

University of New Brunswick

Stewardship Policies and Guidelines



Office of Development and Donor Relations
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Section 1

Purpose

The purpose of this Stewardship Policy manual is to serve as a set of guiding principles for the Office of Development and Donor Relations and other departments regarding the stewardship of current and future gifts to the University of New Brunswick for the benefit of the University. This policy is intended to ensure donors' intentions are honoured and gifts are properly acknowledged.

Overview

Since its inception in 1785, when citizens of this province petitioned government to establish an educational institution, the University of New Brunswick has benefited from the support and generosity of its friends and alumni. Anyone who ever contributed to UNB has helped to build and maintain this outstanding school. Over the years, donors have created scholarships, enhanced libraries, constructed buildings, provided equipment, established chairs and professorships, beautified campuses, strengthened athletic teams, encouraged research programs, developed lecture series, fostered the visual and performing arts - the list goes on.

Established in 1985, the Office of Development and Donor Relations is the place where the University's supporters - past, present and future - can get information, assistance and personalized attention. The Office provides the opportunity to invest in a University

with a critically important purpose: to help build a society rich enough, creative enough and confident enough to provide a home for anyone who wants to be a part of it. The Office of Development and Donor Relations, including the Research and Stewardship Office, is charged with the critical role of communicating to the University's donors - alumni, friends, parents, faculty, staff, corporations and foundations - that UNB is an institution worthy of both their financial commitment and loyal support.

More specifically, the Research and Stewardship Office serves an important role in fostering goodwill between donors and the University. The Office serves long-term University interests by facilitating the acknowledgement of any and all contributions in a timely, accurate and appropriate manner, recognizing donors in meaningful ways while adhering to any stated wishes of anonymity, and reporting to donors in a consistent and accurate manner on the use and impact of their financial contributions.

Section 2

Gift Acknowledgement

Overview

All gifts to the University of New Brunswick of cash, cheques, and securities, as well as most other types of gifts and pledges, are officially acknowledged and thanked by the University through the Office of Development and Donor Relations. On a daily basis, gifts are recorded in the Development database (Benefactor) and acknowledgement letters are produced by the Annual Giving Office and, where appropriate, by the Director of Development and Donor Relations and the President of UNB. As noted below, the acknowledgement letter, signed by the appropriate administrator or volunteer, is handled through a manual process in some instances and an automated process in others.

Responsibilities and Procedures

The Annual Giving Office is responsible for drafting, in consultation with the signer, any standard thank-you letters. The thank-you incorporates and references the specifics of the gift. The remaining thank-you letters are handled by other Development and Donor Relations staff (ie. Gifts of Securities would be thanked by the Manager of Estate Gifts,

the Annual Giving Office ensures that Memorial Gifts are thanked by the appropriate individual, etc.) Thank-you letters processed through the Annual Giving Office are mailed within two working days after Advancement Services has been notified and received relevant documentation for each gift. All other thank-you letters are mailed within ten days. Tax receipts are mailed separately since the coordination of the receipt with the thank-you letter cannot be handled in an efficient or timely manner. Tax receipts are not issued until the gift has been processed successfully which typically results in a lag time of up to two weeks from receipt of the gift to the processing of the tax receipt. And, since not all thank-you letters require the enclosure of a tax receipt, a manual process would be necessary to include the receipt with the relevant letters.

Acknowledgement Standards

A list of the various acknowledgement scenarios follows:

Thank-You for Pledges that are Paid-up: These are downloaded from Benefactor once a week through the PCB screen. Any pledge that has been fulfilled with a pledge date more than six months from the download date will receive a thank-you letter from the President.

Phone/Mail: These gift commitments are downloaded from CampusCALL daily and entered into Benefactor. All pledges received through the phone/mail program have a thank-you letter sent from the President.

Direct Mail Campaigns: These include alumni, faculty, staff, friends of the alumni

news, Beaverbrook Scholars, grad class, and special memorial, honorary and class projects. The solicitation mailing includes a pledge card and return envelope. When the pledge cards are returned, the gifts/pledges are entered in Benefactor by the Donations Clerks. Once the processing is complete, the cards are given to the Annual Giving Office for processing of the appropriate Chair's thank-you letter.

Other Thank-You Letters: The Development and Donor Relations Office also receives gifts/pledges from other sources such as Donor Honour Roll inserts, on-line donations and unsolicited gifts. Once the Donations Clerks have processed the donation, they inform the Annual Giving Office of the gift/pledge by providing them with a copy of the donation source (i.e. cheque, pledge card, note, etc.). The donor will receive a thank-you letter from the President.

"Personal" letters for gifts of \$1,000 or greater are written for the President (\$1,000-\$4,999), the Chair of the Board (\$5,000-\$9,999) or the Chancellor (\$10,000+). The Research and Stewardship Office is responsible for generating these letters. Donors of gifts-in-kind will receive a thank-you letter, along with the receipt from the Director of Development and Donor Relations. As noted earlier in this policy document, the Office of Development and Donor Relations will also coordinate further acknowledgement through the issuing of reports, visits and appropriate recognition.

Documented bequests, annuities, life insurance gifts and other planned giving vehicles that have been confirmed shall be acknowledged by the Manager of Estate Gifts within one week of notification. The President also acknowledges any confirmed planned gift within two weeks. The Manager of Estate Gifts will ensure that the President has been

notified of any planned gift.

All donors of gifts or pledges of \$500 or greater are expected to receive a thank-you telephone call within two weeks from the most appropriate faculty/senior development officer. The Research and Stewardship Office will inform the appropriate officer and provide the necessary contact information.

Section 3

Donor Recognition

This section outlines the qualifications, procedures and methods of recognition for gifts to the University of New Brunswick.

Naming Policy

The Board of Governors of the University of New Brunswick retains authority for naming (or renaming) buildings, components of buildings, open spaces, and other physical facilities of the university and for establishing guidelines for the naming of endowments in support of the university.

Scope

This policy guides the granting of named recognition at the University of New Brunswick for philanthropic donations. Individuals contemplating a naming opportunity to recognize outstanding service are to refer to section P.3.1 of the University of New Brunswick Policies, Regulations and Procedures guidelines (see Appendix A) and consult the University Secretary for information and expertise.

Naming Opportunities

As the need for private donations to the university continues to increase, there is an opportunity for the University of New Brunswick to facilitate gifts by naming university structures, programs, endowments and other funds in honour of significant financial contributors to the university.

General Naming Policy

- Ultimate authority to accept or decline any proposal to name at UNB rests with the Board of Governors.
- Ultimate authority to discontinue the designated name of a physical space or fund or to transfer the name to another physical space or fund at UNB rests with the Board of Governors.

