



***The Bard College  
Manual of Fundraising  
Policies and Procedures***

***WINTER 2020***

Dear Colleagues,

Three years ago, I distributed the Bard College Manual of Fundraising Policies and Procedures. In that time, Bard has added 6,455 donors who support the College and its new programs, including the new undergraduate program in Architectural Studies and the Bard High School Early College in Washington, DC.

With priorities set by Bard's Board of Trustees and the President of the College, Bard College staff raise tens of millions of dollars each year to support the College, its students, faculty, staff and programs. Recognized by the Internal Revenue Service as a 501(c)(3) organization (an educational organization that can accept charitable donations), Bard must adhere to a set of prescribed rules and regulations in order to maintain its status as a not-for-profit institution.

The following manual outlines the fundraising guidelines for all faculty, staff, students, and Bard-supported projects throughout the College. Whether your focus is on undergraduates or graduate students, teachers or artists, athletes or scientists, these guidelines are the policies and procedures to be followed when raising funds for your project or program. By following these policies and procedures you not only ensure that Bard remains compliant with government regulations, but that it also secures and maintains happy donors.

I welcome your feedback. Please contact me with questions and comments. I am happy to meet and discuss them.

Many thanks in advance for your cooperation. Bard will be stronger for it.

Sincerely,

A handwritten signature in black ink, appearing to read 'Debra Pemstein', written in a cursive style.

Debra Pemstein  
Vice President, Development & Alumni/ae Affairs

## **Bard College Mission Statement**

Bard College seeks to inspire curiosity, a love of learning, idealism, and a commitment to the link between higher education and civic participation. The undergraduate curriculum is designed to address central, enduring questions facing succeeding generations of students. Academic disciplines are interconnected through multidisciplinary programs; a balance in the curriculum is sought between general education and individual specialization. Students pursue a rigorous course of study reflecting diverse traditions of scholarship, research, speculation, and artistic expression. They engage philosophies of human existence, theories of human behavior and society, the making of art, and the study of the humanities, science, nature, and history.

Bard's approach to learning focuses on the individual, primarily through small group seminars. These are structured to encourage thoughtful, critical discourse in an inclusive environment. Faculty are active in their fields and stress the connection between the contemplative life of the mind and active engagement outside the classroom. They strive to foster rigorous and free inquiry, intellectual ambition, and creativity.

Bard acts at the intersection of education and civil society, extending liberal arts and sciences education to communities in which it has been underdeveloped, inaccessible, or absent. Through its undergraduate college, distinctive graduate programs, commitment to the fine and performing arts, civic and public engagement programs, and network of international dual-degree partnerships, early colleges, and prison education initiatives, Bard offers unique opportunities for students and faculty to study, experience, and realize the principle that higher-education institutions can and should operate in the public interest.

## **Office of Development and Alumni/ae Affairs Mission Statement**

The Mission of the Office of Development and Alumni/ae Affairs is to raise unearned revenue to help the College achieve its goals as well as to enhance alumni/ae and student engagement.

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## **Introduction**

The *Bard College Manual of Fundraising Policies and Procedures* (P&P Manual) sets out guidelines to be followed when fundraising on the College's behalf. The Gift Acceptance Policy Overview, revised in April 2013 by the Bard College Board of Trustees (see Appendix A) governs the acceptance and crediting of donations and grant awards to the College and all of its programs. The P&P Manual delineates the best practices when fundraising from individuals, foundations, corporations, and government agencies.

Today's donors receive many appeals from multiple nonprofit organizations. Private and corporate foundations are becoming increasingly selective and government agencies more competitive in their grant making. The Office of Development and Alumni/ae Affairs (ODAA) wants to ensure that fundraising efforts are designed to present the most compelling and meaningful opportunities for engagement by individual donors and for alignment with foundation and government agency guidelines. In order to do this, the College's fundraising efforts must be coordinated and focused on the College's highest priorities and, therefore, ODAA manages all prospect contact, proposal submission and/or solicitations, reporting, stewarding, and cultivation with the primary goal of increasing donations and grant awards to the College and with the secondary goal of safeguarding the College's tax-exempt status and reputation. ODAA staff is available to answer questions, assist with solicitations, prepare, review and submit grant proposals, build prospect lists, revise budgets, or increase donor engagement. Ways of working with ODAA are outlined in this manual.

Bard College is a member in good standing of the Council for Advancement and Support of Education (CASE), a professional association serving educational institutions and the development professionals who work on their behalf in alumni relations, communications, development, marketing and advancement services, and abides by its guidelines. The CASE Statement of Ethics and Principles of Practice for Fundraising Professionals at Educational Institutions is included as Appendix H.

