



# HVERFORD COLLEGE

## Athletics Fundraising Policy

### **Introduction**

Haverford College offers an academically rigorous undergraduate education that advances the whole person's "mind, body, and spirit". As a key facet of that mission, Haverford competes in the National Collegiate Athletic Association (NCAA) Division III Centennial Conference. The College wholly embraces the Title IX regulatory framework that ensures gender equity in athletics. These tenets set important parameters around our athletic fundraising policies and philosophy.

To address rising donor interest in funding specific Athletic priorities, teams and/or programs and to support the goals articulated in the *Haverford College Athletic Plan*, this policy was created to build a mechanism for such requests while maintaining current Athletics fundraising initiatives in place such as *Friends of Haverford Athletics* and team travel support.

### **Scope**

The Athletics Fundraising Policy sets forth the criteria for:

1. Establishing fundraising priorities for the Athletic Department
2. Fundraising protocols for operations, endowment and capital improvement
3. Approved fundraising strategies
4. Team travel fundraising process
5. Methods and mechanisms for athletics fundraising

The Athletics Fundraising Policy specifically addresses philanthropic gifts - those that are recognized by the Internal Revenue Service (IRS) as gifts, processed as gifts in Raiser's Edge (RE), and receipted for tax purposes.

This policy does not apply to revenue that the NCAA also defines as "fundraising" - activities undertaken by the Athletic Department that include, but are not limited to, concessions, item sales, car washes and bake sales.

Philanthropic fundraising for Haverford College athletic teams and for the Athletic Department is allowed only under the conditions outlined in this fundraising policy which comply with Haverford College, NCAA Division III and Title IX requirements.

### **Policy**

Given the relatively small number of alumni and numerous priorities on campus, all fundraising at Haverford College, including athletics fundraising, is coordinated and centralized through Institutional Advancement (IA).

### *Establishing Athletic Fundraising Priorities*

Haverford College athletic fundraising priorities are outlined in the *Haverford College Athletic Plan* and *Master Facilities* document which have been vetted by the president and Senior Staff, and approved by the Board of Managers.

Haverford College athletic budgets operate under the authority of the College. Expenditures are reported through regular institutional channels and are reviewed to ensure compliance with College policies, NCAA rules and Title IX objectives.

Fundraising efforts may be utilized to meet and, in select cases, enhance current athletic budgets through the channels outlined in this policy.

1. Fundraising should help individual teams and/or the Athletic Department contribute to the Haverford College mission through the Athletics mission, vision and learning objectives.
2. Financial priorities and budgetary requests are established by the Director of Athletics (AD), president and Senior Staff in alignment with the mission, vision, and learning objectives of Athletics, and if necessary, through benchmarking with publicly available data from Division III peers.
3. Fundraising goals are generated by the AD in consultation with each head coach to address any gap between college-budgeted funds and unbudgeted financial priorities deemed necessary to be competitive in the Centennial Conference, regionally and/or nationally. Overarching fundraising goals must be approved by the president in consultation with Senior Staff and especially the Vice President of Institutional Advancement (VPIA) to dovetail with other institutional fundraising priorities on campus.
4. Fundraising goals for individual teams should also take into account the need to enhance women's and men's teams proportionally within the Athletic Department, and goals should not distort the College's commitment to programmatic and gender equity.
5. Outside of team travel, more than one fundraising priority per team will need to be carefully considered as it will be difficult to fundraise for multiple concurrent priorities from small pools of donors in each sport.
6. Fundraising goals must be categorized as current operations (such as equipment), endowment (to fund specific positions and/or operations in perpetuity) or capital facility improvement with the understanding that:
  - a. **Current operations** - to ensure that Title IX and the College's athletic program equity guidelines are followed and that donor intent is clear and upheld, 80% of individual donations will be directed to the designated team and/or specific goal(s) the donor intends to support as articulated in the *Haverford Athletic Plan* and 20% will be directed to support the general athletic fund.
  - b. **Endowment** - endowment gifts may only be established for purposes articulated in the Athletic Plan or for general team/program support. The minimum endowment gift amount is \$100k payable over five years and will be applied 100% to the endowment (not split 80/20).

c. **Capital facility improvement** - capital facility improvement projects over \$100,000 require Board of Managers approval. Once this is secured, funds may be raised in any amount for approved capital improvement projects. 100% of each gift will be applied to that specific capital project. No capital project will be undertaken until 100% of the costs of the project have been committed.

d. **Due to NCAA regulations, donations cannot be made directly to a coach, whose salary is determined solely by the College, or to a student-athlete, who could be declared ineligible due to impermissible benefits.**

Any Athletic gift solicitations by IA will simultaneously include a request to continue giving, or make a new gift, to Haverford College's Annual Giving. This is the general operating support that benefits all students by lowering the overall cost of a Haverford education and by providing financial aid through Haverford grants.