- The acceptance of any philanthropic donation which involves a proposal to name is conditional upon approval of the naming by the Board of Governors.
- Notwithstanding any other provision of this policy, no naming will be approved or (once approved) continued that will call into serious question the public respect of the University.
- No names will be approved that will imply the University's endorsement of a partisan political or ideological position or of a commercial product. This does not preclude a naming with the name of an individual who has at one time held public office or with the name of an individual or a company that manufactures or distributes commercial products.
- When permanent named recognition has been extended for a gift received, it will be honoured in perpetuity. In the event of changed circumstances, e.g. a facility no longer exists, the University reserves the right to determine the form which such permanence may take.
- From time to time, it may be appropriate to offer named recognition for a limited period of time. In this case, UNB is obligated to honour the name for that period of time, subject to renewal of the opportunity.
- Provisions in this policy that refer to naming for a benefactor also in general apply to naming for a third party at the wish of a benefactor.

- The Office of the University Secretariat shall be responsible for maintaining and updating an inventory of named facilities.
- The Research and Stewardship Manager shall advise on consistent application of current, approved naming policies with respect to recognition of philanthropic donations.
- The Board of Governors reserves the right to decide on the physical displays which may accompany named recognition.

Approval Procedures

The Research and Stewardship Manager and the University Secretary are to consult for all proposed naming opportunities intended to recognize a philanthropic donation.

Philanthropic namings are subject to satisfactory funding arrangements for the specific portion of the cost of the project or fund. When the philanthropic donation does not meet the specified portion cost of the project, naming is subject to completion of satisfactory funding arrangements, and the naming will become official only after that is achieved. Assuming these conditions are met, the approval process will be that articulated in UNB Policies, Regulations and Procedures P.3.1.

Negotiating Named Recognition for Philanthropic Donations

It is the responsibility of individuals negotiating on behalf of the University to consult with the Research and Stewardship Manager in the Office of Development and Donor Relations when gifts involve a proposal to name.

It is the responsibility of individuals negotiating on behalf of the University to advise potential benefactors that the acceptance of any philanthropic donation involving a proposal to name is conditional upon final approval of the naming by the Board of Governors.

In negotiating with donors, deans/directors and development officers need to ensure that donors understand that even when a physical space or fund will be named for them, they do not control the details of the administration and application of gift details including construction, furnishings, the selection of candidates, etc.

Naming of Physical Facilities

A building or physical facility may be named for a donor in cases where the donor's gift provides at least thirty (30%) percent of the total cost of construction or \$1 Million, whichever is greater.

Existing Facilities or Portions of Existing Facilities

Existing un-named buildings and/or parts of buildings or facilities may be named for donors in cases where substantial gifts are made by donors to programs carried on

within these facilities. In cases of major renovation that extend throughout a building or facility, the facility may be named for the donor, provided the donor's gift covers at least fifty (50%) percent of the renovation cost. Physical facilities or portions of physical facilities may be named for sums less than these levels at the discretion of the External Relations Committee of the Board of Governors.

Named Laboratories, Classrooms and Lounges

A minimum donation of \$50,000 is required.

Other Features

Donor names proposed for fountains, ornamental buildings, landscaping, trees, benches and similar features will normally require a gift to cover the full cost of the project and a maintenance fund.

General Policy on Endowed Funds

An endowment fund may be contributed and named for an individual or organization benefactor, or a specific honoree, to provide a permanent source of funding for restricted or unrestricted purposes as specified by the donor.

Gift Levels for Endowed Funds

The following provides general guidelines for named endowment categories and minimum funding requirements:

Departments, Centres & Institutes - A private gift naming of an academic unit should be at a level that will transform the nature of the unit involved, enabling the unit to reach a level of excellence. The gift must be in the form of an endowment used to sustain a margin of excellence.

Endowed Chairs \$2.5 Million - The endowed chair designation will be linked to a select faculty position filled by an outstanding scholar and teacher.

Professorships \$1,000,000 - The endowed professorship designation will be linked to a faculty member whose accomplishments indicate potential for sustained national and international leadership and whose current efforts are focussed on honing teaching skills and/or establishing a superior record of research or other scholarly activity.

Visiting Lecture Series \$100,000 - A lecture series brings to the University a variety of outstanding individuals of broad experience and expertise whose presentations will have University-wide and interdisciplinary appeal. Earnings from the endowed fund will provide for honoraria, travel expenses, and other costs associated with presenting such speakers.

Scholarships/Bursaries \$10,000 - Scholarships provide important financial assistance to talented and deserving undergraduate students. The minimum recommended scholarship/bursary endowment level is \$10,000. An endowment fund may be established within a reasonable period (usually two to five years) agreed upon by the donor and the University of New Brunswick. A gift or pledge to establish an endowed fund shall be accompanied by a formal, signed document (see Appendix F) detailing the endowment agreement. A newly endowed fund named for the donor (or designee) may be established for gifts under \$10,000 when there are clear prospects of the endowed fund reaching \$10,000 within a reasonable period of time. An agreement between the University and the donor will provide for disposition of the fund should it fail to reach \$10,000 within the designated time period.

Prizes/Awards \$5,000 - The minimum recommended prize/award endowment level is \$5,000. An endowment fund may be established within a reasonable period (usually two to five years) agreed upon by the donor and the University of New Brunswick. A gift or pledge to establish an endowed fund shall be accompanied by a formal, signed document detailing the endowment agreement. A newly endowed fund named for the donor (or designee) may be established for gifts under \$5,000 when there are clear prospects of the endowed fund reaching \$5,000 within a reasonable period of time. An agreement between the University and the donor will provide for disposition of the fund should it fail to reach \$5,000 within the designated time period.

Removal or Change of Name

Individuals and organizations whose names are approved by the Board of Governors are

expected to exemplify the attributes of integrity and civic leadership. Should a donor, for whom a university naming opportunity has been made, violate these standards, the Board may elect to remove the donor's name from the naming opportunity.

The Board of Governors has the right, in consultation with the donor, to change the name of a building, space, facility or endowment if, for example, a corporate donor has itself changed its name, marital donors have divorced or separated, or a named program has been terminated because it no longer meets the needs of the university.

Other Forms of Recognition

In addition to naming opportunities, various other forms of recognition may be undertaken to celebrate gifts to the University. These may include:

Formal Dinners: Gifts of \$1 million or more may be an occasion for formal dinners in honour of the donor. Attendance will include members of the Board of Governors, senior staff, benefactors, guests of the honoree, and prominent members of the community. If an endowed position is involved, the honoree and the appointee, their families, and friends shall be included. The decision to conduct a formal dinner shall go forward only with the consideration of the donor and his or her family. (An event checklist has been developed by the Research and Stewardship Office and is included as Appendix B.)

