to perform special tasks, such as outside attorneys, external auditors, or other consultants.

Note: Access to university administrative data should be, whenever possible, to the data necessary to perform the task. In addition, the individual with the legitimate interest must remain mindful of any applicable law or policy specifically related to the handling and/or disclosure of that data (e.g., educational records under the Family Educations Records Privacy Act, codified in University Policy 4.5, Access to Student Information).

Improper Custodianship

In assuming responsibility for the interpretation and use of university administrative data, custodians are expected to recognize the following potential consequences of their improper custodianship.

Entity	Possible Consequence
University	- loss of funding- lawsuits - loss of employee and student faith and trust
Individual or Group	- violation of privacy - grievous bodily harm and/or mental duress - loss of opportunity or exclusion - discrimination
Violator	- disciplinary action, including fines, suspension, or dismissal - loss of credibility - lawsuits from the university or individuals

Suspected violations will be investigated by the appropriate office, and disciplinary measures may be taken in accordance with applicable regulations or university policy, up to and including termination.

RESPONSIBILITIES

The major responsibilities each party has in connection with University Policy 4.12, Data Stewardship and Custodianship, are as follows:

Data Custodian (see "*Custodianship*")	Release university administrative data only to an individual who has a legitimate interest in the data, and only to one who is either a) an employee or volunteer of the university accessing data to perform assigned duties, or b) an employee of or under contract to the university accessing data to perform a special task, such as an

	outside attorney, external auditor, or other consultant. Access, use, and disclose university data responsibly. Recognize the consequences of improper custodianship of university data.
Data Steward (see "*Stewardship*")	Coordinate implementation of this policy for his or her administrative area. Develop access procedures, in concordance with this policy, for university administrative data.
Supervisor	Authorize access to university administrative data only when appropriate and required to fulfill assigned university duties.

FORMS

To comply with University Policy 4.12 you may need to complete the agreement below.

Form	**URL**
Access to University Data Agreement	http://www.policy.cornell.edu/CM_Images/Uploads/POL/vol4_12-DaAgreement.pdf

COUNCIL FOR ADVANCEMENT AND SUPPORT OF EDUCATION

Talking Points: Track Records

Understanding FERPA and what it means for advancement

The U.S. Family Educational Rights and Privacy Act, designed to protect students' privacy, is complicated but important for advancement officers understand. This article covers FERPA-related access issues, including student and alumni records.

By Alan S. Hejnal

As greater numbers of people express concerns about privacy issues and lawmakers enact legislation to protect privacy, it can be hard to keep track of what these issues mean for higher education institutions, including their advancement operations. The U.S. Family Educational Rights and Privacy Act, in particular, continues to confound U.S. advancement officers as they attempt to interpret it.

Passed in 1974, FERPA protects students' privacy rights, defines education records (those that are directly related to a student and that an education agency, institution, or a party acting for the agency or institution maintains), and restricts their use and disclosure. FERPA applies to any education institution or agency that receives federal funds.

FERPA states that, with specific exceptions, education-related information is private and should be treated as confidential. It grants specific rights to parents or guardians of students under age 18, including the right to control the release of information and to review and correct education records. It transfers rights to "eligible students" when they turn 18 or attend a postsecondary education institution.

FERPA and advancement

What does this have to do with advancement? After all, don't advancement officers work primarily with alumni records, not student records? For better or worse, it's not quite that simple.

FERPA's definition of "student" is not limited to current students. FERPA defines a student as "any individual who is or has been in attendance at an educational agency or institution."

Applying FERPA t6 the data advancement officers use is complicated because there can be as many as five provisions that determine whether the law restricts using particular data for a particular purpose. Advancement officers must consider whether the data apply to individuals only after they were students; the data are about a former student and are considered directory information; the data are about a current student, are ' Council for Advancement and Support of Education - Talking Points: Track Records Page 2 of 4 considered directory information, and have not been further restricted by the student; the data are being used for a legitimate educational purpose; and the data are considered applicant data rather than student data.

Directory information

FERPA states that "records that only contain information about an individual after he or she is no longer a student at that agency or institution" are not considered student records. But advancement officers use information about individuals while they were students: their name, class year, degree, major, awards, participation in athletics, and so on. Fortunately, there is an exception to FERPA that benefits advancement: the use of directory information.

Directory information, broadly speaking, is information that generally would not be considered harmful or an invasion of privacy if disclosed. Each institution must define what it considers directory information and give parents and eligible students notice of these definitions. It might include a student's name, address, telephone number, date and place of birth, major, participation in recognized activities and sports, weight and height for members of athletic teams, dates of attendance, and degrees and awards received.

In general, provided an institution has given notice of its directory information policy and offered parents and students the opportunity to opt out of the policy, institution officials can make public and otherwise use any data they have defined as directory information without prior written consent from the parent or eligible student. Does this mean that advancement officers need to keep track of any restriction of directory information alumni might have made while they were students? Fortunately, no. Institution officials may use or disclose directory information about former students without making provisions for them to further restrict the information.

Institution leaders can define much of the information advancement officers use as directory information.

Legitimate education interest

FERPA also includes an exception that permits institution officials who have a "legitimate education interest" to use information from education records. Here again, each institution needs to disclose its criteria for determining who is a campus official and what constitutes a legitimate education interest.

This is important because advancement officers often would like to use nondirectory information from the education record - a Social Security number to locate a current address for a lost alumnus, for example, or parent data from the student record systems. FERPA protects this information, and advancement officers can use it only if such use qualifies as an exception to the privacy protections.

The U.S. Department of Education's model disclosures state that "A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibility." (It's worth noting that the definition of school official in the model disclosures includes persons or companies with whom the institution has contracted to perform a special task.)

For most institutions, there are strong, legitimate educational objectives in maintaining contact with alumni. Advancement officers cannot build or maintain relationships with alumni without being able to locate them.

Still, institutions vary in their interpretation of FERPA and in their assessment of what qualifies as a legitimate educational interest. Some institutions have decided that finding lost alumni, or even fund raising in general, are not legitimate education interests. These institutions do not give their advancement staffs access to nondirectory information or restricted directory information that falls under FERPA.

Applicant records

There is still one more piece to the FERPA puzzle. In response to particular inquiries and complaints, the Education Department has determined that FERPA does not apply to *applicants* to institutions, only to students, and that applicants don't become students until their first class. General counsel at some institutions have interpreted this to mean that advancement officers can use data collected from applicant or prospective student records. So even though an institution may not consider fund raising a legitimate educational purpose, applicant data can be used for fund raising.

Review the situation

Advancement managers should review the information the advancement office uses and its status under the institution's definitions of directory information and legitimate education interest.

Consider the problem of finding lost alumni. Typically, an institution's definition of legitimate education interest would allow advancement officers to use the Social Security number for this purpose, even though it is considered nondirectory information from the student record. Faced with an institution that takes a very restrictive definition of legitimate education interests, however, advancement officers might be able to use directory information such as the individual's exact name and exact birth date instead. Some lost-alumni services work almost as well with that combination of information.

It's an especially/good idea to consider FERPA implications whenever the advancement office launches new initiatives that require information that is or might be considered part of the student record.

Additional considerations

There's more to FERPA than this brief overview has covered. Information that is otherwise restricted must be disclosed in other specified circumstances, such as to comply with a judicial order or lawfully issued subpoena or to allow accrediting agencies to carry out their functions. (See "Spotlight on Safety" in the January 2004 issue.) Certain types of information are not considered part of the student record, such as student health records. Most of this additional detail should not affect advancement operations very often.

Because FERPA's rules related to legitimate education interest are worded in terms of campus officials, there might be additional complexities for separately incorporated alumni associations or foundations. For this reason, some separate alumni associations do not have access to nondirectory information from the education record, but their staffs work with employees of the institution who do. In any case, advancement officers should take extreme care whenever providing information outside the institution.

FERPA is only one of many privacy - related laws that might apply to U.S. institutions. Others include Gramm-Leach-Bliley, the Health Insurance Portability and Accountability Act, and state laws. If an official or group at the institution is charged with making and enforcing privacy policies, someone from the advancement office should participate or at least keep in contact.

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About the Author

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THE ALUMNI ASSOCIATION OF THE
CITY COLLEGE OF NEW YORK INC.

BY-LAWS
(as last revised December 2005)

P R E A M B L E

The purpose of the Corporation shall be to promote the general welfare of The City College of The City University of New York and its alumni, to establish beneficial relationships between The City College and its alumni, to advance the principles of free public higher education without regard to race, creed, color or national origin, and to promote the ideals enunciated in The Ephebic Oath of The City College.

ARTICLE I - MEMBERSHIP

There shall be four classes of membership: Member, Associate Member, Honorary and Life.

Section 1. MEMBER

a. ELIGIBILITY

Any person who has received from any school and/or division of The City College of The City University of New York a graduate or under-graduate degree, diploma or certificate shall be eligible to become a Member.

b. PRIVILEGES AND OBLIGATIONS

Any person meeting the requirements of Section 1(a) shall become a Member by submitting an application to the Secretary together with dues for the year in which that individual applies for membership. Dues shall be contributed in accordance with dues schedules as promulgated by the Board of Directors.

Members in good standing ("good standing" to mean currently paid up for at least sixty (60) days prior to any date on which the status of their membership shall be in question) shall be eligible to hold office and vote on all matters submitted to the membership, subject only to restrictions elsewhere stated in these By-Laws.

Members in good standing also shall be entitled to subscriptions to Association publications and such other benefits as may from time to time become or be made available to the membership.

Section 2. ASSOCIATE MEMBER

a. ELIGIBILITY

All students or former students of The City College not meeting the requirements for Member, members of the Faculty or staff, former members of the Faculty or staff of The College, spouses and children of alumni of The College, as well as parents of graduates, shall be eligible to become Associate Members.

b. PRIVILEGES AND OBLIGATIONS

Any person meeting the requirements of Section 2(a) shall become an Associate Member by submitting an application to the Secretary. Associate Members in good standing shall have all the privileges of Members except holding office or serving on the Board of Directors of the Alumni Association. Dues for Associate Members shall be contributed in accordance with dues schedules as promulgated by the Board of Directors.

Section 3. HONORARY

All persons not eligible for either of the foregoing classes and who shall be elected by the Board of Directors, shall be Honorary Members. Honorary Members shall have all the privileges of membership hereinafter provided except voting and holding office.

Section 4. LIFE

The Board of Directors may from time to time fix requirements under which eligible persons may become Life Members. All Life Members of the Corporation shall be eligible to vote at any regular or special meeting of the Corporation.

Section 5. ***<u>FISCAL YEAR</u>***

The fiscal year on which the Corporation's books shall be kept and on which dues payments shall be based and any adjustments in dues made necessary if the fiscal year is changed, shall be determined by the Board of Directors. An annual audit is to be prepared and submitted to the Board of Directors.

ARTICLE II - CONSTITUENT SOCIETIES, LOCAL AND REGIONAL CHAPTERS AND AFFILIATE GROUPS

Section 1. ***<u>CONSTITUENT SOCIETIES</u>***

Members of the Corporation shall also be members of its Constituent Societies, The Business & Economics Alumni Society of The City College, The Engineering School Alumni of The City College, and any others that hereafter may be formed along school lines and which are recognized as Constituent Societies by the Board of Directors. Each constituent school society shall include all alumni of other schools who may voluntarily join because of professional or other interests.

Section 2. ***<u>LOCAL AND REGIONAL CHAPTERS</u>***

Members of the Corporation who reside in any city, community or region outside of the City of New York, may organize a local society which shall, upon the approval of the Board of Directors of its application therefore, become a component part of the Alumni Association. The Board of Directors shall determine the requirements for admission of such chapters.

Section 3. ***<u>AFFILIATE GROUPS</u>***

Members of the Corporation may organize, upon the approval of the Board of Directors, affiliate (common interest) groups whose interests are directed at the development or enhancement of a specific curricular core or extracurricular activity at the College. The Board of Directors shall determine the requirements for admission of such groups.

Section 4. <u>FINANCIAL ASSISTANCE</u>

Each constituent school society shall be entitled to receive $1.00 from each active voting membership contribution received by the Alumni Association from a member of that constituent school society: nothing in this section shall be construed as prohibiting such additional financial assistance from the Corporation as the Board of Directors may from time to time determine.

Section 5. <u>SOLICITATION OF DONATIONS</u>

Constituent Societies, local and regional chapters, and affiliate groups shall not solicit donations, nor shall they accept donations or bequests without approval of the Board of Directors of the Corporation. They shall direct all offers of donations, and refer all proposals for the solicitation of donations, to the Corporation for its consideration.

Section 6. <u>SUPERVISION</u>

In addition to any other actions which the Board of Directors may choose to take, it may terminate or suspend the operations of, remove or suspend the officers and directors of, or withhold financial support and services from any Constituent Society, local or regional chapter or Affiliate Group which violates these By-Laws or any rule or regulation adopted by the Board of Directors.

ARTICLE III - <u>BOARD OF DIRECTORS</u>

Section 1. <u>NUMBER OF DIRECTORS</u>

a. The Corporation shall have Class A, B and C Directors as follows:

Class A - thirty-six (36) each serving three year terms.

Class B - from seven (7) to twenty-seven (27) in number.

Class C - the number depending on the membership in the Constituent Societies and Affiliate Groups as noted in Section 2(e) below.

Class B and Class C Directors' terms are for one (1) year.

b. ***Of the said thirty-six (36) Class A Directors herein mentioned, at least twelve (12) shall be elected at each Annual Meeting. All Class B and Class C Directors shall be elected at the Annual Meeting.***

c. ***No Class A Director who has served two full consecutive terms shall be eligible for reelection as a Class A Director for the year succeeding the completion of his second term. No Class C Director, except the President of a Constituent Society or Affiliate Group, can serve more than six consecutive one year terms.***

d. ***A President of the Corporation who has served three full consecutive terms shall not be eligible for reelection as President for the year succeeding the completion of the third term.***

Section 2. *QUALIFICATIONS AND ELECTION OF THE BOARD OF DIRECTORS*

a. ***Class A and Class B Directors shall be elected by and from the members of the Corporation. Class C Directors shall be nominated by their respective Boards of Directors of each Constituent Society or Affiliate Group and shall be members in good standing of the Corporation.***

b. ***For the purpose of electing Class A Directors at the time of each Annual Election, the alumni membership shall be divided into groups by decade of graduation with alumni members graduating more than fifty (50) years considered as one group. Each decade group shall be allocated one (1) eligible seat as Class A Director for each five hundred (500) members as of June 30th of the most recent membership year. Any open slots are to be considered as "at large" seats.***

c. ***No more than three members from any one college class can serve as Class A Directors at any one time.***

d. ***All Officers of the Corporation, except the Vice-President for The Engineering School Alumni Affairs and the Vice-President for The Business & Economics Alumni Society Affairs, (which two officers serve as Class C Directors), shall be Class B Directors by virtue of their election for the duration of their terms of office. All Presidents of the Alumni Association shall be eligible for nomination and election as Class B Directors for Life during the year that their terms expire.***

e. Each Constituent Society and Affiliate Group shall be allocated one seat for its incumbent President and one additional seat. For each five hundred (500) members beyond one thousand (1000) members as of June 30th of the most recent membership year, one additional seat shall be allotted to the respective Constituent Societies and Affiliate Groups.

f. All Officers and Directors shall serve until their successors shall have been elected.

g. No Director can serve in more than one voting Class A, B or C at a time.