### **What is ODAA's Role in Helping the College Achieve Its Mission?**

ODAA, and by extension all staff with fundraising responsibilities, help Bard College fulfill its mission and realize its aspirations in three ways:

- By communicating the College's character, quality, priorities, and goals.
- By building meaningful partnerships with external and internal constituents.
- By securing and stewarding Bard's contributed resources, donors, and volunteers.

## **What is the Purpose of Establishing Guidelines?**

- To create policies for and offer assistance to members of the Bard College community who engage in fundraising activities in support of the College's established priorities for philanthropic support.
- To clarify the College's legal, fiduciary, and ethical responsibilities for acknowledging, accepting, and stewarding the funding it receives.
- To shield the College's alumni/ae, parents, donors (including government, corporate, foundation), students, faculty, and staff from excessive fundraising appeals.
- To provide education and guidance that will protect the College's tax-exempt status and reputation.
- To distinguish between (a) fundraising efforts in which the College is an intended beneficiary, and (b) fundraising activities in which the College is not a beneficiary, but in which members of the College community may be participants.

## **Bard College's Tax-Exempt Status**

Bard College is a 501(c)(3) organization as granted by the IRS in 1950. As such, Bard is exempt from federal income tax and federal unemployment tax, and allows the deductibility, for general income, gift and estate tax purposes, of contributions by donors to the College. The ability of the College to seek and receive philanthropic gifts and grants is dependent upon the continuing recognition of its tax-exempt status by the IRS. The College must protect this status by abiding by all relevant laws and regulations, including using its tax-exempt status solely for its own benefit and by not sharing it with other organizations, except when the College enters into a fiscal sponsorship agreement (see page 4). ODAA is charged by the College with responsibility for monitoring and protecting this status.

These policies shall apply to any and all members of the College community, as well as to any other individuals or organizations who may represent themselves to be members of the College community, or who claim to be acting on behalf of the College.

## **Definition of College Fundraising Activities**

A College fundraising activity is one that employs the name, image, or reputation of Bard College in an effort to secure contributions, whether they be financial, in-kind, or services and meets one or more of the following criteria:

- The activity benefits the College and its mission.
- Donors expect a gift receipt for tax purposes or are promised a gift receipt.
- The College's taxpayer identification number is required to apply for funds.

## **ODAA's Role in Compliance**

Bard College is a not-for-profit educational institution that relies on philanthropic and grant award support to cover its operating needs. The primary goal of ODAA is to raise funds to support the College, its mission and its priorities as directed by the President of the College and the Board of Trustees.

ODAA must strive at all times to ensure that the College's policies and procedures are in compliance with local, state, and federal regulations in regard to the solicitation and acceptance of material resources and/or financial support. Any deviation from the Internal Revenue Code could result in fines, public embarrassment, and/or the loss of the College's tax-exempt status and/or of significant support of its donors. Therefore, when fundraising activities are planned to benefit a Bard-related activity, a program, or its students, they must be approved in advance by the Vice President, ODAA or the Vice President's designate.

## **ODAA's Role in Counsel and Training**

ODAA staff will offer fundraising assistance to members of the College community interested in advancing the College's projects and programs that have been formally approved by the senior administration. Once approval for a fundraising activity is received, the ODAA team is available to consult with faculty, staff, and student leaders on strategies and tactics for their College-endorsed initiatives. Responsibilities for follow-through and implementation of activities are the responsibility of the Principal Investigator/Project Director in coordination with the divisional program. The contact list for assistance is as follows:

- Individual Giving – Senior Director of Development and Director of the Bard College Fund
- Alumni/ae – Director of Alumni/ae Affairs
- Parents – Assistant Director of Development/Parent Programs, and Director of the Bard College Fund
- Institutional Fundraising, – Associate Vice President, Office of Institutional Support and the Director, Office of Institutional Support
- Research and Prospects—Office of Prospect Research in the Office of Institutional Support
- Data – Director, Development Services
- Student Engagement, Senior Class Council—Assistant Director of the Bard College Fund and Senior Director of Development

# **Bard College Fundraising Policies and Procedures**

## **Approval of Fundraising Activities**

All activities by faculty, staff, and students meeting the definition of “College fundraising activities” must be approved in advance by the Vice President, ODAA or the Vice President’s designate. This includes submitting for review all solicitation materials like online donation webpages and printed donor cards and reply envelopes.