Portraits: Formal portraits may be suitable for donors of gifts in excess of \$1 million, for

placement within the University's facilities, usually in the area where all other portraits are displayed, or the area where the gift was designated or where the honoree resides. The decision to commission a portrait will be made by the Office of Development and Donor Relations with the consent of the donor and his or her family.

Dedication Ceremonies: Gifts of \$250,000 or more may be the occasion for ceremonies to gather together significant faculty/staff of the University and the community to formally dedicate a facility or program funded by the donor. Consent of the donor and his or her family shall be obtained in all instances.

Plaques: Plaques conforming to the graphic design commissioned by the Office of Development and Donor Relations may be installed within the University as approved by the Board of Governors. Initiatives receiving \$50,000 or more in individual or group support will be eligible for consideration. Donors contributing \$10,000 or more to the initiative are eligible to be listed on the plaque. Consent by the donor and his or her family shall be obtained in all instances.

Receptions: Gifts of \$25,000 or more may be the occasion for a reception or intimate lunch (hosted by the dean or director of the area receiving the support) for the donors and their select invitation list, to be attended by significant faculty/staff of the University. Consent by the donor and his or her family shall be obtained in all instances.

Photo Session: Gifts of \$25,000 or more may be the occasion for a photo session at the discretion of the Development and Donor Relations Office. An album of pictures made at the event may be presented to each donor as a memento of the occasion.

Public Notice: Gifts to the University represent marketing opportunities for public announcement. The Office of Development and Donor Relations shall request of each donor and his or her family, the approval to prepare and release a public announcement of the gift. Gifts of \$50,000 or more will be featured on the Development and Donor Relations website. Gifts of \$100,000 or more will be featured in the *Alumni News*. Gifts of \$250,000 or more may be recognized with a display ad in the local daily newspaper.

Donor Wall: Donors will be recognized for cumulative support of \$25,000 or more by having their name added to the donor walls on both campuses. Names will be added or moved to a higher level at an annual celebratory donor dinner. Consent by the donor and his or her family shall be obtained in all instances.

Giving Levels: Donors will be recognized for contributions through both annual and cumulative giving. The levels along with the recognition and benefits are detailed in the Giving Levels section below and in Appendix C.

Other Forms: Other forms of recognition may be appropriate from time to time. The decision shall be guided by the Office of Development and Donor Relations.

Annual Giving Recognition

The University currently offers the President's Associates as the only donor program recognizing annual gifts. In place of the President's Associates, donors will now be recognized for the amount and/or type of their gift, without consideration of

where the gift has been designated or from whom the donation was received. This new program would recognize donors for their annual contributions within three levels:

Presidents Circle – Those donors who have contributed between \$1,000 and \$4,999 in a given year would qualify as a member of the Presidents Circle for the year(s) they contribute this amount. Those donors who have pledged to contribute this total amount in that year would also qualify for the Presidents Circle. Gifts-in-kind will not be considered in determining qualification. Those who are currently identified as a President’s Associate would, at a minimum, be a member of this group.

Governors Circle – Those donors who have contributed between \$5,000 and \$9,999 in a given year would qualify as a member of the Governors Circle for the year(s) they contribute this amount. Those donors who have pledged to contribute this total amount in that year would also qualify for the Governors Circle. Gifts-in-kind will not be considered in determining qualification.

Chancellors Circle – Those donors who have contributed \$10,000+ in a given year would qualify as a member of the Chancellors Circle for the year(s) they contribute this amount. Those donors who have pledged to contribute this total amount in that year would also qualify for the Chancellors Circle. Gifts-in-kind will not be considered in determining qualification.

Planned Giving Recognition

Those who have indicated to the University their desire to make a planned gift are

recognized with membership in the Society of Good Will.

Society of Good Will – Those who have indicated to the University that they have a bequest, insurance policy, annuity or other planned giving vehicle will be recognized as a member of the Society of Good Will. Many who are members of this recognition program will also be members of one of the above programs that recognize current giving.

Special Conditions

Knowing that many donors value the benefits associated with being a member of the President's Associates, it is proposed that this new donor recognition program extend, at a minimum, the same benefits. The only exception would be those who are identified as members of the Society of Good Will. Since these members may not, in fact, be current donors, it is suggested that new members not receive the benefits offered to those who are members of the Presidents, Governors or Chancellors Circles. However, also recognizing these benefits have been offered to this group in the past, it is recommended grandfathering the benefits to this group.

Lifetime Giving Recognition

The Benefactors Society recognizes the University's most generous donors - individuals, families and organizations - who want to see UNB continue to be one of the country's

great universities. Members of the Benefactors Society represent a long tradition of giving and a legacy that includes new buildings, endowed chairs, centres and professorships, and many undergraduate and graduate scholarships.

The Benefactors Society recognizes the cumulative, lifetime contributions of \$25,000 and above to the University. Once a donor's cumulative gift exceeds the \$25,000 minimum, lifetime membership is assured in one of the following cumulative gift societies. Gifts-in-kind will not be considered in determining qualification.

Beaverbrook Society: Recognizing cumulative gifts of \$5 million or more, the Beaverbrook Society, named for the University's greatest benefactor, honours individuals and organizations whose generosity has transformed the University.

Foster Society: Recognizing cumulative gifts of \$1 million or more, the Foster Society is named for Sir George Foster, a loyal alumnus, former prime minister and founder and supporter of UNB's first endowment in 1923.

Smith Society: Recognizing cumulative gifts of \$500,000 to \$1,000,000, the Smith Society is named for Dr. J. Herbert Smith, a loyal alumnus, a successful business leader and long-time supporter of the University.

Singer Society: Recognizing cumulative gifts of \$250,000 to \$500,000, the Singer Society is named for Miss Ethel Singer, a loyal alumna whose generosity aided in the construction of Singer Hall, home of the faculty of administration in Fredericton.

Mackay Society: Recognizing cumulative gifts of \$100,000 to \$250,000, the Mackay Society is named for Dr. Colin B. Mackay, former UNB president, long time financial supporter of his *alma mater* and the man who oversaw the establishment of our Saint John campus.

Snodgrass Society: Recognizing cumulative gifts of \$50,000 to \$100,000, the Snodgrass Society is named for Dr. Florence T. Snodgrass, former chair of the department of psychology whose support to UNB includes endowed prizes and scholarships as well as a student loans program.