Section 3. VACANCIES

Vacancies in the Board of Directors and in all elective offices and committees shall be promptly filled by the Board of Directors subject to restrictions contained in Section 2 of this Article. Persons elected to fill such vacancies shall serve until the next Annual Election.

Section 4. POWERS OF THE BOARD

The Board of Directors shall conduct the business of the Corporation. It shall have the power to constitute such committees as it deems necessary with such powers and duties as it may prescribe.

Section 5. REGULAR MEETINGS

The Board of Directors shall meet regularly at least four times during each year, at such times and places as the Board may prescribe.

Section 6. SPECIAL MEETINGS

Special meetings of the Board shall be called by the President when deemed necessary or upon the request in writing of not less than five (5) members of the Board and shall be scheduled at the earliest reasonable date. Such meetings shall consider only such business as shall be contained in the notice of the meeting.

Section 7. __QUORUM__

The Directors may, by resolution from time to time, fix the number, not less than one-third of its voting membership which shall constitute a quorum at their meeting.

Section 8. __HONORARY DIRECTORS__

The Board of Directors shall have the power to elect not more than twenty (20) Honorary Directors of the Board of Directors for a term of three years who shall have the right to attend and speak at Board meetings, but shall not have any vote.

ARTICLE IV - __OFFICERS__

Section 1. __OFFICERS__

There shall be the following Officers who shall serve for a term of one year, and until their successors are duly installed:

a. President
First Vice-President
Second Vice-President
Third Vice-President
Secretary
Treasurer
Historian
Vice-President for The Engineering School Alumni Affairs
Vice-President for The Business & Economics Alumni Society Affairs

b. An Assistant Secretary (ies), Assistant Treasurer(s), and an Assistant Historian(s) may be elected by the Board of Directors at their discretion; however, they shall not be Class B Directors by reason of their office.

c. The Officers except the Vice-President for The Engineering School Alumni Affairs and the Vice-President for The Business & Economics Alumni Society Affairs shall be elected by and from the membership of the Corporation as hereinafter provided. The President of the Engineering School Alumni shall be the Vice-President for The Engineering School Alumni Affairs. The President of The Business & Economics Alumni Society shall be the Vice-President for The Business & Economics Alumni Society Affairs.

d. College employees, consultants or contractors paid by The City College of New York shall not serve as elected Officers of The Alumni Association of The City College of New York Inc.

Section 2. DUTIES OF OFFICERS

a. The President and the First, Second and Third Vice-Presidents shall discharge the usual duties attendant upon their respective offices. In the event of the absence, disability or death of the President, the First, Second and Third Vice-Presidents in the order of official rank, shall act as President with all powers of the President. (Neither the Vice-President for The Engineering School Alumni Affairs nor the Vice-President for The Business & Economics Alumni Society Affairs shall be in the order of succession in the event of the absence, disability or death of the officers above enumerated.)

b. The Secretary shall keep a record of the proceedings of the Corporation, of the Board of Directors, and of the committees, as may be required. The Secretary shall be the custodian of the seal and the records of the Corporation. The Secretary shall send out notices of all meetings and keep the roll of members.

c. The Treasurer shall have charge of the finances of the Corporation and shall keep the books and financial records thereof. The Treasurer shall be required to make a report in writing at the Annual Meeting of the Corporation or whenever called upon by the Corporation or its Board of Directors. The Treasurer shall be required to furnish a bond for the faithful performance of the Treasurer's duties.

d. The Historian shall prepare an annual history of The College and its alumni as well as an annual necrology.

e. All checks, drafts, or other instruments for the payment of money shall be signed by two officers, in a manner to be prescribed by the Board of Directors.

Section 3. TERMS OF OFFICE

Officers and Directors of the Corporation shall take office on July 1st of the year in which they are elected.

ARTICLE V - MEETINGS OF THE CORPORATION

Section 1. ANNUAL MEETING

The Annual Meeting of the Corporation shall be held between April 1st and June 15th, at a time and place to be set by the Board of Directors.

Section 2. SPECIAL MEETINGS

Special Meetings of the Corporation shall be called by the President pursuant to resolution by the Board of Directors or upon the written request of not less than twenty-five Active Members of the Corporation representing at least five College classes, stating the object, which also must be stated on the notice of such meeting; no business shall be transacted at such meetings except as set forth in the notice of the meeting.

Section 3. QUORUM

At any regular or special meeting of the Corporation, twenty-five (25) members shall constitute a quorum. In the event a quorum is not present at any such meeting, it may be adjourned to a future date by those present, of which notice shall be given to the membership.

Section 4. VOTING LIST

The Treasurer shall prepare and have available at every regular or special meeting a list of the members qualified to vote at such meeting.

ARTICLE VI - NOMINATIONS AND ELECTIONS

Section 1. NOMINATING COMMITTEE

a. NUMBER, ELECTION AND PERIOD OF SERVICE

There shall be a Nominating Committee of eleven members of the Corporation, at least three of whom shall be voting members of the Board of Directors of the Alumni Association. At least one member of the Committee shall be a representative of each of the Constituent Societies. At each Annual Meeting, members shall be elected for a period of three years to succeed those whose terms expire; or to complete the unexpired terms of those whose places become vacant. Interim vacancies in the Nominating Committee shall be filled by the

Board of Directors until the next Annual Meeting.

b. ***ROTATION***

No member of the Nominating Committee shall be eligible for immediate re-election to said Committee.

c. ***LIMITATION OF ELIGIBILITY***

No member of the Nominating Committee shall be eligible for nomination as an officer or as a member of the Board of Directors of the Alumni Association.

d. ***PROCEDURE***

The Nominating Committee shall nominate at least one candidate for each office and each vacancy on the Board of Directors of the Corporation at each election.

e. The Nominating Committee shall nominate successors for those of its members whose terms expire each year and to fill such vacancies as may occur.

f. ***SCHEDULE OF ACTION***

Not less than one hundred and twenty (120) days prior to the date of the Annual Meeting, the Nominating Committee shall request in writing suggestions for officers, members of the Board of Directors and for Committees to be elected by the general membership from the members of the Board of Directors of the Alumni Association, the members of the Boards of Directors of the Constituent Societies, Presidents of Affiliate Groups and Chapters, and Committee Chairpersons.

The Nominating Committee shall meet to begin consideration of all nominations not less than one hundred five (105) days prior to the Annual Meeting. Not less than ninety (90) days prior to the date of the Annual Meeting the Nominating Committee shall publish for the benefit of those previously notified above, a panel of names from which the final selections shall be made and shall request comments in writing within fifteen (15) days.

No person shall be nominated for a Class A Directorship unless that individual's name shall have been communicated in writing in the above panel. The final selection meeting of the Nominating Committee shall be held not less than seventy (70) days prior to the date of the Annual Meeting.

Section 2. *__NOTICE__*

Not less than sixty (60) days before the date of the Annual Meeting, the Nominating Committee shall transmit its nominations and report in writing to the Secretary of the Corporation and the Secretary shall notify the Board of Directors in writing of said report. These nominations and the report shall be kept available by the Secretary at the offices of the Corporation for inspection by any member. The Secretary shall publish this list for the information of the general membership at least forty (40) days prior to the Annual Meeting, and shall at the same time transmit to the membership the contents of Section 3 of this Article.

Section 3. *__NOMINATION BY OTHERS__*

Any ten Active Members of the Corporation of at least three College Classes may propose in writing, over their own signatures, addressed to the Secretary, the names of candidates for any or all offices or committees to be voted upon by the membership. These nominations shall not be limited by the classifications contained in Article III, Section 2. The nominations so made shall be filed with the Secretary not less than twenty (20) days before the date of the Annual Meeting at which such officers or committees are to be elected. The names of such candidates shall be printed on the same ballot with those of the candidates submitted by the Nominating Committee, but in a separate column and under the designation of the respective offices for which they have been duly nominated. The name of no candidate nominated shall be duplicated on said ballot as a candidate for the same office.

Section 4. *__COMMITTEE ON ELECTIONS__*

When the Board of Directors is informed by the Secretary that nominations as set forth in Article VI, Section 3 have been received, the Board of Directors shall prescribe in writing the rules and regulations which shall govern the election. The President shall appoint annually a committee on elections which shall be responsible for conducting the elections at the Annual Meeting. The Secretary of the Corporation shall be a member of the Elections Committee ex-officio.

Section 5. *__VOTE REQUIRED FOR ELECTION__*

All elections to be held pursuant to these By-Laws shall be determined by a plurality vote.

Section 6. LIMITATIONS ON NOMINATION

Except as hereinbefore provided, no nomination for offices or committees shall come before any Annual or Special Meeting of the Corporation.

ARTICLE VII - COMMITTEES

Section 1. STANDING COMMITTEES

These shall be the following Standing Committees appointed by the President, with such duties as are outlined in these By-Laws and such additional duties as are outlined in these By-Laws and such additional duties as may be prescribed from time to time by the President or by the Board of Directors.

a. ALUMNI SERVICE AWARDS COMMITTEE

This Committee shall consist of nine members of the Corporation who have previously been awarded Alumni Service Medals. It shall be charged with the responsibility each year of recommending not more than five graduates and former students of The College who, on the basis of their service to The College accomplished through alumni activity, the Committee considers worthy of this award. The names so chosen shall be reported to the Secretary of the Corporation for transmittal to the Board of Directors each year not less than forty-five (45) days before the date of the Annual Meeting of the Corporation. If approved by the Board of Directors, the persons named by this Committee shall receive Alumni Service Awards at a time appointed by the Board of Directors.

b. BUDGET AND ALUMNI OFFICE COMMITTEE

It shall be responsible for the efficient operation of the alumni office and the insurance program approved by the Alumni Association. It shall prepare together with the Treasurer of the Corporation and the Executive Vice-President or, if none then the Executive Director, an annual budget for approval by the Board of Directors. The Committee shall recommend to the Board of Directors the appointment of a certified public accountant to audit the books annually.

c. ***BY-LAWS COMMITTEE***

The By-Laws Committee shall meet at least once a year to consider possible revisions in the By-Laws. It shall have the duty of drafting such proposed By-Laws as may be requested by an Officer or Director or by the Board of Directors. No new By-Laws shall be adopted without first having been considered by the By-Laws Committee, except as provided in Article X, Section 1.

d. ***COLLEGE AFFAIRS COMMITTEE***

It shall cooperate with the administrative officers, the faculty and the student body of The College to promote the best interests of The College.

e. ***CONSTITUENT SOCIETIES AND AFFILIATE GROUPS COMMITTEE***

It shall be responsible for effective liaison between the Alumni Association and its Constituent Societies and Affiliate Groups and provide for coordination of programs and activities. This Committee shall consist of a chairperson appointed by the President of the Alumni Association and one member designated by each of the Constituent Societies and Affiliate Groups. It shall meet at least once annually.

f. ***EXECUTIVE COMMITTEE***

There shall be an Executive Committee of the Board of Directors consisting of fourteen (14) members as follows: The President of the Alumni Association shall be a member and the chairman; the five Vice-Presidents shall be members by virtue of their office; and (8) eight members shall be elected from within the membership of the Board of Directors. The Committee shall have the authority of the Board of Directors between meetings of the Board. It shall be required to report any action taken at the next meeting of the Board of Directors.

g. __FINANCE COMMITTEE__

This Committee shall consist of three members of the Corporation, together with the President and the Treasurer, who shall be ex-officio members, and shall have the power to act in behalf of the Corporation or the Board of Directors in the deposit, the investment, or the reinvestment of any and all funds owned or held in trust by the Corporation. At each meeting of the Board of Directors, this Committee, through either its Chairman or the Treasurer, shall report any actions taken by the Committee since the preceding meeting of the Board.

h. __THE FINLEY AWARD COMMITTEE__

This Committee shall consist of seven (7) members from the Board of Directors and eight (8) members from outside the Board, with the Chairman appointed by the President. The President shall be an ex-officio member of this Committee. This Committee shall be empowered to designate the winner of said award in accordance with regulations outlined by the donors.

i. __LEGAL COMMITTEE__

It shall be composed of five (5) lawyers, each admitted to practice at least five (5) years in the State of New York and shall give opinions on questions of law and represent the Association, as required by the Board of Directors or the President.

j. __PLACEMENT COMMITTEE__

It shall be responsible for promoting the economic welfare of the alumni and the student body of The College, through cooperation with the appropriate College agencies.

k. __PLAN AND SCOPE COMMITTEE__

This Committee shall consist of a chairperson and co-chairperson and three (3) members at large appointed by the President and one member designated by each of the Constituent Societies and Affiliate Groups. The Committee shall consider and review future planning and activities for the Corporation and not less than once each year report to the Board of Directors on its activities and proposals.

l. <u>PROGRAM AND MEMBERSHIP COMMITTEE</u>

It shall be responsible for recruitment and retention of membership in the Alumni Association and the sponsorship of alumni programs including the Annual Meeting and Annual Dinner.

m. <u>PUBLICATIONS COMMITTEE</u>

It shall be responsible for the publication of the City College ALUMNUS and such other official publications as may be deemed necessary from time to time by the Board of Directors.

n. <u>TOWNSEND HARRIS MEDAL COMMITTEE</u>

This Committee shall consist of seven (7) members of the Corporation who have previously been awarded Townsend Harris Medals. The Chairmen of the Awards Committee of the Constituent Societies shall be ex-officio members of this Committee, without vote. It shall be charged with the responsibility each year of recommending not more than seven (7) graduates or former students of The College who, on the basis of their post-graduate attainment in their chosen field of endeavor, the Committee considers worthy of this award. The names so chosen shall be reported to the Secretary of the Corporation for transmission to the Board of Directors each year not less than forty-five (45) days before the date of the Annual Dinner of the Corporation. If approved by the Board of Directors, the persons named by this Committee shall receive Townsend Harris Medals at a time appointed by the Board of Directors.

Section 2. <u>OTHER COMMITTEES</u>

The President of the Corporation may appoint such other special or temporary committees as the President deems necessary with such duties as may be prescribed by the President or by the Board of Directors.

Section 3. <u>COMMITTEE PROCEDURE</u>

Each Committee shall promptly after its appointment adopt such rules and regulations as may be necessary for the conduct of its affairs, shall keep written minutes of its proceedings which shall be filed in the alumni office, and shall make periodic reports to the Board of Directors.