## **Process for Seeking Approval**

All fundraising projects must be vetted to ensure that they align with the College’s priorities, have academic merit and enrich the educational experiences of Bard students. It also means that students, departments, and/or programs will only be able to spend the funding they receive on goods and services that are appropriate for the completion of their projects or, in the case of a grant-funded project, on the activities within the budget that the foundation or government agency approved, or that are appropriate for the project the donor has funded. Potential fundraising activities on behalf of a College program or initiative must first be formally communicated to the appropriate division or program, and require a final approval from ODAA, the Dean of the College or Dean of Graduate Studies. (Not applicable to sanctioned Bard clubs. See page 16.)

Examples of fundraising projects may include, but are not limited to: curriculum development grants, program and departmental grant seeking, underwriting of conference participation, sponsorship of an on-campus symposium, student or faculty travel, equipment, departmental awards, scholarships, or internships. If a project is approved by the Executive Vice-President/Vice President Academic Affairs, Dean of the College or the Dean of Graduate Studies, it will then be confirmed by ODAA. The Vice President, ODAA may ask that a proposed fundraising initiative be delayed until a time when either the suggested donor(s) will be more receptive to a request for funding or the proposed activity would not jeopardize funding for a higher priority of the College.

## **Donation Procedures**

### **Types of Funds**

There are three types of funds held by the College – unrestricted, restricted, and endowment funds. For a detailed explanation of these funds, please see the Gift Acceptance Policy Overview (Appendix A).

In short, unrestricted funds are the most useful as they, for example, support the general operations of the College, scholarships, and undergraduate programs. Restricted funds are used for specific designated purposes. Most grant awards are restricted funds. A minimum of \$10,000 is required to set up a restricted fund by an individual donation. In general, endowment funds are invested for either a specific period of time or held in perpetuity and the College spends a portion



of the interest earned on these investments. A minimum of \$100,000 is required to set up an endowment fund.

## **Gifts vs Grant Awards**

When is funding considered a gift and when is it considered a grant award?

A gift is a voluntary, non-reciprocal transfer of money or property from a donor to an institution. The donor may be an individual, a non-profit organization, or a for-profit business. When contributing a gift, the donor does not expect a deliverable or anything other than recognition and acknowledgement for the gift. The donor also does not control the use of the funds. A gift may be restricted or unrestricted. A restricted gift is a contribution designated for a specific purpose, program, or project. Unrestricted gifts are allocated to the Bard College Fund, which supports financial aid, scholarships and the College's operating costs. A grant award from a government agency or foundation requires a set of deliverables such as the carrying out of a series of prescribed activities within a specific time frame, the purchase of equipment, narrative and budget reports, progress reports, or research activities and the return of unused funds. Funding provided by government agencies, at the federal, state, or local level, is treated as a grant award.

In cases where there is a question as to whether an activity for which external funding is sought constitutes a grant or a gift, a determination will be made by the VP, ODAA, the CFO, or the AVP, OIS that will be in accordance and compliance with Generally Accepted Accounting Principles (GAAP).

## **Gifts and Types of Donations Accepted**

- **All gifts and grant award notifications to the College must be sent to the Gift Recorder and processed through ODAA, including gifts-in-kind.** (An exception is funds raised by clubs. See page 16.)
- All gifts and grant awards must be accompanied by an appropriate transmittal form (see Appendix D for Individual Gifts, and Appendix J for the OIS Grant Award/Pledge Notification form to be sent with an institutional grant award.) All forms should be accompanied by any correspondence from the funder.
- For December/January all individual donations must include the original or legible copy of the envelope with a visible postmark for end-of-year gift substantiation with the IRS.
- Donations to a specific individual are not tax deductible.
- Types of funding Bard accepts include, but are not limited to:
  - ✓ Cash
  - ✓ Checks
  - ✓ Credit cards: Visa, MasterCard, American Express, and Discover
  - ✓ PayPal (Bard College Fund only)

- ✓ Foreign currency
- ✓ Gifts in kind
- ✓ Grant awards
- ✓ Payroll deductions
- ✓ Stocks and securities
- ✓ Wire transfers

## **Specific Procedures for Selected Gift Types**

### Cash

Gifts of cash must be delivered in person to ODAA to the Gift Recorder. A receipt will be given to the donor for the amount received. No coins are accepted. A list of donors and their addresses, along with the designation code of the fund the money is to be deposited into, must also be included.

### Checks

Although checks may be sent via campus mail, it is in the best interest of all parties to bring the gifts directly to ODAA for faster processing.

All checks should be made out to “Bard College.” A donor may write a specific purpose or department in the “memo” section of the check, and/or include a note stating the purpose of the gift. Undated or unsigned checks will be returned to the office from which they were sent. The numerical and written donation amount on the check should match. If the check does not have the donor’s name and/or current address, you must provide it to the Gift Recorder.

