University of New Orleans

STEWARDSHIP PLAN

Office of Development
Advancement Services
July 2012
Revised April 2014
Overview

This document is not presented as a comprehensive stewardship policy but as a work in progress on the way to establishing a Culture of Stewardship at the University of New Orleans. Sustainability is of utmost importance at this juncture. Recognizing the limitations and increasing responsibilities of University faculty, staff and administrators, and that Office of Development currently has no staff dedicated to full time gift entry, gift acknowledgement or gift stewardship, deliberate choices must be made as we consider what is possible, what is feasible, what is sustainable year after year, gift after gift.

Case for Stewardship

Stewardship is the liaison between UNO and our donors who have invested in the life of the University. Stewardship is the careful and responsible management of something entrusted to one’s care. Intentional stewardship is the purposeful, measures management of a nonprofit organization in a manner that moves its supporter to their highest level of philanthropy. [Julia Emlen, Intentional Stewardship]

All donors have a right to know how their gifts have been used and, in the case of endowed gifts, to know how the income streams are being used on an annual basis. This information invests the donor with confidence that the gift is being spent in accordance with the original intent of the gift and is an important step in the cultivation process for future gifts.

All faculty and staff need to consider, “How can I be an effective steward?” Each of us can find ways to say thank you in our respective roles. We need to understand we have a responsibility to transform the culture.

Fundamentals of gift stewardship

1. Acknowledgement is the first response to any gift.
2. Recognition through coordinated organization communication such as publications, organization website (access limited to donors’ page), organization annual report.
3. Accountability by reporting to donor to share the impact of the gift.
4. Access to leadership through personal communication for those in leadership roles.
5. Celebrate the gift by seasonal thank you (Thanksgiving, year-end, Valentine’s Day), extending invitation to campus events (kick-offs, ground-breaking events, lectures, performances)
6. Ongoing Stewardship with a goal of five touches per year.
Intentional stewardship cultivates and sustains long-term relationships with UNO donors by:

- Creating a culture in which stewardship activities are highly valued and widely practiced.
- Implementing processes that support stewardship activities and make staff accountable for meeting specific standards.
- Verifying gifts are used in a timely manner that fulfills the donor’s stated purpose.
- Benchmarking donor attitudes and perceptions in order to measure donor satisfaction with the University’s development practices.

Best practices consist of:

- Timely and accurate processing of gifts.
- Timely and appropriate acknowledgment of gifts by the dean and the development officers.
- Routine reporting to donors on the use of the gifts by the dean and the development officers.
- Routine letters of appreciation to donors by students and faculty.
- Appropriate public recognition of gifts.

Advancement Services will work with appropriate departments and administrative units to provide the following services:

- Stewardship orientation for new development officers.
- Monitor gift transmittal and gift processing procedures to promote accurate and timely gift processing.
- Assist staff in resolving gift transmittal or processing problems.
- Oversee the gift acknowledgment process within Development with close attention to improved efficiencies and accuracy.
- Create and update template acknowledgment letters.
- Maintain database Constituent Records to indicate relationships of Donors to the fund(s) established by their gift.
- Create a calendar of stewardship activity to ensure proper steps are taken in a timely manner.
- Provide as appropriate a list of donors who have endowed new funds.
- Provide monthly to Deans a list of donors to funds of the College.
- Produce annually standardized financial reports to donors for Endowed Chairs, Professorships and Scholarships (matched by BOR)
- Ensure recognition for major donors.

**Gift Acknowledgement**

The initial gift acknowledgement is the first step of the stewardship process. Guidelines for the legal obligation to provide tax receipts for charitable contributions can be found by the IRS and further interpretation of the guidelines is available through CASE website and publications. The gift acknowledgement should be sent from the Office of Development no later than [three business days after the receipt of the gift]. To facilitate timely preparation and processing of acknowledgement letters, gifts received by entities outside the University of New Orleans
Foundation accounting office should be forwarded with appropriate Deposit Transmittal form to the UNO Foundation for deposit within 48 hours of receipt of gift.

Gift Thank-You
Guidelines for best practices for institutional advancement indicate our responsibility to the donor beyond our legal obligation. Donors want to engage with University leadership and students. The Office of Development prepares monthly reports for the Deans of each College, the Library and the Director of Athletics for all gifts to restricted funds. The reports include gift fund, donor name and contact information to facilitate a personal thank you for the gift. Major gift officers, annual fund director and other development staff make personal phone calls or write personal thank you notes as deemed appropriate by Director of Development and the significance of the gift.

This communication should be communicated to Development Staff and recorded as a Stewardship contact in Raiser’s Edge.

Endowed Funds

Endowment Reports should be provided annually to the donors, or living descendants, whose gifts established endowed funds. Currently, University of New Orleans Accounting prepares annual project activity reports indicating fund allocations (spendable earnings) in the first quarter of the calendar year. Fund Administrators are informed of the spendable amounts before the end of the fiscal year so awards may be given for the next academic year. Details of fund performance are available at this time for Donor Endowment Reports (Stewardship Reports).

At a minimum, the stewardship report should include a statement of thanks, the market value of the fund, the amount available to be spent in the current fiscal year, the name of the person or office that benefited from the funds, and a statement of how the funds were spent.

The professor, student or department benefitting from the fund provides annual thank you letters to the donor with updates on the impact of the gift and including details of research, biographical profile, photos and other documents of interest.