ARTICLE VIII - EXECUTIVE VICE-PRESIDENT/ EXECUTIVE DIRECTOR

Section 1. APPOINTMENT

The Board of Directors may appoint an Executive Vice-President and/or Executive Director to serve at the discretion of the Board and at such compensation as the Board may fix.

Section 2. DUTIES

The Executive Vice-President and/or Executive Director may be assigned any or all duties hereinbefore assigned to any elected officer or officers, and in addition, such other duties as the Board may determine. The Executive Vice-President and/or Executive Director shall be responsible for the proper administration of the alumni office.

ARTICLE IX - RESOLUTIONS

Section 1. RES0LUTIONS SUBMITTED BY THE BOARD OF DIRECTORS

The Board of Directors may present resolutions for consideration at any regular or special meeting of the Corporation, provided that the procedures followed do not conflict with any of the limitations set down in this Article.

Section 2. OTHER RESOLUTIONS

No resolution shall be presented to the Corporation which has not been received by the Secretary prior to fifteen (15) days before the date of the regular or special meeting at which such resolution is to be presented and which does not bear the endorsement over their signatures of at least twenty-five (25) members of the Corporation.

Section 3. ***NOTICE***

The text of any resolution to be voted upon shall be mailed together with the notice of the meeting at which it is to be considered.

ARTICLE X - AMENDMENTS

Section 1. ***METHOD***

Amendments to these By-laws may be proposed at any Annual or Special Meeting by resolution of the Board of Directors, or in writing by any ten Active Members who shall send such proposed amendments to the Secretary for submission to the Board of Directors at least six (6) weeks before the meeting of the Corporation at which the same are to be acted upon. It shall be the duty of the Board to consider all amendments proposed by members and to report its opinions thereon to the Corporation. Notices of meeting at which amendments are to be considered shall embody the same. The consent of two-thirds of the members present and voting at such Annual or Special Meeting shall be required to adopt amendments.

12/8/05
DKJ/ns

THE GRADUATE CENTER FOUNDATION, INC.

CONFLICT OF INTEREST POLICY

SECTION 1. PURPOSE:

The Graduate Center Foundation (The Foundation) is a nonprofit, tax-exempt organization. Maintenance of its tax-exempt status is important both for its continued financial stability and for public support. Therefore, the IRS as well as State regulatory and tax officials view the operations of The Foundation as a public trust, which is subject to scrutiny by and accountable to such governmental authorities as well as members of the public.

Consequently, there exists between The Foundation and its board, officers and management employees and the public a fiduciary duty. The board, officers and management employees have the responsibility of administering the affairs of The Foundation honestly and prudently, and of exercising their best judgment for the sole benefit of The Foundation. Those persons shall exercise the utmost good faith in all transactions involved in their duties, and they shall not use their positions with The Foundation or knowledge gained therefrom for their personal benefit. The interests of The Foundation must be the first priority in all decisions and actions.

SECTION 2. AREAS IN WHICH CONFLICT MAY ARISE:

Conflicts of interest may arise in the relations of directors, officers and management employees with any of the following third parties:

1. Persons and firms supplying goods and services to The Foundation.
2. Persons and firms from whom The Foundation leases property and equipment.
3. Persons and firms with whom The Foundation is dealing or planning to deal in connection with the gift, purchase or sale of real estate, securities or other property.
4. Competing organizations.
5. Donors and others supporting The Foundation.
6. Agencies, organizations and associations which affect the operations of The Foundation.
7. Family members, friends and other employees.

SECTION 3. NATURE OF CONFLICTING INTEREST:

A conflicting interest may be defined as an interest, direct or indirect, with any persons or firms mentioned in Section 2. Such an interest might arise through!...'

1. Owning stock or holding debt or other proprietary interests in any third party dealing with The Foundation.
2. Holding office, serving on the board, participating in management, or being otherwise employed (or formerly employed) with any third party dealing with The Foundation.
3. Receiving remuneration of services with respect to individual transactions involving The Foundation.
4. Using The Foundation's time, personnel, equipment, supplies or good will for other than Foundation-approved activities, programs and purposes.
5. Receiving personal gifts or loans from third parties dealing or competing with The Foundation. Receipt of any gift is disapproved except gifts of a value not more than $50, which could not be refused without discourtesy. No personal gift of money should ever be accepted.

SECTION 4. INTERPRETATION OF THIS POLICY:

The areas of conflicting interest listed in Section 2, and the relations in those areas which may give rise to conflict as listed in Section 3, are not exhaustive. Conflicts might arise in other areas or through other relations. It is assumed that the directors, officers and management employees will recognize such areas and relations by analogy.

The fact that one of the interests described in Section 3 exists does not necessarily mean that a conflict exists, or that the conflict, if it exists, is material enough to be of practical importance, or if material, that upon full disclosure of all relevant facts and circumstances it is necessarily adverse to the interests of The Foundation.

However, this policy requires the disclosure of any interests as described in Section 3 before any transaction is consummated. It shall be the continuing responsibility of the board, officers and management employees to scrutinize their transactions and outside business interests and relationships for potential conflicts and to immediately make such disclosures.

SECTION 5. DISCLOSURE POLICY AND PROCEDURE:

Transactions with parties with whom a conflicting interest exists may be undertaken only if **all** of the following are observed:

1. The conflicting interest is fully disclosed to the board of directors;
2. The person with the conflict of interest is excluded from the discussion and approval of such transaction
3. A competitive bid or comparable valuation exists; and
4. The board of directors has determined that a more advantageous transaction, contract or other arrangement is not reasonably attainable under circumstances that would not give rise to a conflict of interest and, therefore, the transaction is in the best interest of The Foundation.

Disclosure shall be made in writing to the board chair. The board shall determine whether a conflict exists and, in the case of an existing conflict, whether the contemplated transaction may be authorized as just, fair and reasonable to The Foundation.

SECTION 6. CONFLICT OF INTEREST DISCLOSURE STATEMENT

1. This statement of disclosure requires you to provide information with respect to certain parties (termed "affiliated persons") that are related to you and include the following:

- Your spouse, domestic partner, child, mother, father, bother or sister;
- Any corporation or organization of which you are a board member, an officer, a partner, participate in management or are employed; and
- Any trust or other estate in which you have a substantial beneficial interest or as to which you serve as a trustee.

2. YOUR NAME: (Please print)

____

3. CAPACITY: ________ member of the board of directors

________ officer

________ managerial employee

4. Have you or any of your affiliated persons provided services or property to The Foundation in the past year? _______YES _______NO

If yes, please describe the nature of the services or property and, if an affiliated person is
involved, the identity of the affiliated person and your relationship with that person:

____
____
____
____

5. Have you or any of your affiliated persons purchased services or property from The Foundation in the past year? _______YES _______NO

If yes, please describe the purchased services or property and, if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

____
____
____
____

6. Please indicate whether you or any of your affiliated persons had any direct or indirect interest in any business transaction(s) in the past year to which The Foundation was or is a party? _______YES _______NO

If yes, describe the transaction(s) and, if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

____
____
____

____
_

7. Were you or any of your affiliated persons indebted to pay money to The Foundation at any time in the past year? ________YES ________NO

If yes, please describe the indebtedness and, if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

____
____
____
____

8. In the past year did you or any of your affiliated persons receive, or become entitled to receive, directly or indirectly, any personal benefits from The Foundation, or as a result of your relationship with The Foundation, that could be valued in excess of $50? ________YES ________NO

If yes, please describe the benefit(s) and, if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

____
____
____
____

9. Are you or any of your affiliated persons a party to, or have an interest in, any pending legal proceeding(s) involving The Foundation? ______YES ______NO

If yes, please describe the proceeding(s) and, if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

____
____
____
____

10. Are you aware of any other events, transactions, arrangements or other situations
that have occurred or may occur in the future that you believe should be examined by The Foundation's board of directors in accordance with the terms and intent of The Foundation's conflict of interest policy? ______YES ______NO

If yes, please describe the situation(s) and, if an affiliated person is involved, the identity of the affiliated person and your relationship with that person:

I HEREBY CONFIRM that I have read and understand The Foundation's conflict of interest policy and that my responses to the above questions are complete and correct to the best of my information and belief. I agree that if I become aware of any information that might indicate that this disclosure is inaccurate or that I have not complied with this policy, I will notify the chair of the board of directors immediately.

Signature

Date

The Graduate Center Foundation, Inc.

Accounting Policies & Procedures Manual

TABLE OF CONTENTS

THE GRADUATE CENTER FOUNDATION, INC.

ACCOUNTING MANUAL

I. THE PURPOSE of the accounting manual is:

- To-develop-consistency within The Graduate Center Foundation, Inc, in the application of accounting principles.
- To aid in understanding and utilization of the accounting system
- To accumulate a summary of accounting and related procedures for reference purposes.

II. GENERAL LEDGER - The General Ledger consists of a double entry accounting system, with Chart of Accounts, Transaction Journals and Financial Reports.

- Chart of Accounts -The Banner Financial System requires definition of at least four fields to define a chart of accounts. They are: Fund, Organization, Account, and Program. In each case a classification is defined within the first three digits of the field. The last three digits identify the field. The classification digits (first three) are listed below for each element in the FOAP.

FUND (Account)

111	Unrestricted
211	Temporarily Restricted Income
212	Temporarily Restricted
611	Permanently Restricted
612	Reinvested Income

OQRGANIZATION (Department Number)

100	Presidents Office
160	Senior VP and Provost
167	Associate Provost
170	Office of Research and Sponsored Programs
180	Senior VP for Finance and Administration

ACCOUNT (Balance Sheet Code)

111	Assets
211	Liabilities
311	Control Accounts
411	Fund Balance
511	Revenue
711	Expenditures

PROGRAM (Cost Center Code)

226054

- **RULE CLASSES (FTMRUCL)**
  - CR05 Revenue
  - JE16 Inter Fund Transfers
  - JE15 Intra Fund Transfers
  - FYOB Beginning Balance (created during Year End process)

III. RECOMMENDED DAILY AND MONTHLY REPORTS

- Reports at **end of the day:**
  - **FGRCASH**
    1. Bank Inter-fund Account Control
    2. Review and correct any funds with a negative balance
    3. Check against bank reconciliation
  - **FGRTBEX -** Trial Balance Exception Report - check all funds for out of balance condition. Run in detail mode to get the document numbers of the out of balance fund.
  - **FGRCTRL -** Subsidiary Ledger Control Report - Compares transactions in the General Ledger to transactions in the Operating Ledger
  - **FGRTRNW** - Daily Transactions by Activity Date
  - **FGIUVCQ** - Journal voucher to correct errors
- Monthly Reports:
  - **FYRFBAL** - -Statement of Activities by Fund
  - **FGRGLTA** & **FGRODTA** - Trial Balance and Consolidated Ledger
  - **FGRTBAL –** Balance Sheet

IV. ESTABLISHING A NEW FUND

- Fund Managers should submit a completed New Fund Form, along with a Gift Agreement (if available) to the Business Office. See attachment A.

- After creating the fund in-the Banner system; the following should be sent to fund managers:

    - A Payment Request form, which will include the new fund number and name of the fund manager
    - Copies of back-up documents, i.e., Scholarship Certification Form, Memorandum of Understanding, Independent Contractor Agreement, Honoraria/Independent Contractor Service Claim Form
    - Authorized Signature Card

- Go to MS Access table to input the new fund and fund manager information -updating the table ensures that the fund manager will receive monthly "cash" reports.

    - To retrieve MS Access table: S:\Reports and Forms\GC
    - Forms\O-FUND FORM TO PRINT
    - Minimize initial screen
    - Input fund 'manager &fund information
    - Click on update data

V. GIFTS AND GRANTS

- Gifts and Grants, Including promises to give cash and other assets, should be reported at fair value at the date of receipt. They should be reported as Unrestricted, Temporarily Restricted or Permanently Restricted.

    - **Unrestricted Funds** - Unrestricted funds are funds for which there are no use restrictions.

    - **Temporarily Restricted Funds** - Temporarily Restricted net assets are those whose use by the Graduate Center Foundation, Inc. has been limited by donors for a specific period or purpose. Assets that are temporarily restricted can ultimately be spent, though they must be spent for the specified purpose. When a donor's restrictions expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, Temporarily Restricted net assets are reclassified as Unrestricted net assets and reported in the Statement of Activities as net assets released from restrictions.

    - **Permanently Restricted Funds** - Permanently Restricted net assets are those assets that have been restricted by donors to be maintained by the Foundation In perpetuity. These gifts should be accounted for separately from gifts given to the organization in furtherance of its general purposes.

The Graduate Center Foundation, Inc.

365 Fifth Avenue - Room 8401
New York, N.Y. 1001 6

Form to establish a new Fund within the Graduate Center Foundation, Inc.

Name of Fund: ____

Purpose of Fund: ____

____

____

Source of Funds: ____

Department: ____

Fund Manager	**Fund Co-Manager**
Print Name	Print Name
Signature	Signature
Social Security #	Social Security #
Office Phone #	Office Phone #
Email Address	Email Address

Please attach letter from donor(s) and any other pertinent documents.

Note: This form is not to be used to open an account with the Research Foundation. To open an account with the Research Foundation, contact the Office of Research and Sponsored Programs (ext. 7520).

If you have any questions regarding this form, call Ms. Althea Harewood (ext. 7662).

For Business Office Use Only.

Fund Number ______________________

- ☐ Unrestricted
- ☐ Temporarily Restricted
- ☐ Permanently Restricted (Endowment)

VI. PROCEDURE FOR RECEIPT OF GIFTS AND GRANTS

- Contributions are submitted to the Development and Alumni Relations Office. The Director of Development makes certain that there is a Gift Agreement document. A copy of the Gift Agreement, expressing the donor's intent, should be delivered to the Business Office. The Development and Alumni Relations Office records the information and sends the appropriate letters of recognition to the donor.

- Original documents, i.e. checks and requests for payment with receipts, are hand delivered to the Business Office.

- The assistant accountant in the Business Office makes copies of the cash/checks and then prepares the bank deposit and posts the cash/check receipts to the ledger.

- Revenue

  - Gifts and grants are recorded on the same day that the deposit is made to the bank.

  - A Pledge, a written promise to make a contribution at a later date, is recorded as revenue upon receipt of the Gift Agreement document.

  - Gifts and Grants received during the last week of the month are to be deposited the following month.

  - Investments are recorded at the fair value based upon the market value.

- Revenue-accounts for gifts and grants:

Temporarily Restricted & Unrestricted
531100 - Gifts from Alumni
531200 - Gifts from Corporations
531300 - Gifts-from Foundations
531400 - Gifts from Friends

Permanently Restricted
561052 – Endowed Contributions

EXAMPLES:

JE 15 (Intra-fund) **Fund #XXXXXX**	**Bank: FB**
Dr. 111700 (cash)	
	Cr. 531300 (gift from Foundation)
To record revenue	

JE 15 (Intra-fund) **Fund #XXXXXX**	**Bank: FB**
Dr. 131140 (contrib. receivables)	
	Cr. 531305 (gift – pledge)
	Cr. 261225 (allowance to discount)
To record a newly received pledge	

VII. DISBURSEMENT OF FUNDS

- For payments to be processed by the accounting assistant, the Payment Request forms should be completed and signed by the fund manager or the assistant program manager and sent with various backup document(s) to the Business Office. See *attachment B.*

- The backup document(s) necessary for each type of expense will be indicated on the form.