The gift date for a donation by check is the date the check is deposited in Bard College’s bank account. For checks received at the end of December, a gift date of December 31 will be assigned as long as an envelope accompanies the check with a postmark on or before December 31. Offices closed during the winter break that receive checks during that time period should bring the checks to the Gift Recorder before the end of the first week of January along with the original envelopes.

### Credit Cards

Donors are encouraged to make a gift anytime online at [www.annandaleonline.org/giving](http://www.annandaleonline.org/giving). If a particular area of giving is not in the online drop-down menu donors can choose the “other” option and write in the purpose of their gifts.

ODAA can process gifts via credit card. ODAA currently accepts Visa, MasterCard, American Express, and Discover. Credit card gift requests can be sent to the Gift Recorder ([giftrecorder@bard.edu](mailto:giftrecorder@bard.edu), 845-758-7861) in ODAA, via campus mail or by calling. The donor’s name, address, credit card number, CSV code, expiration date, and gift purpose are needed to process the gift.

If a donor is expecting to make an end-of-year gift by phone, ODAA must be notified of the gift by noon on December 31 for it to be recorded within that year.

The gift date for a credit card gift is always the date the charge was processed. There is no variation from this date. End-of-year donors should be encouraged to go online to make a credit card gift by noon on the last business day of the calendar year. Credit card gifts processed after December 31 will have a January gift date.

### Donor Advised Funds

Grant awards made from a Donor Advised Fund (DAF) at the recommendation of a donor, donor advisor, or related person who advises a sponsoring organization, may only be for purposes deemed 100% tax deductible. By accepting a grant award from a DAF, the College must certify to the DAF that no donor, donor advisor, or related person received directly or indirectly, a more than incidental benefit as a result of such grant. goods or services; or private benefits, such as event tickets, school tuition, membership fees; or goods purchased at auction are more than incidental benefits. A grant award from a DAF is not allowed if a donor, donor advisor, or related person receives a benefit that would have reduced (or eliminated) a charitable contribution deduction if the benefit were received as a quid pro quo component of the contribution to the sponsoring organization. This is commonly known as a bifurcation payment. The IRS prohibits these payments, indicating that the individual would never have been given the opportunity to purchase the benefit had it not been for the gift from a DAF. Please note that a grant award through a DAF may not satisfy a legally enforceable obligation or pledge unless approved by the DAF. The donor received a tax receipt at the time they contributed to the DAF and will not be issued a tax receipt for the grant award by the College; however, the donor who recommended the grant award should receive an acknowledgment thanking the donor for facilitating the grant award.

### Foreign Currency

Most foreign currency is accepted, but please be aware that exchange fees can be quite high. The gift amount credited is the amount after fees are taken out.

### Gifts in Kind

Gifts in kind, such as real estate, art, books, vehicles, and musical instruments, are accepted provided that they support the mission of Bard College. The name of the donor, a complete description of the donated item(s), the date received by Bard, and estimated value and intended use of the donation must first be sent to ODAA for approval and processing.

All gifts in kind that the donor values over \$500 must be approved by ODAA before being accepted. The College does not assign a value to a gift in kind. The substantiation of gift value, for tax purposes, is the responsibility of the donor.

For gifts in kind valued by the donor at \$500 or more, the donor should fill out IRS Form 8283, <https://www.irs.gov/uac/about-form-8283>, if he or she itemizes their taxes. ODAA will then provide a signed copy of Form 8283 (Page 2, Part IV) for gifts valued at \$5,000 or more.

Substantial gifts of art, and all gifts valued at \$5,000 or more, may require an appraisal that would be performed at the expense of the donor. The College's Art Acceptance Committee must approve the donation of artwork before accepting it from the donor.

If a donated item is sold or disposed of within three years of acceptance, Bard College is obliged to send the IRS and the donor an IRS Form 8282, <https://www.irs.gov/uac/about-form-8282> with the amount for which the item was sold.

Donations of vehicles have added restrictions, and increased paperwork required by the IRS. The Stewardship and Development Services Manager must be contacted prior to considering the donation of a vehicle to Bard College.

### Payroll Deduction

One-time and recurring donations can be made by Bard College employees via payroll deduction. An Employee Charitable Contribution Payroll Deduction Form can be filled out and sent to the Gift Recorder in ODAA. (See Appendix G.) Recurring donations may be ended at any time by sending written paper or electronic instructions to ODAA.

A receipt or letter is sent to the donor at the start of the donation, a summary of donations is sent in early January, and upon the completion of any pledge.

### Stocks and Securities

To make a gift of stock, the donor should contact the Gift Recorder in ODAA for current instructions. It is essential that ODAA receive the donor information prior to the gift. The College's broker does not, and is not able to, determine the donor information from a DTC transfer of stock.