Stewardship consists of the entire range of activities communicating to the donors how their gifts are being used. Good communication between the development staff and University leadership is essential. Day-to-day responsibilities of the development staff vary, from writing official thank-you letters to event planning to tracking and monitoring funds. Stewardship is both the first and final step in establishing and maintaining a strong relationship with a donor.
UNO ANNUAL GIVING CLUBS

Purpose
Annual Giving Clubs allow for a consistent means of recognizing donors at all levels and are a key component of our stewardship and moves management strategy. The giving levels are designed to show our appreciation in the hope that donors will give at higher levels over time. Giving levels or clubs allow University Advancement the opportunity to cultivate donors. While the lower levels are based strictly on acknowledgement, the upper levels provide increased donor access to University events and leaders.

The giving levels will be based on a donor’s tax-deductible and non-tax deductible giving to UNO to confer the highest amount of recognition and be consistent with the Donor Honor Roll as the donor has no influence on our management of quid pro quo costs.

Strategy
First time donors
Each donor should be sent letter upon their first gift to any gift club. The letter will include acknowledgement, an impact statement, the most important UNO news and how to access that information online, Advancement team contact information and a donor survey.

Consecutive Years Donors
Upon a donor reaching 3, 5 and 10 years of consecutive giving, University Advancement (or a student volunteer) will send them a hand-written letter thanking them for their years of support to the University.

Recognition Levels

Homer L. Hitt Society: $10,000+
- Homer L. Hitt Society Gift - annual gift to the small contingent of high-capacity donors. Something of artistic value, possibly created by an MFA student.
- Invitation to Major Donor event
- Special event access – Including lectures, speeches by the President, campus tours, convocation, special access at Privateer athletic events, building/room dedications, etc.
- UNO Tote
- UNO Lapel Pin or other logoed item
- UNO Window Cling
- Recognition in Donor Honor Roll
Silver and Blue Council: $5,000 - $9,999.99
- Invitation to Major Donor event
- Free Attendance to the UNO Crawfish Mambo
- Special event access
- UNO Tote
- UNO Lapel Pin or other logoed item
- UNO Window Cling
- Recognition on Donor Honor Roll

Privateer Patron: $2,500 - $4,999.99
- Special event access
- UNO Tote
- UNO Lapel Pin or other logoed item
- UNO Window Cling
- Recognition on Donor Honor Roll

President's Circle: $1,000 - $2,499.99
- Special event access
- UNO Tote
- UNO Lapel Pin or other logoed item
- UNO Window Cling
- Recognition on Donor Honor Roll

Dean's Delegates: $500 - $999.99
- UNO Tote
- UNO Window Cling
- Recognition on Donor Honor Roll

Century Club: $100 - $499.99
- UNO Window Cling
- Recognition in Donor Honor Roll
**Stewardship Checklist**
With the exception of Acknowledgements, the stewardship activities below are grouped by fund type. The following checklist comprises a range of stewardship activities to be routinely performed by Development staff and University leadership. Additional recommendations should be initiated whenever possible.

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<tr>
<th>CATEGORY</th>
<th>BEST PRACTICES ACTION STEPS</th>
<th>ADDITIONAL RECOMMENDATIONS</th>
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<tbody>
<tr>
<td>Acknowledgements</td>
<td>The Office of Development provides a tax receipt for every gift.</td>
<td>Acknowledgement Letters:</td>
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<td>Gifts &lt;$1,000 – signed by Director of Development</td>
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<td>Gifts &gt;$1,000 – signed by President</td>
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<td>Board Gifts – signed by President and UNOF CEO</td>
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<td>Letter mailed to donor within seven business days of deposit of gift into Foundation accounts.</td>
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<td>If the Office of Development is aware of employer Matching Gift eligibility at the time of the receipt of the initial gift, there should be recognition of the Matching Gift pledge in the donor acknowledgement.</td>
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| **Endowed Chairs and Professorships** | Appointments to New Chairs and Professorships  
- Donors who endow a chair or professorship will receive a letter from the President or Dean that includes a brief bio of the inaugural chair holder, description of his or her area of specialty, and duration of the Appointment.  
- President or Dean holds an intimate dinner or reception to recognize donor and chair holder.  
- A presentation is made to the inaugural chair holder commemorating the appointment.  
- Personal letter of appreciation to the donor from the chair holder that includes impact of gift, details of research, biographical profile, and other items of interest.  
- If appointment is for two or more years, the recipient is asked to write a letter of introduction, an annual status report, and a closing letter when the term is completed.  
- Annual Donor Endowment Report that includes a statement of thanks, the market value of the fund, the spendable allocation for the current fiscal year, the name of the person or office that benefited from the fund. | - Dean hosts annual reception to honor new chair appointments and to recognize donors.  
- Development officer sends donors articles of interest regarding chair holder’s activities and awards, and chair holder’s recent publications.  
- Donor is presented a recognition gift during dinner or reception.  
- Dean sends annual letter to endowment donors in appreciation of their support and referencing the importance of Endowments to the University.  
- Appointment announced through campus publications, University website, or press release as deemed appropriate by the Office of Development, Office of Communications, Public Relations and Marketing, and the Colleges. |
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<th>Appointments to an EXISTING Chair or Professorship</th>
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<td>- the donor will receive a letter from the Dean or department chair that includes a brief bio of the newly appointed chair holder, description of his or her area of research, and duration of appointment</td>
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<td>- Dean hosts a small lunch or dinner to introduce newly appointed chair holder to donor.</td>
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<tr>
<td>- Letter of appreciation to the donor from the chair holder that includes impact of gift, details of research, biographical profile, and other items of interest.</td>
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<td>- Chair holder to provide annual activity reports for donor.</td>
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<td>CATEGORY</td>
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