- **Documentation required for the following expenses:**

  - ***Fellowships/Scholarships:*** For payments to individuals for fellowships, a scholarship certification form and an award letter, along with a payment request, should be submitted to the Business Office. See *attachment* C.

  - ***Honoraria:*** For payments to individuals who have performed services or have participated in such events as seminars-lectures, and colloquia, along with the payment request, a form GD-5 must be completed and returned to the Business Office. A flyer or program in connection with the event should also be submitted. *See attachment D.*

  - ***Consultants:*** If the cost of professional services rendered is **under $1,000** a **Memorandum of Understanding** signed by both the consultant and the fund manager is required. For the payment to be processed;-along-with the-payment request, both the Memorandum of Understand and an invoice and should be submitted to the Business Office; if the cost is **over $1,000,** a **Contractual Agreement** also signed by the fund manger and the consultant is required. For the payment to be processed, along with the payment request, both the Contractual Agreement and an invoice should be submitted to the Business Office. *See attachments E and F.*

  - ***Travel:*** For travel by CUNY faculty/administrators or visitors completed Travel Reimbursement Request form, in conjunction payment request, must be submitted to the Business Office. Original receipts must be submitted with the Travel Reimbursement form. See *attachment G*.

    1. The Accounts Payable Office will provide information pertaining to the allowable rates for the city and state to which a faculty/administrator is traveling.

    2. Documentation, with the date, the time and place of the event, must also be submitted.

- ***Reimbursement: A*** Payment Request Form must be completed for reimbursement of out of pocket expenses. Expenditures should be support by original receipts, not photocopies. The receipts should be neatly taped on and 8 ½ x 11 sheet of paper. For local travel, the reason for trip and justification for the use of a taxi must be indicated. Taxes paid on these items are not reimbursable.

- ***Refreshment for Meetings:*** Payments may be made directly to a catering service or a reimbursement to an individual. A Payment Request Form should be supported by an original vendor invoice or a paid receipt, not photocopies.

    1. The number of people who attended the meeting should be indicated wherever possible.

    2. An original brochure highlighting the event should also be submitted.

The Graduate Center
Business Office/Fund Accounts

PAYMENT REQUEST

Check No. ________________

Date: _____________ **Bank:**

FUND: **DESCRIPTION:**

MANAGER: **AMOUNT:** __________________

Banner I.D. ____________

PAYEE NAME: ____

ADDRESS: ____

____

CITY: _______________________ **STATE:** __________ **ZIP:** ______________

SOCIAL SECURITY NUMBER OR FEDERAL ID (**REQUIRED**) ____________________________

☐ **731871 SCHOLARSHIP/FELLOWSHIP FOR THE MONTH OF** __________________ **(Tuition)**
INCLUDE SCHOLARSHIP CERTIFICATION FORM

☐ **731559 SCHOLARSHIP/FELLOWSHIP FOR THE MONTH OF** __________________ **(Non-Tuition)**
INCLUDE SCHOLARSHIP CERTIFICATION FORM ***Non Service Connected***

☐ **714401 CONSULTANT – UNDER $1,000** ***(Non-CUNY Employee Only)***
INCLUDE MEMO OF UNDERSTANDING AND INVOICE
CONTRACTUAL AGREEMENT - $1,000 and over ***(Non-CUNY Employees Only)***
INCLUDE INVOICE (AGREEMENT FORM MUST BE ON FILE)

☐ **714480 HONORARIUM** ***(Non-CUNY Employees Only)***
INCLUDE GD-5 FORM AND COPY OF FLYER OR ANNOUNCEMENT

☐ ______ **OTHER:** ____
INCLUDE ORIGINAL VENDOR INVOICE

Business Office **Check here for 1099** ☐

☐ **REIMBURSE OUT OF POCKET EXPENSE**
PLEASE DETAIL BELOW AND ATTACH ORIGINAL RECEIPTS

711440	**LOCAL TRAVEL**	$ _______________
712410	**POSTAGE**	$ _______________
712200	**SUPPLIES**	$ _______________
714439	**PRINTING**	$ _______________
712203	**HOSPITALITY**	$ _______________
	OTHER (PLEASE EXPLAIN)	$ _______________

____

____

☐ **731311 Salary and Fringe Benefits for**: ____

☐ **731315 Salary and Fringe Benefits for Student:** ________________________________

REQUEST APPROVED BY ______________________________ **Telephone** _______________

Check Should Be Mailed ☐ **Check Will Be Picked Up** ☐

Please do not call. Check processing takes three (3) to five (5) days.

For Business Office Use Only

COA: **Fund:** **Orgn:** **Acct:** __________ **Prog:** ________

4/3/2006 **Bank:**

Scholarship/Fellowship Award for Non-Resident Aliens

Recipient Name: __________________________ ____________________ __________
Last First Middle Initial

Recipient SS#: __________________________

Total Dollar Amount of Award: $____________________

Payment Schedule: $_______________________ per month for ___________ months

Is recipient enrolled at the Graduate School & University Center? ☐ Yes ☐ No

If the answer is no, the recipient cannot receive a scholarship/fellowship.

Classification of Scholarship/Fellowship for tax purposes:

☐ Award will be used for payment of tuition or tuition related expenses and is therefore tax Exempt.

☐ Award is for personal use of recipient and is taxable. Recipient will receive form 1042-S. Payment is taxed at 14% or 30%. Award may not be taxable if there is a treaty between the US and the country the individual is from.

☐ Award is for research or other service that will benefit the grantor and payment will be cancelled if these services are not performed.

This payment is compensatory and recipient must be put on the Research Foundation of CUNY payroll.

Attach the following documents to this form:

- Award letter including requirements and responsibilities
- Copy of grant proposal describing scholarship/fellowship allowance
- Payment Request

____
Signature of Fund Manager Date

For Business Office use only

Visa Type:	**Check #:**
U.S. Resident (for tax purposes):	**Taxable Amount:**
Tax Rate: Country:	**To RF Payroll (date):**

Scholarship/Fellowship Award for Non-Resident Aliens

The Graduate Center of the City University of New York
Determination of Tax Status

The following information is used to determine your tax withholding status for payments received from The Graduate Center.

Personal Information

Name ____

Permanent Address in Home Country ____

____

Current Mailing Address in the United States ____

I am registered at _______________________ for ______________________________________
(name of school) (semester) (year)

Tax Identification Number (Social Security Number or Individual Taxpayer Identification Number) _________

Status Information

I am
a. _____ A United Sates Citizen
b. _____ A United States Permanent Resident (provide a copy of your green card)
c. _____ A Temporary Resident (Non Resident Alien) in the United States.

If you chose “a” or “b”, above, you are a **resident for tax purposes and do not need to complete this form**.
If you chose “c” above, you should answer the following questions to determine your tax status

Determining Tax Status for Non Resident Aliens in the United States

Please provide the following information.

I am a citizen of ______________________. Passport number ___________________. Expires on ________

My current nonimmigrant status in the United States is _______. Please provide passport, I-94, and supporting documentation (I-20, DS-2019, I-797) etc.

I first entered the United States on (date) __________________. My entry status was __________________

I obtained my current status on (date) _____________________. It expired/will expire on (date or “D/S/”) ________________

Number of days I was physically present, inside the United States, in each of the following years:

2006_______Status_______ 2005_______Status_______ 2004_______Status_______
2003_______Status_______ 2002_______Status_______ 2001_______Status_______
2000_______Status_______ 1999_______Status_______ 1998_______Status_______

What is the principal purpose of your current temporary visit to the United States? _____________________

Give the following information about your current school or employer:

Name of Supervisor ___________________________ Title __________________________

Address of school or employer ____

Phone ____________________ Fax ___________________ Email ___________________________

I certify that to the best of my knowledge, the information on this form is true and correct.

Signature:____ Date: ____________________

The Graduate Center, CUNY
Business Office

HONORARIA/INDEPENDENT CONTRACTOR SERVICE CLAIM

I. PAY TO (PLEASE PRINT):

PAYEE FIRST NAME	PAYEE LAST NAME
HOME ADDRESS	ADDRESS
CITY, STATE, ZIP	TELEPHONE NUMBER ( )
PAYEE SOCIAL SECURITY NUMBER	FAX NUMBER ( )

II. DESCRIPTION OF SERVICES

III. DATES OF SERVICES

FROM	TO
FROM	TO

IV. PAYMENT/REIMBURSEMENT AMOUNT

1. SERVICES: COMPLETE A OR B

   A. Contract Fee $_______
   B. Rate per hour/day $_________ X hours/days _____ $_______

2. TRAVEL EXPENSES (NON-EMPLOYEE ONLY – REFER TO CURRENT TRAVEL GUIDELINES)

   A. Total of GD-11 (included) $_______

V. PAYEE CERTIFICATION

I certify that the above services have been performed, that the reimbursement claimed is true and accurate representation. I further certify that I have **not** been on the New York State payroll during the last two years.

SIGNATURE	DATE

VI. DEPARTMENT AUTHORIZATION

I certify that the above services have been performed, that the reimbursement claimed is true and accurate, and that the charges are authorized against the account number listed above.

AUTHORIZED SIGNATURE	DATE

S:\Finance\Accounts Payable\Forms
Revised 10/2004

Memorandum of Understanding

(May not be used for payments to CUNY Employees)

Use this form for payment to a contractor of $1,000.00 or less. Submit the Memorandum of Understanding, the contractor's original invoice, and a signed Payment Request form to the Business Office.

_____________________________ _________________________

Account Name Account Number

This Memorandum of Understanding confirms that The Graduate School and University Center of CUNY has, on behalf of the above mentioned, engaged you to perform the following services as an independent contractor during the period from to _____________________ to _____________________.

SCOPE OF WORK:

The Contractor _________________ agrees, nothing in this Agreement shall impose any tax liability upon the Graduate Center, including, but not limited to, federal, state, and local income taxes, unemployment insurance, or social security tax, incurred by the Contractor or persons engaged by him. The Contractor agrees to indemnify the Graduate Center and hold it harmless from any and all claims for such payments by taxing authorities, including but not limited to fines, penalties, levies and assessments, for failure to withhold or remit such payments.

Upon satisfactory completion of these services, you will be paid the sum of $ ___________

Which will include all disbursements.

____

Director's Signature Date

____

Director's Typed Name Telephone

The above agreement is accepted:

____

Contractor's Signature Date

____

____

Contractor's Address

CUNY Employee: _____ Yes _____ No

____

Social Security/TIN Number

The Graduate Center
of The City University of New York

Business Office

INDEPENDENT CONTRACTOR AGREEMENT
(May not be used for payments to CUNY Employees)

Agreement made this __________ day of _______ 200__ between The City University of New 365 Fifth Avenue, New York, NY 10016, acting in behalf of:

____

and _____________________________
Name of Contractor

____(here after called " Contractor").
Contractor's Address

WITNESSETH

Whereas the City University desires to employ the contractor to provide the services set forth below (here after called "Scope of Work" and the contractor is ready, able and willing to perform and provide said services

NOW THEREFORE the parties mutually agree as follows:

1. Commencing _______ 200___, and continuing to completion not later than _______ 200___ the contractor shall provide the services set forth in the scope of work including all necessary staff support and administrative services connected therewith.

2. In full payment for the satisfactory completion of such services and any and all disbursements incurred by the contractor in connection therewith, the City University agrees to pay the contractor a sum not exceeding $ _______ as follows:

   in partial: monthly: single payment *(underline the applicable)* upon receipt by the Project Director of an invoice SIGNED BY THE CONTRACTOR AND THE PROJECT DIRECTOR.

3. CUNY or its designee, after final payment under this agree to examine any books, documents, papers and records of Contractor involving the work to be performed hereunder.

4. CUNY may at any time terminate Contractor's services by sending prior written notice of such termination, in which event Contractor will be paid for professional time and expenses incurred to date of termination.

5. Contractor shall be solely responsible for all accidents involving injuries to persons including accidental death or damages to property occurring during the performance of this contract, and agrees to save CUNY and the City and State of New York harmless against all claims for such injuries and damages due to the negligence, fault or any act of omission or commission of Contractor, its agents, servants and employees.

6. All vehicles engaged in delivery or performance of this contract must carry motor vehicles accident and liability insurance in limits no less that $500,000, combined single limit, each occurrence.

INDEPENDENT CONTRACTOR AGREEMENT

Agreement made this _______ day of 200___ between The Graduate School & University Center of the City University of New York, 365 34th Street, New York, NY 10016, acting in behalf of:

__________________________ __________________ Grant Fund#_____________

Project or Program Title ***CUNY Department***

(hereinafter called "Graduate School") and ____ of

Name of Contractor

____________________________________ (hereinafter called "Contractor").

Contractor's Address

WITNESSETH

WHEREAS the Graduate School desires to employ the contractor to provide the services set forth below
(hereinafter called " Scope of Work") and the contractor is ready, able and willing to perform and provide said services.
NOW THEREFORE the parties mutually agree as follows:

1. Commencing _________ 200___ and continuing to completion not later than ___________ 200___ the contractor shall provide the services set forth in the scope of the work including all necessary staff support and administrative services connecting therewith.

2. In full payment for the satisfactory completion of such services and any and all disbursements incurred by the contractor in connection therewith, the Graduate School agrees to pay the contractor a sum not exceeding $__________________________, as follows:

   in partial: weekly: monthly: single payment *(underline* the *applicable)upo*n receipt *by* the Project director of an invoice SIGNED BY THE CONTRACTOR AND THE PROJECT DIRECTOR.

IN WITNESS WHERE OF the parties hereto have executed this agreement as of the above date.