Magee Society: Recognizing cumulative gifts of \$25,000 to \$50,000, the Magee Society is named for Dr. Frederick Magee, an alumnus who gave freely of his time and money and whose largesse helped establish the BBA program as well as a substantial endowment in support of student loans.

Members of the Benefactors Circle are recognized at the annual benefactor dinner held each summer/fall and listed on the donor walls located on both the Fredericton and Saint John campuses.

A list of the benefits for each giving/recognition level is detailed in Appendix C.

Section 4

Gift Management and Reporting

Endowment Reports

The rich history and tradition of philanthropy at the University of New Brunswick has seen the establishment of numerous endowed scholarships, awards, fellowships, and other funds that provide financial aid to students, allow faculty to fulfill research ambitions, permit students to immerse themselves in hands-on teaching and learning experiences, and foster life-long learning. The donors to these funds are keenly aware of what a UNB education can do for students.

Proper stewardship of these funds is important. Not only will UNB thank the donors at the time of the gift, but it will also inform the donors of the performance of the funds, the amount of money awarded from the fund, and the recipients of the funds. The recipients of these funds will also be asked by the Development and Donor Relations Office to thank the donor for their generosity.

On or before October 15 of each year, the Assistant Registrar, Undergraduate Awards, will supply the names of the recipients of endowed undergraduate scholarships to the Research and Stewardship Manager. A letter over the Director of Development and Donor Relations' signature will be sent to the donor by November 30 of each year. This letter will detail the balance and performance of the endowment along with the amount

of money available for use in the current fiscal year and include the name(s) of the current recipient(s). For scholarships that are not endowed, the letter will contain only the name(s) of the current recipients.

As well, on or before November 30th, recipients of endowed scholarships will be asked to write to the donors thanking them for the financial aid. If undergraduate scholarships are awarded after November 30th, the Assistant Registrar, Undergraduate Awards, will notify the Research and Stewardship Manager as soon as possible. A report to the donor will be prepared within a week and the recipient asked to write a letter of thanks.

Twice a year, in May and again in October, the Admissions Assistant in the Registrar's Office on the Fredericton campus and the Data Control Supervisor in the Registrar's Office on the Saint John campus will supply the names of recipients of prizes and awards to the Research and Stewardship Manager. A letter over the Director of Development and Donor Relations' signature will be sent to the donor by June 30 and November 30 of each year. For endowed prizes and awards, this letter will detail the balance and performance of the endowment along with the money available for use in the current fiscal year and include the name(s) of the current recipient(s). For prizes and awards that are not endowed, the letter will contain only the name(s) of the current recipients. Recipients of prizes and awards will be asked to write to the donors thanking them for the financial aid.

Any faculty member, academic department or other unit of the university that benefits from an endowed fund will provide, as specified in the gift/fund agreement, an annual report of each endowment to the Research and Stewardship Manager. This report would summarize the major activities associated with the endowment and, when

appropriate, information on the holder(s) of the endowment. This report will then be edited, reformatted and forwarded by the Development and Donor Relations Office to the donor(s) of the endowment. A sample report is included as Appendix D.

Gift Agreements

Whenever a gift fund is established, a gift agreement (see Appendix E) is created to set forth the specific criteria of the donor's intent in which the University of New Brunswick will utilize the gift. It ensures that the gift will be used as the donor intended and may set out provisions for alternative uses, should it become impossible or impractical to carry out the donor's original intent. For these reasons, the University requires that all gift funds have a written agreement on file. The University's development staff, using these templates, will draw up the gift agreement. Because the University does not provide legal advice to prospective donors, all prospective donors are urged to seek their own legal counsel in matters relating to their gift planning, taxes and estate planning.

P.3.1 A POLICY WITH RESPECT TO PROPERTY

NAMING OF UNIVERSITY PROPERTY OR SPACE

1. The naming of University property or space as a tribute to or recognition of select individuals for outstanding service to the University and/or as memorials must be approved by the Board of Governors.
2. The normal approval process will include:
 - a) A nominating or sponsoring individual or group will prepare an information portfolio and submit their request or suggestion to the President;
 - b) The initial request will be evaluated by the President and the Chair of the Board, and a preliminary assessment discussed with the originating individual or appropriate representatives of the originating group;
 - c) In the event that the President and Chair of the Board conclude that the proposal should be modified, such modifications must be acceptable to the originating individual or a majority of the originating group before a decision is made to proceed with the project;
 - d) The President and Chair of the Board will submit an accepted proposal to the Board for final approval. Normally, no report to Senate or public announcement will be made about the proposal before it has been approved by the Board;
 - e) A suitable ceremony and information releases to the media and the public will confirm the "naming" and the dedication of the property or space.
- 3) Nothing in this procedure shall preclude the Board from taking the initiative to name any property or space as it deems appropriate.

Event Checklist

Date	Step	Staff	Status
	Assemble production team		
	Meet to discuss event planning		
	Staff assignments made for production of event		
	Prepare event budget and determine funding source(s)		
	Develop guest list		
	Mail pre-invitation (save the date) letters		
	Reserve venue		
	Notify SRIM, ACR for inclusion on the Events Calendar		
	Arrange promotion to media and public through ACR, SRIM		
	Draft invitation text		
	Arrange for photographer		
	Plan menu and beginning set-up discussions with caterer		
	Notify Security & Traffic/Safety & Security for special parking		
	Finalize invitation copy		
	Send invitation and response card to printer		
	Plan event program and draft program copy		

Date	Step	Staff	Status
	Finalize event concept		
	Finalize guest list		
	Invitations addressed and mailed		
	Production schedule drafted		
	Begin scripting of speakers		
	Finalize menu and set-up		
	Prepare room set-up illustration for Physical Plant and request the removal of unwanted furniture		
	Book flags, sound system, microphone, podium, coatrack, and other special equipment and arrange for delivery		
	Arrange for decorations		
	Arrange for room to be cleaned on day of event		
	Finalize program copy and arrange for printing of program		
	Recruit staff to greet guests and serve as hosts. Brief staff on assignments		
	RSVP deadline		
	Begin follow-up calls to invitees who did not respond		
	Finalize production schedule		
	Brief President, and other Senior Administration		
	Prepare seating chart and place cards		
	Guaranteed numbers to the caterer		

Date	Step	Staff	Status
	Review photo assignment with the photographer		
	Walk-through of event site and do systems check on all equipment		
	Walk-through with staff and review responsibilities		
	Walk-through with caterers and serve staff		