Appreciated securities held by a donor's banker or broker can be electronically transferred to Bard via the Depository Trust Company. The official gift amount credited is the mean value of the stock on the day it was transferred to Bard College.

According to IRS regulations, if the donor has held the stock for at least a year and a day, to avoid capital gains taxes, the donor should not sell an appreciated stock and give the proceeds to Bard College. Instead, they should transfer the stock directly to Bard College before it is sold.

If a donor holds a paper stock certificate, it must be sent to ODAA, as well as a signed Stock Power Form under separate cover. The stock certificate should not be transferred to Bard College beforehand.

The gift date for a properly endorsed stock certificate is the date of mailing or other delivery to

the charity or charity's agent. If the securities are transferred via an agent, the gift date is the date the stock is transferred on the books of the College.

### Wire Transfers

Wire transfers are a convenient way to transfer funds to Bard College. Donors should notify the Gift Recorder in advance to make a wire transfer. Foreign wire transfers must include the international "Swift" code. (See Appendix C.)

## **Fiscal Sponsorship**

Fiscal sponsorship is a financial and legal system by which a legally recognized 501(c)(3) public charity provides limited financial aid and legal oversight for an organization or individual that does not have its own 501(c)(3) status. Bard charges a fee for its services, which is typically a percentage of the budget of the sponsored organization, program, or grant award. Maintaining control over donated funds is a requirement of a legitimate fiscal sponsorship agreement.

*Only under very special circumstances will the College consider acting as a fiscal sponsor. Any approach for a fiscal sponsorship must be brought to the attention of the Vice President, Office of Development Alumni/ae Affairs for an evaluation of its merits on behalf of Bard College. All fiscal sponsorships must be approved by the Vice President, ODAA, and the Controller or CFO of the College before being implemented, and a fiscal sponsorship agreement must also be signed by the Controller and a Bard College faculty member or staff person who will be responsible for making sure reporting is done properly and funded activities are carried out as required. For the agreement email [officeofprospectresearch@bard.edu](mailto:officeofprospectresearch@bard.edu).*

## **Fundraising Guidelines for Faculty, Staff, Students, and Student Organizations for Non-Bard Supported Programs and Projects**

The President of the College, the CFO or Vice President, ODAA are the only authorized individuals able to approve solicitations to the Bard community for the benefit of organizations for which Bard is not the fiscal agent. If the solicitation is approved and is made through email, it must be posted under the "Pennysaver" title. If the solicitation will be a letter via campus mail to the community, it must be coordinated with ODAA.

If a campus program is considering supporting a community organization through the purchase of tickets or event seats, the CFO or VP, ODAA must be informed in advance as the VP, ODAA, the CFO or President of the College are the only authorized individuals permitted to make charitable contributions to other 501(c)(3) organizations on behalf of the College. Programs must purchase tickets with their own funds. As a non-profit we can support other non-profits with funding as long as:

- The transaction aligns with Bard's charitable mission.
- There is no conflict of interest. Any person or persons responsible for the transfer of the Bard's funds must not benefit personally. For example, the donated funds cannot purchase equipment connected to the business interests of a staff or faculty member.

- The donation cannot come from a restricted fund or from funding by a donor who would not approve of the funds being given to another nonprofit organization.
- The donation is made to a nonprofit of which there is no chance of misuse of funds.
- The donation cannot be considered excessive or in poor judgement.

Bard is committed to engaging with and supporting local community organizations with whom the College has close ties. In the event a Bard program is invited to an organization's event wherein the purchase of tickets or tables is required, such as an award dinner, the College will not purchase tables. If the invited program would like to send someone to attend the event, the program should purchase tickets with their own funds.

## **John Bard Society**

Bard College recognizes all those who have included the College in their estate plans through its John Bard Society. Prospects for the John Bard Society are to be discussed with the Vice President, ODAA before any approaches are made. Guidelines for particular planned gifts, such as gift annuities, can be found in the Gift Acceptance Policy Overview (see Appendix A), by speaking to the Vice President, ODAA or online at: <http://www.annandaleonline.org/waystogive#jbs>

## **Lists of Donors and Anonymity**

ODAA will not share lists of donors or other constituents and proposals with individuals and organizations not affiliated with approved College fundraising activities. The College will honor the wishes of donors who ask that their giving to the College remain anonymous.

## **Naming Opportunities**

Requests for the naming of any building, facility, space, room, permanent structure or non-physical asset on the Bard Campus in honor or in recognition of an individual or entity needs to be submitted to the Vice President, ODAA. All naming opportunities must then get final approval from the President and the CFO.

A naming opportunity exists when there is a gift received for the benefit of Bard College through either a one-time gift, the establishment of an endowment, or binding commitment to provide an annual gift.