Approved: ______________________________ ____________________________________

Project Director ***Contractor***

Date: ________________ CUNY Employee: _____ Yes _____ No

____

Social Security Number

SCOPE OF WORK

Outline the functions to be performed:

____
____
____
____
____
____
____
____

REQUEST FOR REIMBURSEMENT OF TRAVEL EXPENSES

Date___________________

TRAVELLER'S INFORMATION

TOTAL________________

ACCOUNT________________

NAME ____

ADDRESS ____

____

CITY _________________________________ **STATE** _______ **ZIP** __________

TRIP INFORMATION

DATE OF TRIP ____

PURPOSE OF TRIP ____

LOCATION OF TRIP ____

TRANSPORTATION **Departure – City** ____________________ **Destination – City** ____________________
Time ____________________ **Time** ______________

EXPENSES INCURRED

FARE **$** ________________

LODGING **From** ______________________ **To** ________________________
From ______________________ **To** ________________________
______________________ **Nights @ $**___________**/Night** **$** __________

MEALS	**Date**	**Breakfast**	**Lunch**	**Dinner**
	________	**$**________	**$**________	**$**________
$____________				
	________	________	________	________
$____________				
	________	________	________	________
$____________				
	________	________	________	________
$____________				

LOCAL TRAVEL From ___________________________ **To** ________________________

From ________________________ **To** _______________________ **$**____________

MISCELLANEOUS ____ **$**____________

(ATTACH ORIGINAL DOCUMENTATION, RECEIPTS AND INVOICE)
SOCIAL SECURITY NUMBER _____________________________________

APPROVAL

REQUESTED BY ____

MAIL_______ **PICK UP** _______ **EXT** _______

____

FUND ______________ **ORGN**__________ **ACCT**__________ **PGRM**__________

VIII. PAYMENT REQUESTS AND CHECK PROCESSING

- Requests for payments should be dropped off In the Foundation's "Payment Request" in-box.

- Request-should be-reviewed-for discrepancies, such as the information on the request not agreeing with the information on the vendor invoice i.e. payee, address, etc.

- An appropriate expense code should be assigned to each request.

- The next step is the check processing:

  - In Banner, go to FTMVEND
    1. Retrieve the vendor identification number. I f the vendor is new and there is no identification number, the request should be forwarded to the individual designated to create ID #'s.

  - In Banner, go to FGIGMC
    1. After receiving an identification number, check the cash balance to ensure that the balance is sufficient to cover the expense. If the cash balance is insufficient, the fund manager should be notified immediately.

    2. The next step is creating the invoice.

- Creating an invoice in Banner:
  - Type the form: FAAINVE
  - In the document field enter: NEXT
  - Tab to the vendor field and type the nine-digit vendor ID number and tab again.

- Reviewing the invoice.

- Run Batch Process.

- **Wire transfer from The Graduate Center Foundation to individual or Vendors**

  - To record the transfer in the books of account, write a check using the following FOAPAL string: (see above). The check should not be printed.

- Check writing process is used to record disbursements.

JE 15 (INTRA-FUND) **Fund # XXXXXX**	**Bank: FB**
Dr. 711XXX (expense)	
	Cr. 111700 (cash)
To record expense	

- The costs of providing the organization's programs and other activities should be summarized on a functional basis. Accordingly, certain expenses should be allocated among the programs and supporting services, which are titled management and general and fund raising

- **ONE SIGNATURE IS REQUIRED IF THE CHECK AMOUNT IS BETWEEN $1 AND 2,499 REQUIRE ONE (1) SIGNATURE.**

    - Checks must be signed by one (1) authorized signatory: the Senior V.P. for Finance and Administration, the Assistant Vice President for Finance (or machine facsimile signature), the Director of Finance and the Deputy Director of Finance.

- **TWO SIGNATURES ARE REQUIRED IF THE CHECK AMOUNT IS $2,500 AND $9,999.**

    - Checks must be signed by two (2) authorized signatories: the Assistant Vice President for Finance (or machine facsimile signature), the Senior V.P. for Finance and Administration and the Director of Finance and the Deputy Director of Finance.

- **TWO SIGNATURES ARE REQUIRED IF THE CHECK AMOUNT IS $10,000 AND ABOVE.**

    - Checks must be signed by two (2) authorized signatories: the Senior V.P. for Finance and Administration, the Assistant V.P. for Finance (<u>machine facsimile signature not accepted</u>) the Director of Finance and the Deputy Director of Finance.

IX. TRANSFER OF FUNDS TO THE RESEARCH FOUNDATION FOR DEFERRED SALARY EXPENSES

- For salaries to the Research Foundation, Graduate Center Programs, Centers or Institutes should submit a payment request, indicating an RF account.

  - All Payment Request forms, transferring funds from The Graduate Center to the Research Foundation, **must** be accompanied by a copy of the ***E-Personnel Action Form (E-PAF)*** or ***paper Personnel Action Forms (PAF).*** The PAF's are the supporting documentation that is required during the audit. Requests to transfer funds to the Research Foundation should be processed without this information.

  - All funds transferred from The Graduate Center Foundation to the Research Foundation of CUNY are recorded as assets. An expense, such as a payroll expense, is recognized and recorded only when an RF salary payment is made to an individual-on payday at the RF.

  - For financial reporting purposes, the GC Programs, Centers and Institutes should provide the quarterly amounts paid to the employee for salary and for fringe benefits. This information can be found on the ***Detail Encumbrance Report – Research Foundation Report***

JE 15 (intra-fund) Fund #XXXXXX	**Bank: FB**
Dr. 111200 (unexpended funds at the RF)	
	Cr. 111700 (cash)
To record unexpended funds at RF	
Dr. 731311 (salary expense)	
	Cr. 111200 (unexpended funds at the RF)
To record salary expense when salary payment is made to the employee	

- **YEAR END ACCRUALS**

  - Expenditures must be recorded in the year that they are incurred.

JE 15 (Intra-fund) Fund #XXXXXX	**Bank: FB**
Dr. 714481 (external audit)	
	Cr. 251259 (accrued liabilities)
To record audit fee	

JE 15 (Intra-fund) **Fund #XXXXXX**	**Bank: FB**
Dr. 251259 (accrued liabilities)	
	Cr. 111700 (accrued liabilities)
To record payment in the following year (check process)	

X. STOP PAYMENT

- Complete an in-house "Stop Payment" form.
- The Director of Finance for GC Related-Entitles checks the bank on-line system to ensure that the check was not presented for payment and cashed.
- If the check has not been presented for payment and cashed, the check should then be voided in the Banner system using form FAACHKS.
- The information is then transmitted to the bank at the end of the day.
- The Stop Payment form and bank confirmation of the stop payment are to be filed for use during the Bank Reconciliation Process.

XI. STALE CHECKS

- Send to the fund manager a "Notice of Stale Check Form" for all checks that are 180 days or older, asking the manager to respond in ten (10) days. If the manager does not reply and if the manager does not want to cancel and reissue the check, then void the check and set up a liability in the fund as follows:
- Void-the outstanding check - FAACHKS

JE 15 (intra-fund) **Fund #XXXXXX**	**Bank: FB**
Dr. 111700 (cash)	
	Cr. 711440 (travel expense)
To void the outstanding check	
Dr. 111701 (cash)	
	Cr. 111700 (cash reserved for unclaimed disbursements)
To reclassify to cash reserved for unclaimed disbursement	
Dr. 711440 (travel expense)	
	Cr. 271251 (unclaimed disbursements)
To create liability – cash reserved for unclaimed checks	

- If the individual/vendor to whom the check was originally issued requests a replacement check, the journal entry is:

JE 15 (Intra-fund) Fund #XXXXXX	Bank: FB
Dr. 271251 (unclaimed disbursements)	
	Cr. 111700 (accrued liabilities)
To record statement of the stale check	

- All entries should be made in the same Fund as the original entry.

- Maintain a spreadsheet with the Payee, Check Number, Check Date and Amounts for review In the future.

XII. BANK RECONCILITATIONS

Financial transactions processed through the accounting system may involve recording cash receipts or disbursements. The timely reconciliation of the Foundation's bank account is crucial for internal control. Bank reconciliation procedures are designed to assist in providing control over-assets-that are subject to a high degree of error and misuse. The primary objective of the reconciliation process is to identify errors, inconsistencies and irregularities through a comparison of identical GC Foundation transactions, as recorded by

- Requirements and restrictions:
  - The Foundation's bank account must be reconciled to the general ledger on a monthly basis.
  - We are aware that individuals who prepare bank reconciliations should not have cash receipt or cash disbursement responsibilities or have access to unused check supplies. However, this is impractical given the Foundation's accounting staff size. To ensure adequate internal control, The Director of Finance for GC Related Entities and the Accounting Assistant do not have signatory authority.
  - Bank statements must be delivered from the bank unopened to the Senior Vice President for Finance and Administration. The SVP for Finance and Administration then forwards the statements to the Director of Finance for GC Related-Entities.
  - Bank reconciliations must be reviewed by the Director of Finance for GC Related Entities.
- The bank reconciliation process begins with the reconciliation for the end of the previous month and proceeds through a reconciliation of receipts and disbursements, to a complete reconciliation for the end of the month.
  - Obtain prior month's bank reconciliation.
  - Obtain bank statement with copies of all debits and credits.
  - Obtain a copy of the Deposit Detail by Deposit Number, for the appropriate account.
  - Set up worksheet, indicating:
    1. Name of the bank account
    2. Bank account number
    3. Beginning and end dates of the reconciliation period
    4. Name of the person preparing the reconciliation

5. Date on which the worksheet is prepared

6. Space for the signature of the person reviewing the reconciliation

- Set up general categories for recurring items for the beginning and end of the month; such as:

1. G/L History items not on bank statement - **Deposits in transit** (items recorded on the Deposit Detail by Deposit Number and not appearing on the bank statement) **are added to the bank balance.**

2. Outstanding Checks - checks that have been credited to the cash account (subtracted) In the general ledger, but have not been subtracted by the bank. **Outstanding Checks are subtracted from the bank balance.**

3. NSF checks - debits per the bank statement for checks return by the issuer's bank due to lack of funds.

4. Bank statement items not on the G/L History - items appearing on The bank statement and not recorded on the Deposit Detail by Deposit Number. These might include the following:

   - Bank service charges - typically, charges for 'bad checks", for processing checks and deposits, exchange, rates for foreign checks. Entry: *Dr. Expense; Cr. Cash* (to the affected fund)

   - Credit card refunds - occasionally, the financial institutions that issue the credit cards directly. Entry: *Dr. Expense; Cr. Cash.*

   - Interest-Earned - If the checking account earns interest, it is added to the book balance and entered as interest earned. Entry *Dr. Cash; Cr. Interest Earned*

- Complete the first line of the reconciliation with ending balance per the bank statement.

- Determine that deposits in transit from the prior reconciliation are recorded as deposits by the bank during the month. Check off the items on the bank statement.

Insert the total of the beginning deposits in transit that clear the bank in the receipts column as a negative item. Beginning deposits in transit that do not appear on the bank statement will continue to be outstanding reconciling items.

- Determine that Deposits per bank recorded after m6nth end from the beginning reconciliation are included in the G/L Month-to-Date History. Check off items on the history run. Insert the total of the beginning balance transactions checked off as positive items.

- Beginning deposits recorded after month end, which do not appear on the G/L Month-to-Date History, continue to be outstanding or reconciling items.

- Compare deposits and credit memos per bank statement with debits recorded on the G/L Month-to-Date History run. Check off matching items on both the bank statement and history run.

- Compare withdrawals, transfers to the GC Foundation's debits per the bank statement with credits recorded on the G/L Month-to-Date History run. Check recorded items on both the bank statement and history run.

- Review bank statement for- Not Sufficient Funds "NSF" debits, Make an entry into the general ledger system, using a CR05 (-) transaction journal.

Monthly Bank Reconciliation
***The Graduate Center Foundation** - **Bank acct** #*
June 1,____ to June 30,____

6/30/_____

Bank Balance as of June 30, _____ $10,000

Add Deposits in Transit:

Deposit Date	Amount	Deposit Date	Amount	
6/30/_____	$2,000.00			$0.00
	$0.00			$0.00
	$0.00			$0.00
	$0.00			$0.00
	$0.00			$0.00

Total Deposits in Transit $12,000.00

Subtotal **$12,000.00**

Subtract Outstanding Checks:

Check Number	Amount	Date	Amount
001	50.00	7/1/___	$0.00
002	50.00	7/2/___	$0.00
003	50.00	2/20/___	$0.00
004	50.00	6/2/___	$0.00

005	50.00	6/14/___	$0.00	
006	50.00	6/14/___	$0.00	
007	50.00	6/14/___	$0.00	
008	50.00	6/14/___	$0.00	
009	50.00	6/14/___	$0.00	
010	50.00	6/14/___	$0.00	
011	50.00	6/14/___	$0.00	
012	50.00	6/14/___	$0.00	

Total Outstanding Checks **$600.00**

Adjusted Bank Balance as of June 30, _____ **$11,400.00**

Book Balance as of June 30, _____ $11,400.00

Adjustments to Book Balance

$0.00
$0.00
$0.00

Total Adjustments to Book $0.00

Adjusted Book Balance as of June 30, _____ $11,400.00

Difference $0.00

Prepared by: ______________________________

Prepared on: ______________________________

Review by: ________________________________

XIII. INVESTMENTS

➢ **Wire transfer from The Graduate Center Foundation to investment firm**

- Go to the bank's on-line system and input the information to initiate the wire transfer.
- The wire transfer should be approved by the Assistant Vice President for Finance, Director of Finance or Deputy Director of Finance.
- After the wire transfer has been completed and approved, go the individual funds and reclassify from cash to investment using the following entry:

JE 15 (Intra-fund) **Fund #XXXXXX**	**Bank: FB**
Dr. 121120 (endowment investments) **or 121121 (unrestricted investments)**	
	Cr. 111700 (cash)
To reclassify from cash to investment	

➢ **Wire-transfer** of funds from investment firm to The Graduate Center Foundation's checking account.

In the Investment Control Fund #111002 or 211002

JE 15 (Intra-fund) **Fund #XXXXXX**	**Bank: FB**
Dr. 111700 (cash)	
	Cr. 121120 (endowment investments **or unrestricted investments)**
To reclassify from investment to cash	

XIV. RECORDING GAINS AND INTEREST & DIVIDEND INCOME

- **Earnings**

  - Entries are made quarterly and are based on the information op the Bernstein monthly statements,

JE 15 (intra-fund) **Fund #111002 – Unrestricted Control Fund**	**Bank: FB**
Dr. 121121 (unrestricted investment)	
	Cr. 541441 (interest and dividend income)
To record interest & dividends	
Dr. 121121 (unrestricted investment)	
	Cr. 541453 (gain/loss))
To record gain	
Dr. 541453 (gain/loss)	
	Cr. 121121 (unrestricted investments)
To record loss	

JE 15 (intra-fund) **Fund #211002 – Endowment Related Control Fund**	**Bank: FB**
Dr. 121123 (endow.-related investments)	
	Cr. 541441 (int. & div. income)
To record interest & dividends	
Dr. 121123 (endow.-related investments)	
	Cr. 541453 (gain/loss)
To record gain	
Dr. 541453 (gain/loss)	
	Cr. 121123 (endow.-related investments)
To record loss	

XV. ENDOWMENT PAYOUT DISTRIBUTION

- An identifying number distinguishes funds as Permanently Restricted (611XXX), Reinvestment (612XXX) or Temporarily Restricted (211XXX).
- Permanently Restricted funds (endowments) can be increased only by additional gifts. The spending allocation, recommended annually by The Graduate Center Foundation Investment Committee together with the Audit and Finance Committee, at its December meeting, Is posted to a related income fund. Any remaining earnings are distributed proportionately among the Permanently Restricted funds and posted to a related reinvestment fund.
- Spending allocation of Permanently Restricted funds are posted to related temporarily restricted income accounts at the beginning of each fiscal year, based on the spending policy.
- Procedure for calculating spending allocation and reinvestment funds:
  - Compute 4% (current spending allocation) of the 3-year moving average of the investment portfolio's fiscal year-end market value of the prior 3-year period (see example below).
  - On July 1 (the first day of the fiscal year) established endowments receive into their temporarily restricted income funds their pro rata share of the 4% allocation.
  - On the June 30 (the last day of the fiscal year), these endowments receive into their reinvestment funds their pro rata share of any total investment return above the 4% spending amount.