## **Procedures**

### *Fundraising Protocols for Current Operations*

1. For each annual budget cycle, current operation fundraising goals for each athletics team and the Friends of Haverford Athletics will be established between team coaches and Athletics administrators. For larger unbudgeted goals, this may ultimately require approval at the spring Board of Managers meeting.
2. As Haverford has a relatively small alumni base which must be solicited for all College priorities beyond Athletics, all donor solicitations must be coordinated in advance through IA by the AD in consultation with coaches.
3. To ensure that Title IX and the College's athletic program equity guidelines are followed and that donor intent is clear and upheld, 80% of individual donations will be directed to the designated team and/or specific goal(s) the donor intends support as articulated in the *Haverford Athletic Plan* and 20% will be directed to support the general athletic fund which will be administered by the AD. It supports athletic staffing, facilities, equipment purchase and maintenance, team travel and game day activities.
4. The following language will be on current operation gift solicitations, including web pages relating to athletic gift fundraising, marketing materials and appeal letters, as well as on receipts for gifts directed to current operations: *Per College policy your gift will be allocated as follows - 80% to the team or purpose designated and 20% to general athletics support.*
5. Using the College financial system (currently Workday), the AD will report allocations to, and expenses from, the General Athletics Fund to the Dean of the College (to whom the AD reports) and IA. In addition, description of these expenses will be requested for by IA for donor stewardship.
6. Funds exceeding the annual approved goals either for a team or for the *Friends of Haverford Athletics* goal will be applied to the following year's goals. It should not be expended in the current year unless approved by the AD.

### *Fundraising Protocols for Endowment*

1. Endowments support a specified team or program in perpetuity. They can be used to sustain or expand a team or program's impact. Endowments may only be established for purposes articulated in the Athletic Plan or for general team/program support.
2. To establish a new endowment, the endowment must meet the minimum of \$100k payable over five years.
3. Endowments are commingled and invested with the overall Haverford College endowment. For all endowed funds, the Board of Managers annually sets a "spend rate", a percentage of the interest and principal that will be applied to the stated purpose in the current fiscal year operating budget. Spend rates typically are between 4-5% (thus an endowment of \$100,000 typically yields \$4,000-5,000 toward the current year program).
4. A specified team or program endowment gift will go 100% to that endowment (not split 80/20). Once established, endowments can be strengthened by gifts of any size from anyone at any time.
5. Gifts to endowments may be made to a specific team provided the endowment parameters use this language "*will annually support coaching, facility and field maintenance, equipment, travel, and game-day activities associated with the designated sport.*"

### *Fundraising Protocols for Capital Facility Improvements*

1. Capital improvement needs for each athletics team will be discussed, as necessary, among coaches, Athletics administrators, the Director of Facilities Management and the Vice President for Finance and Administration (VP F&A).
2. A list, which includes maintenance, equipment and capital needs, will be established by the AD and Director of Facilities Management.
3. Once discussed and prioritized by the Athletic Department, it is then submitted to Senior Staff through the VP F&A as part of the annual budget process. The VP F&A will present the highest priority improvement(s) and request permission to proceed with preliminary planning in conjunction with Facilities. Permission to continue is considered and prioritized alongside other campus facility needs.
4. If further planning is permitted, the Facility Planning Team meets with appropriate members of the Athletics staff to understand the needs. The options are then presented to Senior Staff and to the Athletic Department with preliminary cost estimates.
5. The president determines if/when a capital improvement idea is presented through the Property, Finance and External Affairs committees of the Board. Board approval for capital projects above \$100,000 is required before proceeding with planning and fundraising.
6. Once capital improvement projects over \$100,000 have been approved, funds may be raised in any amount for approved capital improvement projects. 100% of each gift will be applied to that specific capital project. No capital project will be undertaken until 100% of the costs of the project have been committed.
7. Emergency projects may present themselves and can become a stated fundraising priority with approval from the AD and Senior Staff (example: broken scoreboard needs replacing or unforeseen condition that presents a safety hazard).

### *Friends of Haverford Athletics (FHA)*

Friends of Haverford Athletics (FHA) was created in 2015 by the Athletic Department and IA as a convenient web-based platform to provide support for the College's 23 varsity athletic teams and more than 400 student-athletes. FHA, contributed by parents and alumni, provides operating funds in the current fiscal year. Contributions have supported travel opportunities nationally and internationally, improved facilities, funded special events honoring current and former student-athletes and provided equipment, all of which serve to enhance the athletic experience of our student-athletes and support their pursuit of excellence. Donors can contribute to a specific sport (subject to the 80/20 split above), split a gift among several sports, or give to the general athletic fund which supports all athletic programs and facilities. Haverford athletic teams are achieving unprecedented success thanks in large part to donations that meet or supplement current operating budgets.

