

AU Fundraising Policy and Guidelines

Policy Owner	Executive Director of Office of Development and Alumni Affairs	Responsible Office	Office of Development
Approved By	Chancellor	Effective Date	Jul 2021
		Next Review Date	Jul. 2024

Section 1.01 Rationale:

Ajman University (AU) has identified fund diversification as one of its strategic priorities for the coming phase in the development of the University. The Fundraising Policy herein sets and defines the standards and guidelines upon which all fundraising activity within the University will be regulated and rated. It also identifies the most appropriate ways in which the generosity of donors can be recognized and celebrated.

Section 1.02 Objectives:

This Policy sets out to guarantee that all AU fundraising activities are executed in an appropriate and sustainable manner based on consultation with, and authorization from the right AU constituencies. The Policy, as such, supports AU's mission and serves AU's strategic goals.

All cultivation, solicitation and appeal activities made by, or on behalf of, AU seek to enhance the status of the University with all its stakeholders (Alumni, students, staff, friends, corporate partners, etc.) who play an indispensable role in the mission of AU.

Core values:

- Transparency: all fundraising will adhere to a strict code of ethics that ensures full transparency of processes and activities.
- Innovation: fundraising activities will attempt to use innovative methods and processes whenever possible
- Resilience: the complexity and difficulty of fundraising are simultaneously embraced and circumvented through high resilience.
- Tenacity: our belief in the value of what we do will be an inexhaustible source of our determination to achieve our desired goals and meet our targets.

Section 1.03 Authority and Responsibilities

The Chancellor

AU Chancellor is the principal fundraiser for the University.

Executive Director

The Office of the Development and Alumni Affairs oversees and regulates all fundraising activities and functions as per the contents of this Policy and other relevant AU guidelines. All proposals

and/or action plans for any fundraising drive/campaign/effort needs to be approved by the Executive Director.

The Office of Development

The Office of Development is responsible for managing AU's fundraising activities and for building, fostering and maintaining the relationship with existing and prospective donors. The department works under the Office of Development and Alumni Affairs to maintain a network corporate partners, students, alumni, friends, parents and other individuals or groups for the purpose of obtaining endowed gifts that would allow AU to accomplish its strategic goals.

Approaches for fundraising can only be made by authorized personnel in the Office of Development or by designated members of the Fundraising committee as per the processes and guidelines contained in this document.

The Office of Development issues guidelines that will govern the relationship between Office of Development staff, Fundraising committee team members and Deans/Managers, as required. Such guidelines include providing support in identifying fundraising projects that are aligned with AU strategic goals. The guidelines should clearly delineate the responsibilities of the Dean/Manager, the Office of Development staff members and Fundraising committee team members concerned in relation to fundraising priorities throughout the fundraising process, which generally follows/covers the steps below:

- Cultivation
- Solicitation
- Donor stewardship
- Major gift initiatives
- Campaigns
- Fundraising innovation

Deans of AU Colleges/Managers of AU Offices (when applicable)

Deans, Directors and Managers are expected to cultivate strong relationships with various stakeholders and, therefore, their role in introducing potential donors to the Office of Development is crucial. It is not an expectation that Deans and other members of the AU management team make direct approaches to donors. In fact, all fundraising activities should filter through the Office of Development or Fundraising and Development Committee, as appropriate for each drive/initiative.

Members of the AU Management Team, to include Deans of College, can be requested to attend special meetings with the Fundraising and Development Committee Members.

Fundraising and Development Committee

Fundraising and Development Committee members are expected to cultivate strong relationships with various stakeholders and, therefore, their role in introducing potential donors to the Office of Development is crucial. It is not an expectation that fundraising and development committee team members make direct approaches to donors. In fact, all fundraising activities should filter through the Office of Development, as appropriate for each drive/initiative.

Members of the fundraising and development committee can be requested to attend special meetings.

Thamer Fund

Thamer Fund may act as a suspense account for all money raised through fundraising drives. Thamer Fund Committee oversees the allocation of funds based on careful consideration of cases submitted for evaluation.

Section 1.04 Gift Policies and Procedures

AU will accept gifts of various kinds, solicited and unsolicited, and will aim to apply its core value of transparency in the solicitation, acceptance and handling of all gifts made to the University.

Fundraising Campaigns and Gift Solicitation

Fundraising campaigns, in line with AU strategic priorities, will be undertaken by the Office of Development, which has the authority to mobilize any other AU College/Office to assist at any stage within the campaign. Whilst the Office of Development can undertake planning and execution of major campaigns within its abilities and responsibilities, it is an expectation that the Office of Marketing and Communication will be closely involved.