Example: Fiscal Year *2005-2006* Spending Allocation

- Step 1. Compute 4% of the 3-year moving average of the investment portfolio's fiscal year-end market value of the following 3 years:
  - June 30, 2002
  - June 30, 2003
  - June 30, 2004
- Step 2. In a MS Excel spreadsheet Input the endowment corpus & reinvestment amounts at June 30, 2005
- Step 3. Compute the total endowment corpus 8 reinvestment amounts at June 30, 2005
- Step 4. Compute weighted average for each fund's corpus & reinvestment (to obtain each fund's weighted average percentage of the total).

- Step 5. Multiply the weighted average percentage by the figure, which resulted from computing **4%** of the 3-year moving average of the investment portfolio's fiscal year-end market value.

Example: Fiscal Year 2005-2006 Reinvestment Distribution

- Step 1. Determine remaining balance of the fiscal year 2005-2006 investment return, after the 4% spending allocation.

- Step 2. In a MS Excel spreadsheet input the endowment corpus & reinvestment amounts at June 30, 2005

- Step 3. Compute the total endowment corpus & reinvestment amounts at June 30, 2005

- Step 4. Compute weighted average for each fund's corpus & reinvestment (to obtain each fund's weighted average percentage of the-total).

- Step 5. Multiply the weighted average percentage by the remaining balance of the fiscal year 2005-2006 investment return, minus the 4%

Schedule of Distribution to Income Accounts of Endowment Funds
for Fiscal Year 2006-2006

Portfolio Value -June 30, 2002	$200,000
Portfolio Value -June 30, 2003	$300,000
Portfolio Value -June 30, 2004	$450,000
Three Year Average	$316,667
	4%
	$12,667

Interest & Dividend Income and Gain of Investments *(N* 2005-2006) total $50,000

CORPUS FUND NO.	FUND TITLE	CORPUS 6/30/05	REINV. 6/30/05	CORPUS & REINV. 6/30/05	% TO TOTAL	4% SPENDING ALLOCATION $12,667	DISTRIB. TO REINV. FUNDS $37,333
611XXX	FUND A	28,000	700	28,700	22.77%	2,884	8,500
611XXX	FUND B	10,000	250	10,250	8.13%	1,030	3,035
611XXX	FUND C	15,000	360	15,360	12.18%	1,543	4,549
611XXX	FUND E	60,000	1,500	61,500	48.79%	6,180	18,213
611XXX	FUND F	10,000	250	10,250	8.13%	1,030	3,036
Total		123,000	3,060	126,060	100.00%	12,677	37,333

➢ The cumulative balances in the reinvestment funds remain invested to build over time the total value of the investment portfolio; this acts to preserve, over time, the purchasing power of the annual 4% spending allocation.

- New endowments will share in the Investment return in their first year of establishment based upon the number of months the gift proceeds have been invested in the portfolio up to June 30. On June 30, their pro rata share of the total investment return will be allocated to their reinvestment funds. Commencing July 1, they will receive their full pro rata share of the 4% allocation into their spending funds for spending during the fiscal year.

  However, the Graduate Center Foundation Board of Trustees reserves the right to suspend this initial spending allocation to newly-established endowments if the then investment environment is poor, and the investment portfolio is not projected in the new fiscal year to realize sufficient investment return to fully fund the 4% spending allocation.

  - Example: If a gift or grant arrives during fiscal year 2005-2006 (for example, if the gift amount $500,000 and the gift date is December 31, 2005), it would still receive reinvested funds:

    a) Calculate $500,000 (gift amt.) X .5 (1/2 fiscal year) = $250,000
    b) Determine the weighted average percentage
    c) Multiply the weighted average percentage by the remaining balance fiscal year 2005-2006 investment earnings, after the 4% spending

JE 15 (intra-fund) **Fund #111002 and 211002**	**Bank: FB**
Dr. 731491 (spending allocation to income funds)	
	Cr. 111700 (cash)
To record spending allocation to individual Temp Rest. Inc. & Unrest. Funds	
Dr. 111700 (cash)	
	Cr. 541448 (spending allocation form unrest. & endow.-related control funds)
To record spending allocation from Unrest. & Endow.-related control fund	

XVI. PETTY CASH FUNDS

Petty cash funds represent specified amounts of cash set aside to facilitate disbursements for relatively minor transactions and small expenditures generally required to be made in cash.

Reimbursement checks are coded to the appropriate expense accounts relating to the expenditures being reimbursed, The process allows expenditures to be recorded in summary within the accounting system at the time of reimbursement, rather that at the time of each individual cash disbursements.

The Director of Finance for GC Related Entities of the Foundation are responsible for determining the necessity for establishing petty cash funds, controlling the petty cash funds outstanding, and maintaining petty cash funds at the minimum balances required for the intended purpose.

- Requirements and restrictions:

  - Separate petty cash funds will not be commingled
  - Each petty cash fund will be the responsibility of a-single-person who will have access to the fund (to the extent practical).
  - Cash funds must have adequate safeguards relative to the size of the fund. In general, the fund should be maintained in a locked box or cabinet with access limited to one person.
  - Petty cash vouchers should be prepared in ink and signed by the person receiving the reimbursement from the fund.
  - Original receipts must accompany vouchers to support expenditures, except for minor items (under $25) for which receipts are not reasonably obtainable.
  - Expenditures and advances for expenditures must be approved prior to disbursement by Director of Finance for GC Related Entities other than the petty cash custodian.
  - Expenditures are limited to $100. The Assistant V.P. for Finance may approve expenditures for a larger amount in case emergency situations. Petty cash expenditures may not be used for:
  - Petty cash expenditure may **not** be used for:

    1. Travel advances or expenses, except for incidental parking and mileage disbursements
    2. Payroll
    3. Capital expenditures (equipment)
    4. Entertainment
    5. Check cashing or loans (I.O.U.'s)

- Petty cash replenishment requests must be accompanied by detail vouchers, receipts, a summary of appropriate expense accounts to be charged for the expenditures, and a count of cash-on-hand reconciled to the total fund.

- Petty cash-vouchers and-receipts must be marked or stamped by the business office to preclude reuse.

- Petty cash replenishment must be made by check, payable to (name), Petty Cash holder.

- Petty cash funds must be counted periodically, at least semi-annually, on an unannounced basis by the holder's supervisor.

- The check to create or increase a fund will be recorded in an account with the fund number for the appropriate department.

- Funds must be reimbursed at fiscal year-end and as the need arises, based on the fund activity (generally monthly).

XVII. YEAR-END PROCESS

- June (week 3) - Last week to process payment requests and cash receipts.

- June (week 4)
    - Review Ledgers
    - Check entries
    - Clear suspense
    - Reconcile out-of-balance funds
    - Run month-end process

- July (approx. week 3) - Prepare to meet with the Foundation's auditors. The following items should be presented for the meeting:

    - Trial balance from July 1 - June 30
    - Check register

- September (approx. B week prior to the annual meeting of the Foundation Board) - a draft of the audited financial statements Is due.

- September 30 - Close Accruals Period

AUDIT COMMITTEE CHARTER

The Audit Committee (the "Committee") of the Board of Trustees of the Queens College Foundation, Inc. (the "Foundation") oversees management's responsibilities for establishing and maintaining internal controls designed to ensure the integrity of the Foundation's financial information, the effectiveness and efficiency of their financial operations and auditing process, and their compliance with relevant laws and regulations. The Committee shall consist of no less than three Trustees, at least one of whom shall be financially literate. The Committee is authorized to:

1. Recommend the engagement of independent accountants for the purpose of auditing and examining the financial statements of the Foundation.

2. Review and approve the scope of the Foundation's annual audit, the audit procedures to be utilized, the estimated fees to be charged by the Foundation's independent accountants and the performance of such accountants.

3. Advise the Foundation's independent accountants that their primary clients are the Foundation's Board of Trustees.

4. Provide for direct, confidential communication between the Committee, the Board of Trustees, and the Foundation's independent accountants, including such private sessions as the Committee may deem appropriate.

5. Review with the Foundation's independent accountants on an annual basis:
   a. The Foundation's annual financial statements;
   b. any significant issues contained in the management letters submitted by the independent accountants and management's responses thereto;
   c. the appropriateness of the Foundation's accounting principles;
   d. the effect of changes in the Foundation's accounting principles and auditing procedures;
   e. their assessment of the adequacy of the Foundation's internal controls and procedures, including information technology controls security; and
   f. any significant issues on the Foundation's tax returns and regarding its tax exempt status.

6. Review and approve all non-audited related services to be performed by the Foundation's independent accountants, including the scope thereof and the estimated fees to be charged.

7. Review the Foundation's insurance coverage to ensure adequate protection against various risks and recommend any changes to the Board of Trustees.

8. Review periodically the Foundation's conflicts of interest policy and the administration of such policy.

9. Review on an annual basis with management compliance with the Memorandum of Understanding with Queens College and the related Management Guidelines for CUNY College Foundations.

10. Engage and work directly with appropriate expert advis3rs as necessary or desirable, including meeting with counsel to Queens College on an annual basis to review possible claims or contingencies relating to the Foundation.

11. Review periodically the Committee's responsibilities and membership, and recommend any changes to the Board of Trustees.

12. Provide the members of the Foundation's accounting staff and those _______ College individuals performing services on behalf of the Foundation, on an anonymous basis, access to the Chairman of the Committee with regard to any accounting or financial irregularities or improprieties or any other matters that the individual believes are inappropriate or in violation of law, CUNY guidelines or regulations or other applicable governmental regulations or guidelines.

13. Submit the minutes of all meetings of the Committee to, or present the matters discussed as the Committee meeting with, the Board of Trustees or the Executive Committee thereof.

14. Perform such other functions as the Board of Trustees shall designate from time to time.

The management liaison to the Audit Committee shall be the Executive Director.

March 15,2004
To: Members of the Audit and Finance Committee
From: Sebastian Persico
Re: IRS Intermediate Sanctions Regulations

I write to supplement the materials sent prior regarding the establishment of a conflict of interest policy for the Foundation. While recent events regarding insider profits and fraud have been prominent in the for-profit corporate world, seventeen years ago the spotlight was on the not-for-profit world and the improprieties committed by William Ararnony, then CEO of United Way of America. Aramony's lavish spending and fraudulent acts caused a massive loss of public faith in the ability of our eleemosynary institutions to regulate themselves. Congress responded in 1996 when the Taxpayer Bill of Rights 2 added Section 4958 to the Internal Revenue Code.

What follows is an excerpted version of an analysis of Section 4958 by Lisa A. Runquist, a principal with the law firm of Runquist & Zybach LLP.

Intermediate Sanctions - Final Regulations

Section 4958 adds "intermediate sanctions" as an alternative to revocation of the exempt status of an organization when private persons unreasonably benefit from transactions with a nonprofit organization. **Intermediate sanctions allow the Internal Revenue Service to impose excise taxes (i.e. penalties) on certain persons ("disqualified persons" and "organization managers") who improperly benefit from transactions ("excess benefit transactions") with tax exempt organizations.** Intermediate sanctions penalize the person(s) who benefit from an improper transaction, rather than the organization. Final regulations were issued and are effective as of January 23, 2002.

History

Prior to Section 4958, if a transaction with an exempt organization resulted in improper inurement or benefit to a private individual, the only option available to the IRS was to revoke the organization's tax exemption. Because this is an extreme penalty, most often hurting the beneficiaries of the organization more than the recipient of the improper benefit, the penalty was rarely used. For several years prior to the passage of Section 4958 in 1996, attempts were made to provide a less severe penalty. This goal was met in Section 4958 with the adoption of what are commonly referred to as intermediate sanctions. Intermediate sanctions may be imposed in lieu of, or in addition to, revocation of an organization's exempt status.

Disqualified Person

Intermediate sanctions may be imposed on any "disqualified person" who receives an "excess benefit" from a covered organization and on each "organization manager" who approves the excess benefit transaction. Persons defined by the regulations as having a substantial interest in the organization and, therefore, are "disqualified" include:

- Members of the governing board of the organization who are entitled to vote on matters over which the governing body has authority (e.g. directors, elders, trustees, etc.).

- Executive officers of the organization, such as president, chief executive officer, and chief operating officer. Regardless of the actual title used, this category includes any individual who has ultimate responsibility for implementing board decisions, or for supervising the management, administration or operation of the organization. This responsibility may rest with more than one individual.

- The treasurer and chief financial officer. This category includes anyone who has or shares ultimate responsibility for managing the organization's financial assets, regardless of actual title. Again, there may be more than one individual with this responsibility.

Section 4958 also identifies certain persons as having substantial influence as a matter of law; these persons are conclusively presumed to be disqualified persons:

- A family member (spouse, siblings and their spouses, ancestors, children, grand-children, great grandchildren, and spouses of children, grandchildren and great grand-children) of a disqualified person.

- An organization (corporation, partnership, trust or estate) owned 35% or more, directly or indirectly, by a disqualified person or his or her family member(s).

Excess Benefit Transaction

Generally an "excess benefit transaction" occurs anytime a disqualified person receives an economic benefit from a tax exempt organization which exceeds the value (not the cost) of the benefit provided to the organization by the disqualified person. The excess benefit is the difference between the value of what is received by the organization and the value of what is given by the organization to the disqualified person.

Rebuttable Presumption of Reasonableness

In determining whether or not a proposed transaction with a disqualified person is "reasonable" and therefore not a transaction that bestows an excess benefit, Congress intended that there be a rebuttable presumption of reasonableness, 6ra "safe harbor." Under the safe harbor, a transaction is presumed to be reasonable if:

1. the transaction is approved, in advance, by the board, or committee of the board, or other authorized governing body of the organization composed entirely of individuals without a conflict of interest;
2. the governing board or committee obtained and relied upon appropriate data as to comparability in making its decision;
3. the governing board or committee adequately documented the basis for its decision, concurrently with making the decision.

The disqualified person/organization manager normally has the burden of proving that the transaction was reasonable; however, if the three criteria above are met, the burden of proof shifts to the IRS, and the IRS must demonstrate that the transaction was unreasonable. The IRS may rebut the presumption by furnishing sufficient contrary evidence to show that the transaction was not reasonable.