Appendix C

	<i>Presidents Circle</i>	<i>Governors Circle</i>	<i>Chancellors Circle</i>	<i>Society of Good Will</i>	<i>Benefactors Circle</i>
Giving Level	\$1000 - 4999 annually	\$5000 - 9999 annually	\$10K + annually	Indicated making planned gift to UNB	Lifetime giving of \$25K +
Two Tickets to the Encaenia/ Convocation Dinner	Yes	Yes	Yes	Yes (existing members only)	Yes
Invitation for two to President's Xmas party and Holiday greeting from President.	Yes	Yes	Yes	Yes	Yes
Two tickets to the annual "Benefactor Dinner" dinner hosted in Oct/Nov on the Fton or SJ Campus	Yes	Yes	Yes	Yes	Yes
Thanked By	President	President and BOG Chair	President, BOG Chair & Chancellor	President	As appropriate
Special seating (Encaenia, Convocation Ceremonies)	Yes	Yes	Yes	Yes	Yes
Receive a copy of the annual President's Report	Yes	Yes	Yes	Yes	Yes
Be identified in the "Donor Honour Roll" within the their giving level, unless they wish to be	Yes	Yes	Yes	Yes	Recognized at the annual fall celebratory dinner

anonymous					
Lapel pin	Bronze	Silver	Gold	Society of Good Will	Benefactors Circle

Membership is based on a 16 month period from the date of the donation or pledge, except in the cases of membership in the Society of Good Will and the Benefactors Circle.



Fall 2015

Mr. John D. Doe
123 Main Street
Rothesay NB E2H 1A8

Dear John,

I am pleased to provide you with your annual update on the Jim and Judy Doe Memorial Bursary. I have also enclosed a summary of the 2014-15 performance of the University of New Brunswick's trust and endowment fund.

Your support helps make possible all that we are as a university. It is with your help that we offer our students the high-quality educational experience for which UNB has become known. More importantly, it is with your help that many of our students are able to access such an education. Your gifts are making a long-lasting difference in the lives of our students, their families and their communities. Thank you.

Should you wish to discuss these reports or other opportunities to invest in our university and our students, please do not hesitate to get in touch. I can be reached at (506) 452-6305 or pcoates@unb.ca.

With best wishes,

Peter Coates (BBA '83)
Director

Enclosures



Jim and Judy Doe Memorial Bursary

For the Period May 1, 2014 to April 30, 2015

Mr. John D. Doe

FOR MORE INFORMATION ON YOUR AWARD, FEEL FREE TO CONTACT:

Fanny Funder, Senior Development Officer, Development & Donor Relations
506-555-5559 | fanny.funder@unb.ca

FUND PURPOSE:

Name:	Jim and Judy Doe Memorial Bursary		
Field:	Unrestricted.	Value:	\$2,500.
Number:	2.	Duration:	1 year.
Conditions:	Awarded on the basis of financial need to a student from New Brunswick, Nova Scotia or Prince Edward Island who has completed at least the first year of an undergraduate degree program and has demonstrated successful academic performance. Consideration will be given to the student's participation in or contribution to campus life such as sports, student governance, theatre, music and campus clubs, as well as off campus community activities such as volunteering for charitable activities.		
Donor:	The family of Jim and Judy Doe.		

FINANCIAL SUMMARY (822786):

Beginning balance as of May 1, 2014	\$124,850.71
Additions to Capital:	
New Gifts - May 1, 2014 to April 30, 2015	\$2,709.40
Transfer from Endowment Priority Trust Fund*	\$271.02
Income/Loss (Net of Investment Management Expenses)	\$13,352.24
Less Expenditures:	
Administration Fee (5% Holdback)	(\$135.47)
Scholarship/Prize Expenses	(\$4,000.00)
Ending balance as of April 30, 2015	\$137,047.90

* UNB has made a strategic decision that the current level of investment in scholarships, bursaries and prizes must be maintained. The Board of Governors agreed to cover any shortfall for the 2014-15 award the Endowment Priority Trust Fund. This transfer took place in May 2014.

IMPACT OF INVESTMENTS BY DONORS:

"I am truly grateful for the generosity that has helped me attend university and lessen the burden that financial stress places on the shoulders of students. I am one step closer to reaching my goals because of this kindness."

- Madison Hatt, Cape Pele, NB

2nd year bachelor of health science student, UNB Saint John



Jim and Judy Doe Memorial Bursary 2015-16 Recipients

Ms. Natalie Nason

Truro, NS
Cobequid Educational Centre

Award Value: \$2,500

Degree Year, Program and Campus

2nd year bachelor of business administration
UNB Fredericton

Admitted to Pre-Professional Program

Achievements and Extracurricular Activities

2014-15 Dean's List

Volunteer and Work Experience

Senior Home, volunteer
Emergency Department, volunteer Beaconsfield
Middle School Wacky Science, volunteer

Mr. Jeff Samuels

Rothesay, NB
Rothesay High School

Award Value: \$2,500

Degree Year, Program and Campus

2nd year bachelor of science (biology - psychology)
UNB Saint John

Achievements and Extracurricular Activities

2014-15 Dean's List
Saint John Chess Club
Chess Federation of Canada

Volunteer and Work Experience

Promise Partnership Mentor, volunteer
Saint John Regional Hospital, volunteer
McDonald's, part-time employment

Future Plans

Dalhousie Medical School

An Undergraduate Student's Budget

Tuition	\$6,187
Other fees	\$664
Health & Dental	\$260
Residence & Meals	\$8,896
Books	\$1,000
Miscellaneous	\$1,000
Total:	\$18,007

International undergraduate students' costs are more than \$22,000. Graduate students' budgets for Canadians are \$16,000-\$21,000 and \$20,500-\$25,500 for international students each year.

**University of New Brunswick Gift Agreement
Endowed Chairs**

1. The following sets forth the agreement between (DONOR) and the University of New Brunswick (The University).
2. _____, through a desire to strengthen the programs in _____, hereinafter referred to as "Department", has made a gift in the amount of \$_____ (\$2.5M minimum), to establish the _____ Chair. The University does hereby establish a Chair and designate the same as the _____, hereinafter referred to as "Chair". It is understood and agreed that the establishment of the Chair will require approval of the Board of Governors. The professor appointed to said Chair will be known and identified as the _____. The Board of Governors and the University agree to maintain the Chair in accordance with the provisions of this agreement and to administer the Chair as herein provided for, all for the purpose of accomplishing the objectives herein expressed. If, at some future date, the circumstances within the University should sufficiently change so the uses and purposes for which the Chair is established no longer exist, then the Board of Governors is authorized to make those changes in the use of the Fund that may be warranted by the change in circumstances while attempting to adhere to the donor's original intent.
3. The University will advise the Donors as it seeks to fill the Chair; however, the final selection, appointment, and removal from time to time are the sole responsibility and prerogative of the University.
4. The Chair holder shall be engaged in teaching, research, public service, or a combination of such duties consistent with the purpose of the Chair.
5. The University shall continue to support the Department(s) where the Chair resides at a level consistent with that accorded other Departments without regard to or making allowances for the support provided by the Chair.
6. The Chair endowment shall consist of all property given to the University for the support of the Chair. The Chair Endowment shall be held by the University solely for the

support of the Chair and in accordance with this agreement. The Chair's endowment shall be added to the University's endowment to be held in perpetuity. The University shall have sole discretion over the investment of moneys in the Endowment and such investments shall be made in a manner consistent with the investment policy of the University.