Before any building, facility, space, room, permanent structure, or non-physical asset is named a formal gift agreement must be signed by the donor and either the Vice President, ODAA, the CFO or the President and filed with ODAA.

## **Named Scholarships, Awards, and Prizes (SAPs)**

Named scholarships, awards, and prizes can all be considered naming opportunities and differ as follows:

Scholarships (including fellowships): Given to continuing undergraduate and graduate students who are eligible for financial aid.

Awards (including internships): Given to current undergraduate and graduate students in open competition irrespective of financial need.

Prizes: Given to graduating seniors or graduate students in open competition irrespective of financial need.

### The Creation of New SAPs

When new SAPs are created, the Dean of the College, the Dean of Graduate Studies, or the Vice President, ODAA must approve as follows:

Internal/Departmental Awards and Prizes for the Undergraduate College must be approved by the Dean of the College and the Vice President, ODAA

Internal/Departmental Awards and Prizes for the Graduate College must be approved by the Dean of Graduate Studies and the Vice President, ODAA

On occasion a departmental award has been approved, and is paid for from the department budget. Once an award or prize is approved, the Stewardship and Development Services Manager must be notified so that the award or prize can be added to the master list of SAPs. Formal criteria for awarding must be established once an award or prize is approved.

Information must include:

- ✓ A formal title
- ✓ A formal citation to appear in College publications, such as the Commencement Book and College Catalogue (if appropriate)

### Donor-Funded SAPS Approval Process

New scholarships, awards, and prizes must meet the minimum funding requirements to be endowed or restricted, or meet special requirements for a one-time fund, and be approved by the Vice President, ODAA.

### One-Time Annual Scholarships

Expendable, annual named scholarships may be created with a minimum gift of \$10,000 per year awarded. Once funded, the scholarship will be awarded in accordance with the Bard College named scholarship selection process and will be listed in the Commencement Book at the end of the academic year the scholarship is awarded. The donors, as well as the person honored or memorialized, would also appear in the annual Report of Gifts.

Expendable, one-time awards and prizes are generally not allowed.

## Endowed SAPs

In general, endowed scholarships, awards, and prizes may be funded with gifts of \$100,000 or more, and must be fully funded within five years. The SAP will not be awarded until the balance of the fund is sufficient to generate the expected income for the award, unless the donor funds the award in addition to making payments towards funding the endowment.

Special endowed scholarship, prize, and award funds for amounts less than \$100,000 may be established as part of a special endowed scholarship fund or an endowed award/prize fund made up of a group of co-mingled funds established for a like purpose, with prior approval from the Vice President, ODAA.

Special endowed scholarship, award, and prize fund minimums:

Special endowed scholarship fund: \$25,000 (provides approximately \$1,250 in financial aid per year)

Special endowed award/prize fund: \$10,000 (guarantee of a \$400 prize per year)

Once fully funded, these would appear in the College Catalogue as well as in the Commencement Book each year they are awarded.

## Online Donations Policy

The College accepts online donations through a third-party vendor and merchant bank. General giving goes through [Annandale.org/giving](http://Annandale.org/giving) and [annandaleonline.org/bcf](http://annandaleonline.org/bcf). Facebook (FB) and Instagram (IG) are the two social media platforms on which donors can give to Bard. In order for these donors and their gifts to be stewarded properly, anyone considering launching a significant fundraiser on FB or IG should contact the ODAA Gift Recorder ahead of time.

Gifts are made through FB and IG when donors click on the “Donate” button on either platform or create individual FB fundraisers. ODAA uses reports generated by FB to process these gifts. The information on these reports is quite limited. It includes only the donors first and last names (which may not be the donor’s legal name or the name listed in Banner), the charge date, and the donation amount. Reports may or may not include the email address or even the name of the fundraiser. For this reason:

- Donors that the creator of the fundraiser cannot help the Gift Recorder identify will be entered as “unknown donor.”
- Any gifts for which the designation cannot be determined will be applied to the Bard College Fund.
- FB issues digital receipts for both FB and IG, and emails them to donors. Bard does not issue receipts for these gifts.

The use of independent online donation portals such as Razoo, Kickstarter, GoFundMe and others are not sanctioned by Bard College and will not be recognized as tax-deductible gifts to Bard College.



## **Processing of Gifts and Grant Awards**

In conformity with IRS regulations, ODAA must manage the process for recording all gifts and grant awards received by the College. This includes producing a written acknowledgment for any cash or noncash contribution except for government grant awards and contracts. Any donation of more than \$75, where the donor receives a quid pro quo (where transfer of funds is contingent upon receiving goods or securities) benefit, must also receive a written statement as to the value of goods or services received.