Conflict of Interest

The governing body authorizing the transaction must not include anyone with a conflict of interest with regard to the transaction. A conflict of interest exists if an individual authorizing the transaction:

- is the disqualified person,
- is related to the disqualified person,
- economically benefits from the transaction,
- is in an employment relationship subject to the direction or control of the disqualified person,
- receives compensation or other payment subject to approval by the disqualified person,
- has a material financial interest affected by the transaction or,
- approves a transaction providing economic benefits to a disqualified person who in turn has approved or will approve a transaction providing economic benefits to the member.

A person will not be considered included in the authorizing action if only participating to answer questions and otherwise recuses himself or herself from the meeting, and is not present during the debate and voting on the transaction.

Correction and Penalties

In the event of an excess benefit transaction involving a disqualified person correction requires the excess benefit to be undone to the extent possible, and he taking of any additional steps necessary to restore the organization to a financial position not worse than where it would be if the disqualified person had dealt under the highest fiduciary standards. The correction amount equals the sum of the excess benefit plus interest on the excess benefit at a rate that equals or exceeds that applicable Federal rate.

In addition to correction, the penalty on the disqualified person is an amount equal to 25% of the excess benefit. If the funds are not returned "within the taxable period," an additional tax equal to 200% of the excess benefit may be imposed. If more than one disqualified person is liable for the tax, all are jointly and severally liable.

A tax equal to 10% (up to $10,000 per transaction) of the excess benefit may also be imposed on each organization manager who participates in the transaction, knowing that it is an excess benefit transaction, unless the participation is not willful and is due to reasonable cause. The $10,000 is an aggregate amount. All organization managers participating in the transaction are jointly and severally liable.

If the disqualified person receiving the excess benefit is also an organization manager, the 25%, the 200%, and the 10% tax can all be imposed on said person.

cc: Amabel James
Frances Degen Horowitz
Steven Gorelick

THE GRADUATE CENTER FOUNDATION
Endowment Management Policy

June 6, 2006

The Graduate Center Foundation Endowment Fund

The Graduate Center Foundation Endowment Fund (Fund) was established to receive and manage private gifts for the long-term support of The Graduate Center of The City University of New York. A large majority of the endowment gifts received by the Fund are currently designated for doctoral student financial aid, faculty chairs, general support for academic programs, and support for research centers and institutes.

Endowment Fund Objectives

When a donor makes an endowed gift to the Fund the amount of the gift is considered the "corpus" or "principal" of the endowment. The corpus is invested long term and remains intact in perpetuity. Only the return from the investment (income & capital gain) is eligible to be expended, and is expended in accordance with the restricted purposes established by the donor.

Therefore, the primary objectives of the Fund are to:

1. Protect and preserve the endowment corpus in perpetuity;
2. Provide a perpetual, annual, spendable return from investments;
3. Protect the annual spendable return over time from the affects of inflation; and
4. Ensure that spending is restricted solely to each donor's wishes.

Establishment of an Endowment

The minimum amount required to establish an endowment in the Fund is $50,000. The initial gift may be contributed in full or pledged over a maximum period of five years. Funds representing the corpus of an endowment that have not reached the minimum balance by the end of the five-year period will be (in consultation with the donor) combined with a similar (regarding restricted purpose) endowment fund or established as a temporarily restricted, non-endowment fund. Endowment gifts that far exceed the minimum amount will be extended longer pledge periods.

A fully executed “Donative Instrument and Disclosure Statement for Permanently Restricted Gifts” must accompany the establishment of an endowment. In addition to clearly specifying the terms of the endowment gift and the donor’s restrictions regarding endowment spending, this document specifies the Foundation’s:

1. Endowment Investment Policy;
2. Endowment Spending Policy;
3. Endowment Spending Allocation Policy;

4. Spending Allocation Policy for New Endowments;
5. Endowment Management Fee Policy; and,
6. Restricted Purpose Limitation Policy.

In cases where an endowment is established pursuant to a component solicitation or campaign, the solicitation letter or document sent to the donor or donors may be used as the donative instrument to evidence the donative intent and purposes.

Endowment Investment Policy

The Foundation's endowment investment portfolio is professionally managed by Sanford C. Bernstein & Co.

To achieve the objectives of the Fund, the Fund's assets are invested into two major asset Classes -- equity securities and a fixed-income securities. The portfolio's current asset allocation target is 55% equity securities, 35% fixed-income securities, and 10% Real Estate Investment Trusts. This asset allocation is monitored on an ongoing basis and the portfolio is regularly rebalanced.

The Fund's investment portfolio is sufficiently diversified to limit the specific risk associated with any single security. Other risk protections require diversity by industry, by economic sector, by type of equity (e.g. value versus growth, high capitalization versus low capitalization); there is international equity exposure, and all bond holdings must be of investment grade.

No endowment gifts will be accepted in which donor restrictions require that the donor direct or approve specific investment transactions, holdings, or general investment policy or strategy decisions.

Endowment Spending Policy

The Foundation recognizes the short-term need to provide a stable and predictable level of spendable income to the beneficiaries of endowment funds, while simultaneously attending to the long-term objective of preserving the purchasing power of its endowments over time in order to distribute its wealth equally to current and future generations of students, Faculty and programs.

In order to ensure a stable and predictable level of annual endowment spending the Foundation
has established a spending policy that is based upon a three-year average of its endowment portfolio's market value. In this way the portfolio's market value is "smoothed" for spending calculation purposes.

In order to preserve the purchasing power of the endowment, the spending policy includes a spending rate that is 300 basis points below the investment portfolio's anticipated average annual total rate of return, i.e. the annual spending rate is 4% and the anticipated average annual total rate of investment return is 7%.

In sum, the Fund's annual endowment spending policy is 4% of a three-year moving average of the investment portfolio's fiscal year-end (June 30) market value of the most recent (as of January) three-year period.

Endowment Spending Allocation Policy

On July 1 (the first day of the fiscal year) established endowments receive into spending Accounts (on a forward-funding basis) their pro rata share of the 4% spending allocation. On the subsequent June 30 (the last day of the fiscal year) these endowments receive into "reinvestment" accounts their pro rata share of any total investment return above the 4% spending amount. The cumulative balances in these reinvestment accounts remain invested to build over time the total value of the investment portfolio; this acts to preserve, over time, the purchasing power of the annual 4% spending allocation.

The balances in reinvestment accounts are only made available for spending when total investment return in any fiscal year is less than the 4% spending allocation. This is done to sustain a stable and predictable annual spending amount from year to year irrespective of investment performance.

Spending Allocation Policy for New Endowments

Newly-established endowments will share in investment return in their first year of establishment based upon the number of months the gift proceeds have been invested in the portfolio up to June 30. On June 30 their pro rata share of total investment return will be allocated to their reinvestment accounts. Commencing July 1 they will receive their full pro rata share of the 4% allocation into their spending accounts for spending in the new fiscal year. However, because endowment spending is allocated on a forward-funding basis, the reinvestment accounts have not had time to build protective balances, the Foundation reserves the right to suspend this initial spending allocation to newly-established endowments if the then
investment environment is poor, and the investment portfolio is not projected in the new fiscal year to realize sufficient investment return to fully fund the 4% spending allocation.

Endowment Management Fee Policy

(To be determined)

Restricted Purpose Limitation Policy

If in the opinion of the Foundation Board of Trustees future circumstances change so that the restricted purposes of an endowment become illegal, impractical, or no longer can be carried out, the Board of Trustees may designate an alternative use for endowment spending to further the objectives and purposes of The Graduate Center, giving strong consideration to the donor's special interests as evidenced by the original restricted purpose of the endowment.

Endowment Management and Investment Oversight

The Foundation Board of Trustees has assigned oversight of the Fund to its Investment and Finance Committee. The primary responsibilities of the Investment and Finance Committee are:

1. Formulating and recommending for Board approval an investment policy statement, and providing investment management firms with guidelines for portfolio management. The investment policy statement reflects:
   - The Foundation's investment objectives, risk tolerance, liquidity requirements, time horizon, as well as other circumstances that might impact investment decisions;
   - An asset allocation that might include the three major asset classes - stocks, bonds and cash - as well as a variety of other investment categories such as real estate, hedge funds, private equity partnerships, etc. The decision pertaining to the asset allocation is reviewed annually.

2. Overseeing all investment activities such as:
   - Recommending for Board approval the hiring of appropriate investment management firms with a history of above average performance, organizational depth and stability;
   - Monitoring the performance of the investment managers compared to reasonable benchmarks and determining how much risk was assumed to generate the returns achieved.

Formulating and recommending for Board approval an endowment spending policy, and annually recommending to the Board an endowment spending rate at its December meeting.

AGREEMENT TO ESTABLISH THE ? SCHOLARSHIP

I, (insert donor name), have provided, or caused to be provided, to The Brooklyn College Foundation, Inc. the sum of $25,000 to establish a perpetual scholarship fund. This scholarship shall be permanently known as THE ? SCHOLARSHIP and shall be administered according to the following terms:

a) The amount of $25,000 shall constitute the principal of THE ? SCHOLARSHIP and shall be invested through the Brooklyn College Foundation, Inc., or its successor. Additional gifts may be added to the principal.

b) An annual allocation accruing to the fund as set by the Board of Trustees, and measured on July lst of each year, shall be available for an award to a Brooklyn College student meeting the criteria. A percentage of the fund balance, determined by the Board of Trustees each year, shall provide an administrative fee for The Brooklyn College Foundation, Inc. If no applicants meet the stated criteria, no award need be made in that year.

c) The recipient shall be a student at Brooklyn College who has demonstrated **?**

d) The selection committee shall number no fewer than three faculty members of the Brooklyn College. The committee shall adhere to the criteria established for this award.

If, at some time in the future, it is no longer possible or practicable to use the fund income as provided above, the Foundation may, after using its best efforts to consult with the donor, use all or a portion of such income for the general scholarship fund of Brooklyn College. Any such future use of the fund income shall be identified as coming from THE ? SCHOLARSHIP.

______________________________	______________________________
Donor	The Brooklyn College Foundation, Inc.
______________________________	______________________________
Date:	Date:

AGREEMENT TO ESTABLISH THE

XXXX SCHOLARSHIP

I, **XXXX,** will make grant recommendations, which together with any matching gifts, are expected over the next four years to provide to The Brooklyn College Foundation, Inc. the sum of $50,000 to establish a perpetual scholarship fund. This scholarship shall be permanently known as the XXXX SCHOLARSHIP and shall be *r* administered according to the following terms:

a) The amount of $50,000 shall constitute the principal of the XXXX SCHOLARSHIP and shall be invested through the Brooklyn College Foundation, Inc., or its successor. Additional gifts may be added to the principal.

b) An annual allocation accruing to the fund as set by the Board of Trustees, and measured on July 1st of each year, shall be available for an award to a Brooklyn College student meeting the criteria described below. A percentage of the fund balance, determined by the Board of Trustees each year, shall provide an administrative fee for The Brooklyn College Foundation, Inc. If no applicants meet the stated criteria, no award need be made that year.

c) The recipients shall be students at Brooklyn College who have demonstrated exemplary academic skills and reparation by test scores and grade point average. The scholarship can be renewed for three additional years if progress towards degree and grade point average is maintained.

d) The selection committee shall number no fewer than three faculty members of Brooklyn College. The committee shall adhere to the criteria established for this award.

If, at some time in the future, it is no longer possible or practical to use the fund income as provided above, the Foundation may, after using its best efforts to consult with the donor, use all or a portion of such income for the general scholarship fund of Brooklyn College. Any such future use of the fund income shall be identified as coming from the XXXX SCHOLARSHIP.

______________________________	______________________________
Donor	The Brooklyn College Foundation, Inc.
Date: __________________________	Date: _____________________

THE GRADUATE CENTER FOUNDATION

Donative Instrument and Disclosure Statement
for
Permanently Restricted Gifts

June 6, 2006

Section 1: Donor

I , [donor name), hereby gift to The Graduate Center Foundation (Foundation) *(dollar amount)* in *(cash, marketable securities, etc.),* and pledge *(dollar amount)* to be paid to the Foundation *(pledge terms).*

Section 2: Gift

This permanently restricted gift will establish the *{name/title)* Endowment (Endowment) in the Foundation. The gift and all subsequent additions to the Endowment will be considered endowment corpus, i.e. funds that will never be spent; rather, they will be invested in the Foundation's long-term investment portfolio and will exist as an asset in the Foundation in perpetuity. The Foundation will spend investment return in support of the Endowment in accordance with the endowment spending policy as established by its Board of Trustees.

Section 3: Restricted Purpose

The Endowment will be managed by *(name/department).* All expenditures in support of the Endowment will comply with the following restricted purpose: *(describe the restricted purpose).*

Section 4: Endowment Management Objectives

The Foundation has established the following four objectives for the management of its endowment funds:

- Protect and preserve the endowment corpus in perpetuity;
- Provide a perpetual, annual, spendable return from its investments;
- Protect the annual spendable retun over-time from the affects of inflation; and
- Ensure that spending is restricted solely to each donor's wishes.

Section 5: Endowment Investment Policy

The Foundation's long-term investment portfolio is managed by Sanford C. Bernstein & Co. The portfolio is structured around two major asset classes -- equity securities and fixed-income securities. The portfolio's asset allocation target is 55% equity securities, 35% fixed-income securities, and 10% Real Estate Investment Trusts. This asset allocation is monitored on an ongoing basis, and the portfolio is regularly rebalanced.

The portfolio is sufficiently diversified to limit the specific risk associated with any single security. Other risk protections require diversity by industry, b economic sector, by type of equity (i.e. value, growth, high and low capitalization); theie is international equity exposure, and all bond holdings must be of investment grade.

No endowment gifts will be accepted in which donor restrictions require that the donor direct or approve specific investment transactions, holdings, or general investment policy or strategy decisions.

Section 6: Endowment Spending Policy

The Foundation recognizes the short-term need to provide a stable and predictable level of spendable income to the beneficiaries of its endowment funds, while simultaneously attending to the long-term objective of preserving the purchasing power of its endowments in order to distribute its wealth equally to current and future generations of students, faculty and academic programs.

In order to ensure a stable and predictable level of annual endowment spending, the Foundation has established a spending policy that is based upon a three-year average of its endowment portfolio's market value. In this way the portfolio's market value is "smoothed" for spending calculation purposes.

In order to preserve the purchasing power of the endowment, the spending policy includes a spending rate that is 300 basis points below the investment portfolio's anticipated average annual total rate of return, i.e. the annual spending rate is 4% and the anticipated average annual total rate of investment return is 7%.

In sum, the Foundation's annual endowment spending policy is 4% of a three-year moving average of the investment portfolio's fiscal year-end (June 30) market value of the most recent (as of January) three-year period.

