

Policy Title: Fundraising at ECU

Policy Owner: Vice-President (Communications, Engagement and Partnerships)

**Keywords: 1) Foundation 2) Fundraising 3) Donations 4) Bequests
5) Donor**

Policy Code: PL242

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- [Intent](#)
 - [Organisational Scope](#)
 - [Definitions](#)
 - [Policy Content](#)
 - [References](#)
 - [Contact Information](#)
-

1. Intent

The intent of this policy is to provide a framework to guide and assist the University in the coordination and management of University fundraising activities.

2. Organisational Scope

This policy applies to:

- all Edith Cowan University staff; and
- members of University Council and Council Committees and Boards.

3. Definitions

The [University Glossary](#) and the following definitions apply to this policy [use where there are specific policy related definitions]:

TERM	DEFINITION
Bequest	Money, property and/or other tangible or intangible assets bequeathed by will.
Donation or Gift	A voluntary transfer of money, property or other assets to the University by way of benefaction where no material benefit or advantage is received by the donor from the University in return. For the purposes of this policy, the terms 'donation' or 'gift' do not refer to gifts offered to individual University staff.
Donor	Any individual, organisation or entity that makes a donation to the University.

ECU Foundation	The Edith Cowan University Foundation established under Statute 17 to, <i>“promote and encourage philanthropic giving to the University, as well as other contributions towards the agreed Fundraising Plan, for the University’s advancement and development, to benefit its students and the wider community”</i> .
Endowment	A donation made with the intention that funds are invested to support beneficiaries from the investment earnings.
Foundation Board	The Board of the ECU Foundation as defined by Statute 17.
Fundraising Activity	All activities undertaken by, or on behalf of, the University with the aim of soliciting or receiving donations.
Fundraising Plan	Defined in Statute 17 (S4) as the Plan approved by Council <i>“which outlines the fundraising priorities of the University.”</i>
Funds	As defined in Statute 17 <i>“means all property, both real and personal, from time to time held by the University for the objectives of the Foundation, pursuant to this Statute and all investments representing such property or any part thereof and any consequential investment income”</i> .
Gift Agreement	A written agreement between the donor and the University setting out the terms upon which the donation is made, including the restriction of the donation.
Grant	The provision of financial assistance to the University from a grant-making philanthropic organisation.
Moves Management	A process of managing donor relationships which involves planning activities over a given period of time to cultivate and ultimately solicit prospective donors.
Office of Advancement	The office within ECU which coordinates University fundraising and alumni relations activities.
Pledge	A documented commitment from an existing or prospective donor to make a donation within a specified period of time.
Primary Account Manager	The person or persons appointed and employed by the University to advise on, approve and monitor all contact with prospective and existing donors and to coordinate the activities of Secondary Account Managers and Relationship Leads in each area as appropriate.
Project	The focus of fundraising support, e.g. University, School, Research Centre, Department, etc, which receives the benefits from a donation.
Prospective Donor	A potential major donor (whether an individual or an entity) with the financial capacity and the likely

	inclination to support the University with a significant gift (as determined by the University) or a bequest.
Recognition	Actions taken by the University to recognise and acknowledge the generosity of donors, individually or collectively.
Relationship Lead	A person who is not a member of the Office of Advancement (e.g. other University staff or volunteers) but who maintains the relationship between the University and the prospective or existing donor.
Secondary Account Manager	The person or persons appointed and employed by the University to manage and coordinate projects specific to their work area for a prospective or existing donor. A Secondary Account Manager could include a member of School staff who organises work placements for students, or a member of Office of Advancement staff who manages fundraising activities related to prospective or existing donors.
Stewardship	A process of donor management whereby the University maintains and develops the donor's support.
Will	A legal declaration of a person's wishes regarding the disbursement of their assets after death.