[https://www.haverfordathletics.com/information/Friends\\_of\\_Haverford\\_Athletics/Haverford\\_Athletic\\_Fund](https://www.haverfordathletics.com/information/Friends_of_Haverford_Athletics/Haverford_Athletic_Fund)

### *Protocols for Team Trip Fundraising*

With support housed under Friends of Haverford Athletics, athletic teams are encouraged to consider organizing special travel trips. These trips are on a regular cycle with oversight by the AD to preserve team equity. These trips provide opportunities for broader competition and exposure, and help all scholar athletes achieve international cultural exchange that might not otherwise be possible through study abroad given varying financial circumstances and their demanding academic and athletic commitments on campus. These trips might also include domestic overnight trips - for competitive and/or practical reasons (i.e. spring break).

The AD must approve all team travel to confirm it meets NCAA Division III regulations and college policies regarding team travel.

Once the necessary approvals have been obtained with the AD, the protocols below are to be followed before sending out letters soliciting philanthropic support to help underwrite the team's travel:

1. Send the team travel application, sample appeal letter and reply mechanism sample to IA's Alumni and Parent Relations Athletic Liaison who will coordinate with IA's Director of Annual Giving and Assistant Vice President (AVP) for Advancement Services for review, approval and distribution. Courtesy notifications will be sent to the VPIA, Director of Alumni and Parent Relations, AVP of Individual Giving and Director of Gift Planning.
2. After the request is approved, the Athletic Liaison will notify the requestor about next steps.
3. In the meantime, Advancement Services will circulate a list of potential donor names for this fundraising outreach to IA gift officers and Annual Giving for review before sharing with the requestor. *IA reserves the right to omit names from the list if donors are in active gift conversations for other institutional priorities.* Alternately, a separately worded letter can be sent to these potential

donors so they are aware of the athletic priority and the fundraising underway but are not solicited while already engaged in another gift conversation.

4. **To ensure quality and accuracy of data, all alumni and parent lists must be obtained and maintained by Advancement Services. Lists maintained separately and used by individual coaches undermines the accuracy and timeliness of our institutional data, and can create donor confusion and resentment with multiple concurrent solicitations.**

#### *Approved Fundraising Strategies*

1. All fundraising at Haverford College, including athletics fundraising, is coordinated and centralized through IA.
2. Incorporation of select, approved athletics-related goals in a comprehensive Haverford College capital campaign.
3. Personal visits/contacts by IA with select alumni and/or parents.
4. Peer to peer fundraising coordinated by IA that leverages pop-up campaigns (such as “Giving Days”) and volunteer support through the newly formed Haverford Athletic Leaders (HAL) Alumni Affinity Group.
  - a. All Haverford College employees and volunteers participating in fundraising efforts must first receive training by IA. Fundraising must be focused exclusively on priorities articulated in the approved Athletic plan as well as for budget relief of current operations.
5. With IA’s review and approval, direct mailing, including e-newsletters, by Coaches and/or HAL team representatives (see Protocols for Team Travel Fundraising).
  - a. All coaches and volunteers must coordinate direct mailing/e-mail outreach through IA’s Advancement Services to leverage existing mailchimp accounts and to capture activity and responses.
6. Promotion of fundraising goals/progress via Haverford College’s [Friends of Haverford Athletics](#) website in support of current operation needs articulated by the AD in consultation with coaches.
7. Where appropriate and as coordinated through IA, campus presentations by targeted coaches during Friends and Family Weekend, and/or Alumni Weekend.
8. Department-wide golf outing, or other central fundraising event, to raise general funds for the Athletic program coordinated through IA in collaboration with the Athletic Department and HAL.

Donor-based fundraising will take the form of:

- Direct solicitation by a gift officer, or assigned to a trained volunteer.
- Pop-up campaigns leveraging email outreach and social media
- Annual fundraising event(s) for general support of Athletic Department (golf outing, Athletic banquet or other)
- Fundraising solicitation letters for team travel coordinated through IA in collaboration with team coaches
- Team-specific events such as golf outing and goal-a-thon

- If ever in the future the Centennial Conference permits corporate sponsorships, any such sponsors must be reviewed by the VP F&A and approved by Senior Staff
- TBA - leaving room for additions in the future

## **Definitions**

80/20 for current operations fundraising- 80% of individual donations will be directed to the designated team and/or specific goal(s) the donor intends to support as articulated in the Haverford Athletic Plan and 20% will be directed to support the general athletic fund.

## **References, Related Resources, or Appendices**

### **[Friends of Haverford Athletics](#)**

*First approved on October 8, 2019*

*Effective date October 8, 2019*

*Next review required by July 1, 2022*

*[note: delayed by one year from initial review date of July 1, 2021 due to VPIA transition]*

*Sponsor: Ann Figueredo, Vice President for Institutional Advancement*

*Contact the Office of Institutional Advancement  
or the Office of Athletics with any questions.*