Section 7: Endowment Spending Allocation Policy

On July 1 (the first day of the fiscal year) established endowments receive into spending accounts (on a forward-funding basis) their pro rata share of the 4% annual spending allocation. On the subsequent June 30 (the last day of the fiscal year) these endowments receive into "reinvestment" accounts their pro rata share of any total investment return above the 4% spending amount. The cumulative balances in these reinvestment accounts remain invested to build over time the total value of the investment portfolio; this acts to preserve the purchasing power of the annual 4% spending allocation.

The balances in reinvestment accounts are made available for spending only when total annual investment return is less than the calculated 4% spending allocation. This is done to help sustain a stable and predictable annual spending allocation from year to year irrespective of annual investment performance.

Section 8: Spending: Allocation Policy for New Endowments

Newly-established endowments will share in investment return in their first year of existence based upon the number of months the gift proceeds have been invested in the portfolio up to June 30. On June 30 their pro rata share of total investment return will be allocated to their reinvestment accounts. Commencing July 1 they will receive their full pro rata share of the 4% allocation into their spending accounts for spending in the new fiscal year. However, because endowment spending is allocated on a forward-funding basis, and reinvestment accounts have not had time to build protective balances, the Foundation reserves the right to suspend this initial spending allocation to newly established endowments if the then investment environment is poor, and the investment portfolio is not projected in the new fiscal year to realize sufficient investment return to fully fund the initial 4% spending allocation.

Section 9: Endowment Management Fee Policy

(To be determined)

Section 10: Restricted Purpose Limitation Policy

If in the opinion of the Foundation Board of Trustees future circumstances change so that the restricted purposes of an endowment become illegal, impractical, or no longer can be carried out, the Board of Trustees may designate an alternative use for endowment spending to further the objectives and purposes of The Graduate Center, giving strong consideration to the donor's special interests as evidenced by the original restricted purpose of the endowment.

Section 11: Endowment Management Policy Oversight

The Foundation Board of Trustees has assigned oversight of these endowment management policies to its Investment and Finance Committee. The Committee may, from time to time, recommend amendments to these policies, and the Board of Trustees may subsequently amend these policies at its sole discretion.

_________________________________	________________________
Donor signature	Executive Director The Graduate Center Foundation
Date: ___________	Date: __________

Fund Raising, Contribution and Acceptance Policies

New York City Technical College
The City University of New York
and
New York City Technical College Foundation, Inc.

Introduction

1. The New York City Technical College Foundation, Inc. (Foundation) is an independent, not-for-profit corporation formed to encourage, accept, invest and manage private gifts to New York City Technical College of the City University of New York (College). The Foundation is incorporated under section 501(c)(3) of the Internal Revenue code, permitting it to receive charitable contributions that qualify as tax deductions to the extent allowable by law. The Foundation is the only approved recipient of gifts to the College.
2. The term "gifts" refers to private contributions, sometimes called grants, from individuals and organizations. Gifts are outright or deferred contributions in which no return services or goods are expected, implied or forthcoming to the donor.
3. Gifts for unrestricted, general purposes of the College are encouraged because of the flexibility they provide in meeting the most pressing needs. Gifts for the explicit use of a department or program are accepted, when a donor wishes to support a specific, approved need of the College. These include scholarships, academic program enrichment, lectureships, exhibits, equipment, supplies and building maintenance.
4. Donors may direct gifts for:
   A. full expenditure during one or more years for unrestricted or restricted current operations; or
   B. establishment of a restricted or unrestricted endowment fund, subject to policy restrictions; or
   C. special handling in other ways not inconsistent with the purposes and policies of the College.
   5. Gifts made on behalf of New York City Technical College for current or deferred use, as well as for general or special purpose endowment funds, should name the *New York City Technical College Foundation, Inc.* as owner and beneficiary. Gifts may be made by check, Mastercard, VISA, transfer of securities, real or personal property.

Gift Solicitation and Acceptance

To insure that solicitation and acceptance of gifts is conducted in a manner that best serves the interest of the College, these policies have been adopted:

1. Any request to undertake a fund raising program or to solicit contributions from alumni, parents, friends, businesses, foundations or the local community should be submitted to the Vice President for Institutional Advancement for review with the President's Cabinet and the Foundation Board of Directors. The individual who

initiates the request is responsible for securing the endorsement of the appropriate department chair/director and dean/vice president.

2. The Foundation Office is the only approved recipient of monetary, in-kind and investment portfolio gifts on behalf of the College. In all potential cases, early contact with the Vice President for Institutional Advancement or the Executive Director of the Foundation is encouraged and may even be required.
3. The Foundation accepts both unrestricted and restricted gifts. Restricted gifts are used as the contributor stipulates; the only control the Foundation exercises over restricted gifts is whether to accept them and whether they can be administered in accord with good business practices. Gifts may be made for memorial or honorary purposes. An administrative charge on restricted, non-endowed funds is 8% annually.
4. Contributions and bequests that in any way distinguish between individuals or groups on the basis of race, color, gender, religious creed, sexual orientation, ancestry or national origin is inimical to the philosophy of the College, even though the intent of the donor may not be prejudicial to the interests of individuals or groups. The Foundation will not participate in or accept any contributions that would violate this principle.
5. Under no circumstances should any member of the College accept or receive gifts or bequests unless the above mentioned procedures and policies are adhered to and complied within a timely manner.
6. Solicitations for new structures, extension of present buildings, or modifications of present structures or grounds must have the approval of the College President and the CUNY Board of Directors. Naming of buildings, rooms and spaces within buildings and landscape areas is the responsibility of the president of the college with the approval of the board of trustees. In general, gifts made with naming intentions should be discussed at the earliest stage with the Vice President for Institutional Advancement. Donors must fund a substantial portion (normally 51% or more) of the cost/maintenance of a new building or landscape feature in order for the naming request to be considered.
7. **Gifts of securities** may provide favorable specific tax consequences to the donor. Close cooperation with the Foundation Office is recommended. Securities gifted by wire transfer should be supplemented with written correspondence to the Foundation Office that includes the full name(s) of the donor(s) to be credited for the gift and the purpose of the gift (unrestricted, restricted for.. .). Securities are valued for gift purposes at the average of the high and low quoted selling prices on the date the donor relinquishes dominion and control to the Foundation. Securities are sold promptly on receipt, unless circumstances warrant otherwise.
8. Offers of **gifts of real estate** intended for use by the College may be accepted only after review by legal counsel to and approved by the Foundation Board of Directors. A donor may retain life use of property for him/herself and others in the gift of property. Expenses for maintenance, real estate taxes, insurance and indebtedness relating to the property must be borne by the donor or primary beneficiary. All gifts of real property should be clear (unencumbered) when deeded to the *New York City Technical College Foundation, Inc.,* except when such encumbrances are declared by the Foundation Board of Directors. Obtaining valuation is the responsibility of the donor. Appraisal costs cannot be borne by the College or Foundation.

9. Acceptance of gifts of equipment, goods or services that would constitute useful additions to the College are encouraged. Since proposed **gifts-in-kind** may place demands upon the College in terms of special requirements (e.g., electrical, space, environmental control, maintenance, etc.), it is essential that the Vice President for Finance and Administration be notified in advance of all such potential donations. If it is determined that the College is able to accept the donation, all pertinent information (e.g., value, general description, use purposes) must be forwarded in writing to the Foundation Board of Directors. Obtaining valuation is the responsibility of the donor. Appraisal costs cannot be borne by the College or the Foundation.
10. The College Office of Institutional Advancement and the Foundation Office carry out fund raising activities in accordance with all applicable federal (IRS), state and local laws. The National Society of Fund Raising Executives' *Code of Ethical Principles and Standards of Professional Practice* guide all staff gift solicitations, acceptance procedures and donor relations.
11. **Gifts for student financial assistance** (scholarships, loans, fellowships, etc.) will not be accepted with any of these conditions:
    A. donor designation of an individual recipient or relative of the donor as recipient;
    B. restriction related to future employment of the recipient, except where such restriction is consistent with the purpose of the establishment of the grant and does not inure to the benefit of the donor or any other private individual or organization; or
    C. restrictions by the donor regarding conditions or terms of repayment, including interest, of loans to students from the donation or its proceeds.
13. There is no minimum amount for an unrestricted or restricted gift for current operations. Annual and special campaigns for support may include mail, telephone, electronic media and personal solicitations to raise funds in support of the College's mission. Memorial and honorary gifts are also accepted at any amount.

<u>Gift Crediting</u>

The College and the Foundation subscribe to the "Standards for Annual Giving and Campaigns in Educational Fund Raising" developed by the Council for Advancement and Support of Education (CASE) and endorsed by the National Association of College and University Business Officers(NACUBO).

Gifts are credited by the source of the last entity that passes it to the Foundation. Corporate matching gifts are credited to the corporation. They are not credited as a gift ***0*** from the individual, nor do they normally qualify individuals for gift recognition levels.

<u>Endowment Funds</u>

The Foundation Board of Directors may approve the establishment of special purpose and unrestricted endowment funds upon receipt of gifts or commitments that meet the approved financial and other criteria for such funds. An endowment fund may be established even though the principal amount may meet the minimum requirement at a future date if:

1. at least one-half of the corpus minimum has been irrevocably gifted, or
2. a letter of intent is signed by the donor with an approved plan to complete the

minimum corpus in a specified time period.

Effective January 1, 2000, the minimum principal for establishing an endowment fund is ten thousand dollars ($10,000). Commonly acceptable types of endowment funds with recommended establishment levels are:

A. Scholarships, awards or fellowships for students may be established with a fund of not less than ten thousand dollars ($10,000).
B. Lectureship, exhibit and performance funds may be established with a minimum corpus of thirty thousand dollars ($30,000).
C. Enrichment and maintenance funds require a minimum principal of fifty thousand dollars ($50,000).
D. Named Professorships require a minimum of five hundred thousand dollars ($500,000).
E. Named Chairs may be established with a minimum gift of one million dollars

There is no minimum amount for a gift that is to be added to the general, unrestricted endowment or to any established special purpose endowment fund.

The spending policy for endowment funds is set by the Foundation Board of Directors. The current policy sets annual distribution at five percent (5%) of the average balance of the endowment fund over the three prior years.

Donors are asked to recognize that over time, the needs, policies and circumstances at the College change in unforeseen ways. To serve the best interests of the College, the Foundation Board of Trustees and the President of the College should be given the ability to make use of endowment funds while continuing to perpetuate the honor of the person for whom the endowment is named. This is accomplished by including the following statement in the establishment of any endowment instrument:
"lf, in the opinion of the President of New York City Technical College, with the approval of the Board of Directors of the New York City Technical Foundation, Inc., all or part of the earnings of this fund cannot be appropriately used in the manner designated above, they may use same for other appropriate purposes as nearly aligned to the original intent as good conscience and need dictate within the mission of the College. "

Bequests and Deferred Gifts

A bequest intended for the College should be made to "New York City Technical College Foundation, Inc."

Unrestricted Bequests - are intended for the general purposes of the College and are of special benefit in allowing flexibility to meet the greatest needs. If relatively modest, the bequest will either be accepted as an annual expendable gift, or added to the general unrestricted endowment fund. Should the testator specify that the principal be used as an endowment fund, the previously stated minimum dollar requirements must be met, and the Will should read:
"I *hereby devise and bequeath to New York City Technical College Foundation, Inc. (the sum of* $____) *(all the rest, residue and remainder of my estate) (____percent of my residuary state) (specific real or personal property) to establish the* ___________

endowment fund, the earnings to be used for the general purposes of New York City Technical College as the Foundation Board of Directors may determine upon the recommendation of the College President. "

Restricted Bequests - allow donors to support and promote special interests but may only be accepted if the bequest meets the applicable previously stated minimum dollar requirement. It is recommended that any specified purposes be described as broadly as possible, and that detailed limitations and restrictions be avoided where possible. The Vice President for Institutional Advancement or the Foundation Executive Director should be consulted before a proposal to establish a restricted bequest is made. Inclusion of the contingency clause, described in the *endowment funds* section, is required.

Life Insurance is often a convenient method for donors to give substantial gifts in Support of the College. When such gifts are made, *New York City Technical College* Foundation, Inc. must be named as both the owner and beneficiary of the policy. To insure that such gifts comply with the general policies of the College and the Foundation, the Vice President for Institutional Advancement or the Foundation Executive Director should be consulted prior to the gift of the policy.

Charitable remainder trusts and **charitable lead trusts** require correct drafting that is often complex. Therefore, such trust arrangements must be reviewed by the Foundation's legal counsel prior to execution by the donor and approval and acceptance by the Foundation Board of Directors. Generally the minimum trust should be $100,000. New York City Technical College, nor New York City Technical College Foundation, Inc. will act as trustee.

All bequests and planned gift donors are advised to seek legal counsel prior to gift instruments.

New York City Technical College and New York City Technical College Foundation, Inc. advance the Donor Bill of Rights as developed by the American Association of Fund Raising Counsel, the Association for Healthcare Philanthropy, the Council for Advancement and Support of Education and the National Society of Fund Raising Executives.

A Donor Bill of Rights

Philanthropy is based on voluntary action for the common good. It is' a tradition of giving and sharing that is primary to the quality of life. To assure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have fill confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights.

I. *To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.*

II. *To be informed of the identity of those sewing on the board and to expect the board to exercise prudent judgment in its stewardship responsibilities.*

III. *To have access to the organization's most recent financial statements.*
IV. *To be assured their gifts will be used for the purposes for which they were given.*
V. *To receive appropriate acknowledgment and recognition.*
VI. *To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.*
VII. *To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.*
VIII. *To be informed whether those seeking donations are volunteers, employees of the organization, or hired solicitors.*
IX. *To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.*
X. *To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.*

PSM.4-06-00

Accepted by the President's Cabinet and approved by the NYCTC Foundation Board of Directors, June 15,2000

The City University of New York
***Invest in CUNY*: The Campaign for the Colleges of the City University of New York**

CHANCELLOR'S TASK FORCE ON ALUMNI RELATIONS AND ASSOCATIONS

Links to Resources

General Resources & Professional Development
Council for Advancement and Support of Education (CASE)
http://www.case.org/

Academic Impressions – Professional Development mostly in the area of marketing, communication, relationship building
http://www.academicimpressions.com/

Alumni Futures – Blog focused on the issues of alumni programming
http://www.alumnifutures.com/

Task Forces
2004 report of Virginia's Alumni Relations Task Force
http://www.virginia.edu/virginia/artf/index.html

2006 Rutger's Alumni Relations Task Force
http://www.alumni.rutgers.edu/taskforcereport/

2002 Standford's Task Force on Minority Alumni Relations
http://news-service.stanford.edu/news/2002/may29/minority-529.html

Policies & Guidelines Resources

http://www.ohiou.edu/policy/numeric.html

http://www.universityofcalifornia.edu/regents/policies/6078.html

Online giving
http://www.alumni.berkeley.edu/Giving_To_CAA/Making_a_Gift.asp

http://law.mc.edu/alumni/make_a_gift.htm

Market Research: The Stanford link
http://www.stanford.edu/~jpearson/index.shtml