4. Policy Content

4.1 Principles:

- 4.1.1 The Office of Advancement will coordinate all approved University fundraising and alumni relations activities. The Office of Advancement will report to the Foundation Board on matters related to fundraising and alumni relations activities.
- 4.1.2 Fundraising is donor driven. The University understands that prospective and existing donors will decide to make a philanthropic donation to the University in accordance with their interests. The University will therefore adopt a donor-centric approach to philanthropy, based on an understanding of the prospective or existing donor's interests, as well as the University's needs and determined priorities.
- 4.1.3 Fundraising activities at ECU are to be focused on the priorities outlined in the Fundraising Plan approved by Council.
- 4.1.4 As the University is a not-for-profit entity, grants may be treated as donations if the grant does not involve the return of any material benefit to the grant-maker. Grants to the University by state, local and federal Australian governments are not covered by this policy.
- 4.1.5 The Foundation Board is the governing body of the ECU Foundation. The Foundation Board makes recommendations regarding all fundraising

matters to Council, and facilitates and provides support for fundraising activities.

- 4.1.6 The centralisation of fundraising activities through the Office of Advancement is intended to maximise philanthropic support for projects across the University.
- 4.1.7 Fundraising and stewardship activities will be conducted in a highly ethical and collaborative manner.
- 4.1.8 The establishment and maintenance of relationships with prospective and existing donors, as well as all fundraising activities, will be subject to risk management processes as outlined in the *Fundraising Ethics Policy* and in accordance with the *Integrated Risk Management Policy*.

4.2 Fundraising Approval:

- 4.2.1 Prior to the commencement of any fundraising activity, Office of Advancement staff will be available to advise on, and support, other University staff with creating project proposals. The process for identifying, developing and approving fundraising projects is outlined in *Fundraising Approval Procedures*.
- 4.2.2 The Office of Advancement will develop and maintain a register of approved fundraising activities, which are in line with the fundraising priorities identified in the Fundraising Plan and approved by the Foundation Board.

4.3 Prospect Clearance:

- 4.3.1 The Office of Advancement will maximise the giving potential of every major donor and prospective donor by matching their interests and affinity with the most suitable fundraising project.
- 4.3.2 Multiple, conflicting, or inappropriate solicitations to prospective or existing donors will be avoided. All persons to whom these procedures apply must not directly contact prospective or existing donors without prior consultation with the Primary Account Manager or other person approved by the Director, Advancement. This process is outlined in the *Prospect Clearance Policy*.

4.4 Prospect Management:

The Office of Advancement will utilise a process known as “Moves Management” to cultivate and ultimately solicit prospective donors as outlined in the *Prospect Management Procedures*.

4.5 Donation Acceptance:

- 4.5.1 Donations shall only be accepted by University staff authorised to do so by the Vice-Chancellor. A list of authorised staff will be maintained by the Office of Advancement.

- 4.5.2 The University may decide at its absolute discretion to decline a donation or to return a donation previously accepted. This will be done in line with the risk management processes outlined in the *Donation Acceptance Procedures* and *Fundraising Ethics Policy* and in accordance with the University's *Integrated Risk Management Policy*.

4.6 Donation Processing and Disbursement:

- 4.6.1 All donations to ECU will be processed via the ECU Foundation accounts and in accordance with its policies and procedures.
- 4.6.2 Donations received by the University must be used in accordance with the donor's intention. Where this is not possible, and the donor cannot be contacted, is deceased or otherwise unable to provide input as to an alternative use for the donation, a recommendation will be presented to Council for approval via the Office of Advancement. Every effort will be made to adhere as closely as possible to the original intention of the donor.