Major campaigns that align with AU strategic priorities require support from AU Cabinet. These will require mobilization at the highest level, depending on the size of the campaign and on the fundraising target.

Gift solicitation is to be undertaken as per a general strategy developed by the Office of Development in consultation with the relevant stakeholders. It is incumbent upon all members of the AU community, including the Cabinet, Board of Trustees and Fundraising Committee members, to offer logistical, consultative and personal network support to the Office of Development in order to accurately assess potential donors, donation viability and to tailor solicitation approaches to the individual interests/aspirations/causes of prospective donors.

Gift Types

AU can accept gifts in any of the following forms:

- Cash Gifts: these are paid in cheques, bank transfers or using credit/debit cards.
- Gifts-in-kind: this can be in the form of property or land predominately; however, gifts of advanced and/or specialized equipment can also be accepted in return for certain privileges.
- Pledges: these are commitments to make a specified donation amount within a specified timeframe, not exceeding 5 years. Such commitments are binding and donors sometimes need to provide post-dated cheques (PDCs) to cover the pledge amount in total. Where a pledge is linked to a naming privilege, the pledge must be fulfilled in order for the naming privilege to be granted.

Gift Acceptance

AU will accept gifts in any of the forms above. Acceptance will be subject to a satisfactory outcome of searches on donors be these organizations, individuals, partners ...etc. Gifts will be entered under the relevant codes and donors will be added to the relevant database in due course.

Gift Acknowledgement

AU will acknowledge gifts through the Office of Development, which, in the case of major gifts/donations, will be responsible for communicating with the Office of the Chancellor for appropriate recognition of such donations.

Gift Entry and Recording

Gifts will be entered and recorded as per the financial guidelines of the University.

Named Endowed Scholarships

A named endowed scholarship fund can be established and named after the donor, or in honor of any individual/group chosen by the donor, subject to a minimum gift of AED 300,000. The amount will be invested in either Ajman Bank or any other bank in order to generate an annual income that will contribute to required annual tuition fees for the named scholarship. In addition, The University undertakes to match the generated annual income raised from the bank in order to guarantee that total annual income raised will cover the tuition fees of the in-need students who matches the selection criteria. Scholarship funds can be in honor of living individuals or in memory of departed ones.

The University will guarantee this scholarship for in perpetuity. The donor has the option to pay the fund in installment over 5 years maximum. However, the students will start benefiting from the scholarship after fund payment is complete.

Named Endowed Professorships

A named endowed professorship fund can be established and named after the donor subject to a minimum gift of AED 2 Million. The amount will be invested in either Ajman Bank or Any other bank in order to generate an annual income that covers the required annual cost of a research, conferences' expenses and equipment conducted by full-time faculty member (in the College, discipline and sub-specialization specified by the donor, if any). Selected professor will cover this task for 2 years renewable based on donor choice.

Professorships can be named after the donor or any individual or group the donor wishes the professorship to bear the name of. Professorship funds can be in honor of living individuals or in memory of departed ones.

The University will guarantee this professorship for in perpetuity. The donor has the option to pay the fund in installment over 5 years maximum.

Naming Rights for University's Colleges

Naming rights for university colleges can establish and named after the donor subject to, or in honor of any individual/group chosen by the donor. Donors benefit from a unique chance to link their name with a large field of study at a prestigious institution. Donors have the option for naming rights of the:

College Name	Naming Price
College of Architecture, Art and Design	AED 20 Million
College of Business Administration	AED 20 Million
College of Dentistry	AED 40 Million
College of Engineering and Information Technology	AED 25 Million
College of Humanities and Sciences	AED 20 Million
College of Law	AED 20 Million
College of Mass Communication	AED 20 Million
College of Medicine	AED 40 Million
College of Pharmacy and Health Sciences	AED 30 Million

The amount will be invested in either Ajman Bank or Any other bank in order to generate an annual income that will contribute to required expenses of the college programs. Naming rights can be in honor of living individuals or in memory of departed ones.

The University will guarantee this naming rights for in perpetuity. The donor has the option to pay the fund in installment over 5 years maximum.