7. The pool of funds available for distribution to support the Chair shall be consistent with the spending limit guidelines and policies set by the Board of Governors. Contributions to the endowment supporting the Chair will be subject to the Board of Governors Policy on Fund Raising Costs. This policy, which has been in effect since 1988, requires that a one-time holdback of five per cent be applied to all cash donations, including appreciated securities, to the University.
8. Requests for distributions will be initiated by the Head of the Department(s) and approved by the faculty Dean(s).
9. Annual reports concerning the Chair shall be published by (The Dean) and made available to the Donors.

Agreement made as of the ____ day of _____, 20__.

Donor or Donor Representative

President & Vice Chancellor

Dean

Appropriate Vice President

University of New Brunswick Gift Agreement Endowed Professorships

1. The following sets forth the agreement between (DONOR) and the University of New Brunswick (The University):
2. _____, through a desire to strengthen the programs in _____, hereinafter referred to as "Department", has made a gift in the amount of \$_____ (\$1.0M minimum), to establish the _____ Professorship. The University does hereby establish a Professorship and designate the same as the _____, hereinafter referred to as "Professorship". It is understood and agreed that the establishment of the Professorship will require approval of the Board of Governors. The professor appointed to said Professorship will be known and identified as the _____. The Board of Governors and the University agree to maintain the Professorship in accordance with the provisions of this agreement and to administer the Professorship as herein provided for, all for the purpose of accomplishing the objectives herein expressed. If, at some future date, the circumstances within the University should sufficiently change so the uses and purposes for which the Professorship is established no longer exist, then the Board of Governors is authorized to make those changes in the use of the Fund that may be warranted by the change in circumstances while attempting to adhere to the donor's original intent.
3. The University will advise the Donors as it seeks to fill the Professorship; however, the final selection, appointment, and removal from time to time are the sole responsibility and prerogative of the University.
4. A named professorship is a distinction bestowed upon active faculty, either from UNB or another university, who have consistently demonstrated outstanding performance in one of three areas of teaching, research or professional service.
5. The University shall continue to support the Department(s) where the Professorship resides at a level consistent with that accorded other Departments without regard to or making allowances for the support provided by the Professorship.
6. The Professorship endowment shall consist of all property given to the University for the support of the Professorship. The Professorship Endowment shall be held by the University solely for the support of the Professorship and in accordance with this

agreement. The Professorship's endowment shall be added to the University's endowment to be held in perpetuity. The University shall have sole discretion over the investment of moneys in the Endowment and such investments shall be made in a manner consistent with the investment policy of the University.

7. The pool of funds available for distribution to support the Professorship shall be consistent with the spending limit guidelines and policies set by the Board of Governors. Contributions to the endowment supporting the Professorship will be subject to the Board of Governors Policy on Fund Raising Costs. This policy, which has been in effect since 1988, requires that a one-time holdback of five per cent be applied to all cash donations, including appreciated securities, to the University.
8. Requests for distributions will be initiated by the Head of the Department(s) and approved by the faculty Dean(s).
9. Annual reports concerning the Professorship shall be published by (The Dean) and made available to the Donors.

Agreement made as of the ____ day of _____, 20__.

Donor or Donor Representative

President & Vice Chancellor

Dean

Appropriate Vice President

University of New Brunswick Gift Agreement Endowed Centres/Institutes/Schools

1. The following sets forth the agreement between (DONOR) and the University of New Brunswick (The University):
2. DONOR desires to name the (Donor Name) Centre/Institute/School of _____ at the University and has made pledges to make a gift in the amount of \$_____ (\$5/\$5/\$10 M minimum)(payable over _ consecutive years, beginning ___ in ___ annual installments of \$_____), to establish the _____ Centre/Institute/ School. The University does hereby establish a Centre/Institute/School and designate the same as the _____, hereinafter referred to as "Centre". It is understood and agreed that the establishment of the Chair will require approval of the Board of Governors. The professor appointed to said Centre will be known and identified as the _____. The Board of Governors and the University agree to maintain the Centre in accordance with the provisions of this agreement and to administer the Centre as herein provided for, all for the purpose of accomplishing the objectives herein expressed. If, at some future date, the circumstances within the University should sufficiently change so the uses and purposes for which the Centre was established no longer exist, then the Board of Governors is authorized to make those changes in the use of the Fund that may be warranted by the change in circumstances while attempting to adhere to the donor's original intent.
3. (If Necessary) The University shall continue to support the Department(s) where the Centre resides at a level consistent with that accorded other Departments without regard to or making allowances for the support provided by the Centre.
4. The Centre endowment shall consist of all property given to the University for the support of the Centre. The Centre Endowment shall be held by the University solely for the support of the Centre and in accordance with this agreement. The Centre's endowment shall be added to the University's endowment to be held in perpetuity. The University shall have sole discretion over the investment of moneys in the Endowment and such investments shall be made in a manner consistent with the investment policy of the University.
5. The pool of funds available for distribution to support the Centre shall be consistent with the spending limit guidelines and policies set by the Board of Governors. Contributions

to the endowment supporting the Centre will be subject to the Board of Governors Policy on Fund Raising Costs. This policy, which has been in effect since 1988, requires that a one-time holdback of five per cent be applied to all cash donations, including appreciated securities, to the University.

- 6. Requests for distributions will be initiated by the Head of the Department(s) and approved by the faculty Dean(s).
- 7. Annual reports concerning the Centre shall be published by (The Dean) and made available to the Donors.

Agreement made as of the _____ day of _____, 20__.