4.7 Relationship Management:

- 4.7.1 In consultation with Secondary Account Managers, Relationship Leads and any relevant stewardship staff (where appropriate), Primary Account Managers will coordinate all contact with prospective and existing donors. Only Office of Advancement staff may be assigned as Primary Account Managers. The Director, Advancement, will determine who is best suited among Office of Advancement staff to this role, depending on the strength, nature and value of the connection to the prospective or existing donor.
- 4.7.2 The Relationship Lead must receive written permission from the Primary Account Manager to solicit donations from prospective or existing donors and to assist with the stewardship of existing donors.
- 4.7.3 In order to develop a lasting and mutually beneficial relationship between the University and existing donors, the Office of Advancement will oversee a University-wide stewardship program. This is outlined in the related procedures.
- 4.7.4 The University will manage its relationships with prospective and existing donors using the Customer Relationship Management (CRM) database and account management principles. The use of information stored within the CRM database will be subject to ECU's *Privacy Policy*.

4.8 Naming:

The University may confer the naming of a physical or academic project, facility, scholarship, award, prize or other use to which a donation is applied for an individual, organisation or foundation in recognition of substantial support received through donation. Subject to the terms of any gift agreement, naming is at the sole discretion of the University and may be discontinued at any time. Further details are outlined in the *Naming Policy*.

4.9 Information Sharing and Privacy:

4.9.1 The Office of Advancement will maintain the CRM database as the primary repository of information relating to University fundraising. Access to the CRM database will be granted to authorised University staff using the database to support their approved fundraising activities. The Vice-President (Corporate Services) has final authority on granting access to the database and may, from time to time, authorise business rules governing access to, and use of, the data from this database, subject to compliance to ECU's *Privacy Policy*.

4.9.2 Official records produced as a result of prospective and existing donor management must be kept in accordance with the University's *Records Management Policy*.

5. Key Roles and Responsibilities

ENTITY / INDIVIDUAL	RESPONSIBILITIES
ECU Council	Responsibilities related to the Foundation as outlined in Statute 17 and the related Rules, including approving the Fundraising Plan and appointment of an external auditor to undertake the annual audit of the Funds.
ECU Foundation Board	Responsibilities as outlined in the Foundation Rules.
Vice-Chancellor	Strategic oversight of fundraising. Oversees appropriate management arrangements and enables support of the functions of the Foundation (Rule S10 (1)). Makes formal delegations relating to accepting donations and approving expenditure of Funds.
Vice-President (Corporate Services)	Leadership, coordination and quality assurance of fundraising strategies, activities and stewardship. Line management of the Director, Advancement.
Advancement Committee	Maintains strategic oversight of all fundraising activity at ECU, approves operational decisions, including the allocation of fundraising priorities.
Director, Advancement	Coordination of fundraising programs and support functions, working closely with the Foundation Board and members of the Senior Leadership Team. Line management of the Office of Advancement.
Office of Advancement	The office within ECU which coordinates fundraising and alumni relations activities within the University, and which is the main source of advice and support to the ECU Foundation Board, the Vice-Chancellor and the Vice-President (Corporate Services) on matters relating to fundraising. Responsible for overseeing that the necessary audits, spot checks, reports and donor acknowledgments are undertaken.

Student Services Centre (Scholarships Office)	Works with Schools and the Office of Advancement to allocate scholarships funded from ECU Foundation accounts.
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6. References

Policy Code:	PL242	File No: SUB/38201
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Amendments:	August 2012 – Minor Amendment May 2013 – Amendment to Policy Owner February 2015 – Amendment to Contact Information November 2015 – Amendment resulting from Academic Organisation Re-Design Project June 2021 – Change of policy ownership to align with ECU’s current organisational structure	
Related Policies/Documents:	<ul style="list-style-type: none"> • Academic Prizes Policy • Code of Practice for Australian University Philanthropy • Scholarships Policy • Donation Acceptance Procedures • Donation Processing and Disbursement Procedures • Fundraising Approval Procedures • Fundraising Ethics Policy • Integrated Risk Management Policy • Naming Policy • Privacy Policy • Prospect Clearance Policy • Prospect Management Procedures • Records Management Policy • Standing Delegations of Authority 	

7. Contact Information

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