Naming Rights for University's Buildings

Naming rights for university's buildings can establish and named after the donor subject to, or in honor of any individual/group chosen by the donor. Donors benefit from a unique chance to link their name with a prestigious building in the institution. Donors have the option for naming rights of the:

Building	Naming Price
J1 Academic Building*	AED 15 Million
J2 Academic Building *	AED 15 Million
Student Hub*	AED 15 Million
Sport Complex*	AED 5 Million

*Facilities inside the building are not included can be named with different naming. For naming of facilities inside the building like Labs, classrooms and others, pricing will be provided on need basis.

The amount will be invested in either Ajman Bank or Any other bank in order to generate an annual income that will contribute to required expenses of the building and its maintenance. Naming rights can be in honor of living individuals or in memory of departed ones.

The University will guarantee this naming rights for in perpetuity. The donor has the option to pay the fund in installment over 5 years maximum.

Naming Rights for University's Research Center

Naming rights for a university research center can be established and named after the donor subject to a minimum gift of AED 10 Million. The amount will be invested in either Ajman Bank or Any other bank in order to generate an annual income that covers the required annual cost of a research center, conferences' expenses and equipment conducted by full-time faculty member (in the College, discipline and sub-specialization specified by the donor, if any).

Research Center can be named after the donor or any individual or group the donor wishes the research center to bear the name of.

The University will guarantee this research center for in perpetuity. The donor has the option to pay the fund in installment over 5 years maximum.

Naming Rights for Ajman University Innovation Center (AUIC)

Naming rights for Ajman University Innovation Center (AUIC) can be established and named after the donor subject to a minimum gift of AED 4 Million. The amount will be invested in either Ajman Bank or Any other bank in order to generate an annual income that covers the required annual cost of the center.

Innovation Center can be named after the donor or any individual or group the donor wishes the innovation center to bear the name of.

The University will guarantee this innovation center for in perpetuity. The donor has the option to pay the fund in installment over 5 years maximum.

Section 1.05 Donor Policies and Procedures

As per the AU values or transparency, all communication with potential and current donors will be governed by clarity of message and a strict delineation of expectations and rewards. As such, donors will be recognized according to the criteria specified herein and based on any prior agreements made with the donors.

Donor Recognition

Generous donors who contribute to the above Endowments will be recognized and acknowledged by Ajman University. Parts of this exclusive recognition program are the following:

Official Signing Ceremony of the named endowed scholarship/professorship
Acknowledgment of contribution in a press release and subsequent references to the donor in line with press mentions of the endowment
Invitation to a special Donors' Dinner hosted by BoT members
VVIP invitation to the AU Annual Dinner
Prominent recognition at the next commencement ceremony
Invitation to commencement ceremonies, with reserved seating
Recognition in the next Annual Report

Due Diligence

Ajman University will undertake all reasonable measures to:

1. ascertain the sources of all donations made by individuals, corporate entities, and other organizations;
2. ensure that such donations are made for purposes consistent with the University's ethical principles and strategic plan;
3. ensure that no issues, legal or reputational, are raised by the acceptance of these donations.

The University has adopted/adapted the "Know Your Donor" principles developed by the UK-based Charity Commission, as follows:

- Identify – know who you are dealing with
- Verify – identities and motives against facts/evidence
- Know – the organization's or individual's business
- Know – the reasons for the donations and match them against the history of the individual/organization

Donor Bill of Rights

AU has adopted and adapted the AFP, Association of Fundraising Professionals, Donor Bill of Rights, as follows:

Donors have the right:

- To be informed of AU's mission, and to be reassured of the University's capacity to use donations effectively for the declared intended purposes.
- To be assured their gifts will be used for the purposes for which they were given.
- To receive appropriate acknowledgement and recognition.
- To be assured that information about their donation is handled with respect and with confidentiality, as per any prior agreement.
- To expect that all relationships with individuals representing AU with the donor will be professional.
- To have the opportunity for their names to be deleted from shared databases.
- To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

Section 1.06 Compliance

Fundraising at Ajman University shall apply the highest level of compliance to the legal framework for fundraising activity as applicable to UAE organizations and, in particular, higher education institutions.

UAE Legal Framework

All gifts or donations made to the University will be processed by the Office of Development and submitted to the Chairman of the Executive Committee of the Board of Trustees for ratification.

Document History

<i>Version</i>	<i>Date</i>	<i>Update Information</i>	<i>Author/ Reviewer</i>
V 1.0	11/10/2017	Initial policy draft	Development Director
V 1.1	07/02/2018	Final Approved Policy	VCAC
V1.2	05/09/2021	General updates approved by the Chancellor	Executive Director, Office of Development and Alumni Affairs