Donor or Donor Representative

President & Vice Chancellor

Dean

Appropriate Vice President

University of New Brunswick Gift Agreement Endowed Scholarships, Bursaries, Prizes and Awards

The following sets forth the agreement between (DONOR) and the University of New Brunswick (The University):

1. The (DONOR) enters into this agreement with the University, to establish the (NAME OF FUND), hereinafter referred to as "Fund".
2. The purpose of the Fund is to (INSERT DESCRIPTION, SELECTION CRITERIA, SELECTOR). All expenditures from this Fund shall adhere to the spending limit policy set forth by the Board of Governors. So long as the value of the Fund exceeds \$_____ (INSERT \$5,000 FOR AWARDS AND PRIZES; INSERT \$10,000 FOR SCHOLARSHIPS AND BURSARIES), it will be maintained in perpetuity by the University. If, at some future date, the circumstances within the University should sufficiently change so the uses and purposes for which the Fund is established no longer exist, then the Board of Governors is authorized to make those changes in the use of the Fund that may be warranted by the change in circumstances while attempting to adhere to the donor's original intent. To the extent possible, the donor shall be informed of the changes.
3. The Fund endowment shall consist of all property given to the University for the support of the Fund. The Fund Endowment shall be held by the University solely for the support of the Fund and in accordance with this agreement. The Fund's endowment shall be added to the University's endowment to be held in perpetuity. The University shall have sole discretion over the investments of moneys in the Fund and such investments shall be made in a manner consistent with the investment policy of the University.
4. The pool of funds available for distribution to support the Fund shall be consistent with the spending limit guidelines and policies set by the Board of Governors. Contributions to the endowment supporting the Fund will be subject to the Board of Governors Policy on Fund Raising Costs. This policy, which has been in effect since 1988, requires that a one-time holdback of five per cent be applied to all cash donations, including appreciated securities, to the University.
5. Should any questions or problems arise concerning the Fund, the parties agree that, in the absence of (Donor or Donor Representative), the Office of Development and Donor Relations may consult with the appropriate university official.

6. Annual reports concerning the Fund shall be made available to (Donor or Donor Representative) by the University's Office of Development and Donor Relations. These reports will include financial information on the Fund as well as the names of the current recipients.

Agreement made as of the ____ day of _____, 20__.

Donor or Donor Representative

President & Vice Chancellor

Dean

Appropriate Vice President

University of New Brunswick Gift Agreement Endowed Funds (Non Scholarship, Bursary, Prize or Award)

The following sets forth the agreement between (DONOR) and the University of New Brunswick (The University)

1. The (DONOR) enters into this agreement with the University, to establish the (NAME OF FUND), hereinafter referred to as "Fund".
2. The purpose of the Fund is to (INSERT DESCRIPTION). All expenditures from this Fund shall adhere to the spending limit policy set forth by the Board of Governors. So long as the value of the Fund exceeds \$10,000, it will be maintained in perpetuity by the University. If, at some future date, the circumstances within the University should sufficiently change so the uses and purposes for which the Fund is established no longer exist, then the Board of Governors is authorized to make those changes in the use of the Fund that may be warranted by the change in circumstances while attempting to adhere to the donor's original intent.
3. The Fund endowment shall consist of all property given to the University for the support of the Fund. The Fund Endowment shall be held by the University solely for the support of the Fund and in accordance with this agreement. The Fund's endowment shall be added to the University's endowment to be held in perpetuity. The University shall have sole discretion over the investments of moneys in the Fund and such investments shall be made in a manner consistent with the investment policy of the University.
4. The pool of funds available for distribution to support the Fund shall be consistent with the spending limit guidelines and policies set by the Board of Governors. Contributions to the endowment supporting the Fund will be subject to the Board of Governors Policy on Fund Raising Costs. This policy, which has been in effect since 1988, requires that a one-time holdback of five per cent be applied to all cash donations, including appreciated securities, to the University.
5. Should any questions or problems arise concerning the Fund, the parties agree that, in the absence of (Donor or Donor Representative), the University may consult with the (President or Dean).

6. Annual reports concerning the Fund shall be made available to (Donor or Donor Representative) by (The Dean) and distributed through the University's Office of Development and Donor Relations.

Agreement made as of the _____ day of _____, 20__.

Donor or Donor Representative

President & Vice Chancellor

Dean

Appropriate Vice President

University of New Brunswick Gift Agreement Intent to Establish A Named Endowment

The following sets forth the agreement between (DONOR) and the University of New Brunswick (The University)

1. The (DONOR) enters into this agreement with the University, to establish the (NAME OF FUND), hereinafter referred to as "Fund". The parties agree that the Donor(s) to this Fund shall have ___ years (not to exceed ten years) from the date of this agreement to create a corpus in the Fund of at least \$____. If the \$____ balance is not reached by this time, then the entire Fund balance shall be added to the unrestricted funds of the University.
2. The purpose of the Fund is to (INSERT DESCRIPTION). So long as the value of the Fund exceeds \$____, it will be maintained in perpetuity by the University. If, at some future date, the circumstances within the University should sufficiently change so the uses and purposes for which the Fund is established no longer exist, then the Board of Governors is authorized to make those changes in the use of the Fund that may be warranted by the change in circumstances while attempting to adhere to the donor's original intent.
3. The Fund endowment shall consist of all property given to the University for the support of the Fund. The Fund Endowment shall be held by the University solely for the support of the Fund and in accordance with this agreement. The Fund's endowment shall be added to the University's endowment to be held in perpetuity. The University shall have sole discretion over the investments of moneys in the Fund and such investments shall be made in a manner consistent with the investment policy of the University. Notwithstanding the foregoing, net investment return shall be accumulated and no distributions shall be made from this Fund, until the total value of the Fund, including net investment return, exceeds \$____.
4. The pool of funds available for distribution to support the Fund shall be consistent with the spending limit guidelines and policies set by the Board of Governors. Contributions to the endowment supporting the Fund will be subject to the Board of Governors Policy on Fund Raising Costs. This policy, which has been in effect since 1988, requires that a one-time holdback of five per cent be applied to all cash donations, including appreciated securities, to the University.

5. Should any questions or problems arise concerning the Fund, the parties agree that, in the absence of (Donor or Donor Representative), the University may consult with the (President or Dean).
6. Annual reports concerning the Fund shall be made available to (Donor or Donor Representative) by (The Dean) and distributed through the University's Office of Development and Donor Relations.

Agreement made as of the ____ day of _____, 20__.