Contributions received in response to an approved fundraising initiative must be given to the Gift Recorder in ODAA within 48 hours of receipt. During the week the College is closed, funds must be delivered to the Gift Recorder as soon as possible. Please see page 7 for information on funds received the last week of December. All checks should include the original envelope and correspondence from the donor. Cash contributions must be delivered in person to the Gift Recorder. (Not applicable to sanctioned Bard clubs; see page 16.) The donor's name and address must be clearly identified, as well as the purpose or intent of the donation. In cases where the donor cannot be identified, such cash contributions will be classified as anonymous.

### **Quid Pro Quo Gifts**

The amount of the contribution that is deductible for federal income tax purposes is limited to the excess of any money (and the value of any property other than money) contributed by the donor over the fair market value of goods or services provided by Bard College. The donor will receive a **good faith estimate** of the fair market value of the goods or services that the donor received.

Examples:

1. Donor A makes a contribution of \$100 and receives a coffee mug with the Bard College logo. The contribution is fully tax deductible, as the coffee mug is of insubstantial value.
2. Donor B makes a contribution of \$100 and receives a sweatshirt with the Bard College logo. The sweatshirt is valued at \$25, only \$75 of the contribution is tax deductible.
3. Donor A is asked to give \$100 to attend a performance. A ticket to the performance is normally \$45. Therefore, \$55 of the donor's gift is tax deductible, even if no additional tickets are being sold.

### **Gift Receipts and Donor Acknowledgments**

The only College representative authorized to issue an official gift receipt and/or acknowledgment on behalf of Bard College is the Vice President, ODAA or the Vice President's designates. Such receipts will be issued only when a donation has been given for a purpose consistent with the College's mission and when the donor has not retained any control over the gift's use or demanded goods or services in consideration for the donation.

### **What Happens After the Gift Recorder Has Processed a Gift or Grant Award?**

All gifts and grant awards are first deposited to an accounting revenue line after which most funds are moved to a budget line and then made available. If an appropriate revenue line doesn't already exist, a new FOAP (Fund Organization Account Program) may be created and assigned by the Grant Accounting Team within the Finance Office. In addition, the funds are given a designation code, which is assigned by the Development Office. Funds are not available until both codes have been assigned and ODAA and the Accounting Office have properly processed the gift/grant.

A weekly report of all gifts processed by the gift recorder is distributed to all staff with fundraising responsibilities. To receive a copy, please contact [giftrecorder@bard.edu](mailto:giftrecorder@bard.edu).

### **Offices and Addresses of Where Gifts and Grants Should Be Sent**

All donations received on the Annandale campus should be brought in person or sent by campus mail, to:

Gift Recorder  
Bard College, Room 104  
Anne Cox Chambers Alumni/ae Center

Donations by U.S. mail should be sent to:

Bard College  
Attn: Gift Recorder  
Office of Development and Alumni/ae Affairs  
PO Box 5000  
Annandale-on-Hudson, NY 12504-5000

Donations sent by other carriers such as UPS and FedEx should be sent to:

Bard College  
Attn: Gift Recorder  
Office of Development and Alumni/ae Affairs  
30 Campus Road  
Annandale-on-Hudson, NY 12504-5000

All cash donations must be delivered in person.

Individual donations and multiple gifts (gifts intended for the same purpose/ designation) must be accompanied by a Gift Transmittal Form – Individual Gifts. (Appendix D.) For questions regarding gifts, please contact ODAA by phone, 845-758-7861 or by e-mail, [giftrecorder@bard.edu](mailto:giftrecorder@bard.edu).

## **Acknowledgment Procedures**

Why must all donations be acknowledged? An acknowledgment fulfills the IRS requirements for reporting a charitable donation and provides an opportunity to express appreciation for the donation and to engage the donor. Relationship building is a key factor in successful fundraising. Acknowledging a donation and expressing gratitude can help make sure the most recent donation is one of many.

### **Printed Gift Receipts**

Gifts receive a gift receipt (see Appendix O), which fulfills the IRS requirements for reporting a charitable donation except for grant awards from government agencies, funding through matching gift companies, and those through donor-advised funds. Online gifts receive an auto-generated, emailed gift receipt only. Gifts-in-kind receive a printed acknowledgment letter fulfilling the IRS requirements. Bard cannot determine the value of an in-kind donation.

Gifts with quid pro quo, in which the donor has received goods and/or services in exchange, must reflect the fair market value of said benefits on the receipt.

### **Print Acknowledgment Letters**

In addition to a receipt, an acknowledgment letter is sent out for all gifts and awards meeting the requirements listed below. The Administrative Assistant for Donor Stewardship and Parent Programs will send a weekly Gift Acknowledgment Form (GAF) Report to all prospect managers and pertinent development staff. The Senior Director of Development will review and approve all GAF reports.