Donor or Donor Representative

President & Vice Chancellor

Dean

Appropriate Vice President

University of New Brunswick Gift Agreement Named Annual Fund

The following sets forth the agreement between (DONOR) and the University of New Brunswick (The University)

1. (NAME OF FUND)_____; Account Number _____.
2. The purpose of the Fund is to (INSERT DESCRIPTION). All expenditures from this Fund shall adhere to the expenditure policy set forth by the Board of Governors. This fund provides support during the year in which the contribution is received. A pledged commitment of five years is required to establish criteria and receive named recognition. Minimum annual commitments of \$262.50 and \$525 are required to establish named annual fund prizes/award and scholarships/bursaries respectively.
3. This agreement will remain active if deposits are made to the fund at least annually to the extent necessary to carry out the purposes stated above. In the event annual contributions cease, any balance in the fund shall be transferred to the University's unrestricted fund. Any fund from which no disbursements are made for XX months may be terminated and any balances in the Fund will be added to the University's unrestricted fund.
4. The contributions to the Fund shall be deposited by the University in the designated account, but no interest, earnings, or appreciation shall accrue to the Fund.
5. Contributions to the Fund will be subject to the Board of Governors Policy on Fund Raising Costs. This policy, which has been in effect since 1988, requires that a one-time holdback of five per cent be applied to all cash donations, including appreciated securities, to the University.
6. Should any questions or problems arise concerning the Fund, the parties agree that, in the absence of (Donor or Donor Representative), the University may consult with the (President or Dean).

7. Annual reports concerning the Fund shall be made available to (Donor or Donor Representative) by (The Dean) and distributed by the University's Office of Development and Donor Relations.

Agreement made as of the ____ day of _____, 20__.

Donor or Donor Representative

President & Vice Chancellor

Dean

Appropriate Vice President

University of New Brunswick Gift Agreement Non-endowed Fund

The following sets forth the agreement between (DONOR) and the University of New Brunswick (The University)

1. The purpose of the Fund is to (INSERT DESCRIPTION). All expenditures from this Fund shall adhere to the expenditure policy set forth by the Board of Governors.
2. So long as the value of the Fund exceeds the value of the award as set out above, it will be maintained as a separate, interest-bearing account by the University for the purpose stated. If the value of the Fund drops below the value of the award, the entire Fund shall, at the discretion of the University, be added to the unrestricted funds of the University. If, at some future date, the circumstances within the University should sufficiently change so the uses and purposes for which the Fund is established no longer exist, then the Board of Governors is authorized to make those changes in the use of the Fund that may be warranted by the change in circumstances while attempting to adhere to the donor's original intent.
3. The Fund shall consist of all property given to the University for the support of the Fund. The Fund shall be held by the University solely for the support of the Fund and in accordance with this agreement. The University shall have sole discretion over the investments of moneys in the Fund and such investments shall be made in a manner consistent with the investment policy of the University.
4. Contributions to the endowment supporting the Fund will be subject to the Board of Governors Policy on Fund Raising Costs. This policy, which has been in effect since 1988, requires that a one-time holdback of five per cent be applied to all cash donations, including appreciated securities, to the University.
5. Should any questions or problems arise concerning the Fund, the parties agree that, in the absence of (Donor or Donor Representative), the University may consult with the (Pres/Dean).

6. Annual reports concerning the Fund shall be made available to (Donor or Donor Representative) by (the Dean) and distributed by the University's Office of Development and Donor Relations.

Agreement made as of the ____ day of _____, 20__.

Donor or Donor Representative

President & Vice Chancellor

Dean

Appropriate Vice President

University of New Brunswick Planned Gift Agreement

This agreement is made this _____ day of _____, _____, by and between (Donor), and the University of New Brunswick, hereinafter referred to as "University".

The parties hereby agree as follows:

1. As of the date of this Agreement, the Donor(s) have made a pledge to the University to be funded from their estate(s) and to be used according to the terms of this Agreement. The parties recognize that this is a non-binding pledge to be funded through the Donors' estate plan as it presently exists.
2. The purpose of the Donor(s) in making this gift is to establish a Fund to be known as the: " _____ ENDOWMENT FUND." So long as the value of the Fund exceeds the endowment minimum in effect at the time the gift is received (currently \$10,000), it will be maintained as a perpetual fund by the University for the purpose stated.
3. The purpose of the Fund is to _____. The University agrees to accept this gift and to administer and distribute the Fund in accordance with the terms and conditions stated herein. If at the time this legacy (gift) is received by the University, or at any time thereafter, the President of the University and Chair of the Board of Governors determine that all or part of the "Endowment Distributable Earnings" (as defined herein) of the Fund can no longer be utilized to best advantage for the institutional purpose designated herein, then all or any part of said "Endowment Distributable Earnings" may be used for such other institutional purpose which, in the sole discretion of the President of the University and the Chairman of the Board of Governors, shall most closely carry out the donor's intention.
4. The Fund endowment shall consist of all property given to the University for the support of the Fund. The Fund Endowment shall be held by the University solely for the support of the Fund and in accordance with this agreement. The Fund's endowment shall be added to the University's endowment to be held in perpetuity. The University shall have sole discretion over the investments of moneys in the Fund and such investments shall be made in a manner consistent with the investment policy of the University.
5. The pool of funds available for distribution to support the Fund shall be consistent with the spending limit guidelines and policies set by the Board of Governors. Contributions

to the endowment supporting the Fund will be subject to the Board of Governors Policy on Fund Raising Costs. This policy, which has been in effect since 1988, requires that a one-time holdback of five per cent be applied to all cash donations, including appreciated securities, to the University.

6. Should any questions or problems arise concerning the Fund, the parties agree that, in the absence of (Donor or Donor Representative), the University may consult with the (President or Dean).
7. This Agreement may be amended or modified from time to time by the Donor, with the consent of the University, whenever necessary or advisable for the more convenient or efficient administration of this fund or to enable the University to carry out the purposes of the Fund more effectively; but no such amendment or modification shall alter the intention of the donor that this Fund be operated exclusively for charitable, scientific, literary or educational purposes within Canada. Further, it is the Donor(s)' intent that this Fund be operated at all times in a manner which will make this Fund tax exempt and the donations to it deductible from taxable income to the extent allowed by the provisions of Canadian taxation and other applicable legislation and regulations. Every amendment or modification of this Agreement shall be made in writing and shall be signed by the Donor(s) and the University. Following the death of the Donor(s), this Agreement may be amended only if the purpose for which this Fund was established no longer exists. In such event, this Agreement shall be amended in accordance with the procedure outlined above.
8. The Donor(s) reserve(s) the right to increase this Fund through additional gifts and shall permit others to contribute thereto, but all such gifts shall be subject to the terms and conditions of this Agreement. Unless otherwise specified in writing at the time the contribution is made, all future gifts shall be added to the principal of this Fund.

Donor or Donor Representative

President & Vice Chancellor

Dean

Appropriate Vice President