### **Acknowledgments of Gifts by Individuals**

The President and Vice President, ODAA acknowledge all gifts for which they are listed as Prospect Managers.

The Vice President, ODAA or the President at the Vice President's direction acknowledges with a letter all gifts of \$2,500 and above, with the following exceptions: Bard College Berlin, all Bard Early Colleges, the Bard Center for Civic Engagement, the Bard College Conservatory of Music, the Bard Center for Environmental Policy, the Bard Fisher Center and its component programs, the Bard Graduate Center, Bard Music West, the Bard Prison Initiative, the Center for Curatorial Studies, the Hannah Arendt Center, the Longy School of Music of Bard College, the Milton Avery Graduate School of the Arts, and The Orchestra Now acknowledgment letters are written and mailed by their designated staffs respectively.

The Senior Director of Development acknowledges all gifts from \$500 – \$2,499. A second acknowledgment letter by the Vice President, ODAA or the President may be sent at the discretion of the Vice President, ODAA and/or if the donor gives to more than one designation. Copies of all acknowledgment letters written by non-ODAA Bard staff MUST be sent to the Administrative Assistant for Donor Stewardship and Parent Programs at devadmin@bard.edu.

The Administrative Assistant is responsible for collecting copies of acknowledgments written by program directors. The Administrative Assistant will contact each department weekly for missing letter copies.

All Fisher Center ticket donation acknowledgments are handled by the Fisher Center Box Office.

For Bard programs with advisory boards, the program director or his/her designate acknowledges gifts from those board members. ODAA should receive copies of all acknowledgments sent. Any program not listed will have the acknowledgment handled by ODAA, until otherwise decided by ODAA and the program director.

ODAA reaches out to monthly donors after a year of giving in an effort not only to thank them but also to increase their support for next year.

### **Acknowledgments for Donations from Institutions**

If the grant award is addressed to the President or the Vice President, ODAA, then the Office of Institutional Support (OIS) will generate the acknowledgment for signature of the addressee.

In all other cases, OIS will generate an acknowledgment letter signed by the Associate Vice President, Office of Institutional Support, within two days of the receipt of the grant award letter. Project Directors are encouraged to write thank you letters for grant awards for stewardship and relationship management purposes. Government agencies do not receive an acknowledgment.

### **Gifts Made in Memory or in Honor Of**

If a gift is made in honor of someone, a letter is sent by ODAA notifying that person that a gift has been made in his/her honor (provided that we have the correct contact information).

If a gift is made in memory of someone, a letter is sent to the next of kin or the most appropriate person provided that we have the correct contact information.

### **Prospects and Prospect Management**

The Vice President of ODAA, Associate Vice President, Office of Institutional Support and Office of Prospect Research review all current, new, and potential prospects on an ongoing basis to determine the appropriate manager for each prospect. Lists of prospects are maintained for Bard programs and activities whenever the College's Tax ID would be used to apply for funding and whenever the funding would be received by the College's Gift Recorder. The pool of prospects is determined based on the results derived by utilizing a slate of research tools and independent in-house research, conducted by the Office of Prospect Research.

### **Solicitation and Timing of Fundraising Appeals from Individuals**

ODAA policy states that any part of the College not currently supported by a professional development staff member may not solicit gifts from individuals or family foundations between

May 15 and June 30 and between November 1 and December 31 unless approval has been given by the Vice President, ODAA or a designate.

## **Student Clubs**

The College recognizes that its students are encouraged to be engaged and civically active and that often student goals may include funding needs that exceed budgetary resources. If students would like to raise funds for a student organization or specific service project related to their course work at Bard, the fundraising must be cosponsored by a member of the faculty or staff and be approved by ODAA or the Center for Civic Engagement (CCE).

Clubs are supported by the Bard College Student Association and should seek funds through the budget forum process. Only in very rare and specific instances would it be appropriate (for a one-time service project that benefits the College-wide community, for example) for a club to seek additional funding through College-based, fundraising efforts. Activities such as bake sales, T-shirt sales, and craft sales under or about \$500 are permissible.

Donations made through these events do not constitute a tax-deductible gift to the College. Student-led projects outside of club organizations and those clubs that believe they meet the one-time exception described above first need to gain faculty or departmental sponsorship and then must inform CCE. If a student or group does not have a faculty or College sponsor and wishes to seek approval to fundraise under the Bard name, they must contact ODAA or CCE.

It is not appropriate for academic departments, individual programs, or student organizations to seek funds, sponsorships, or gifts of material from external sources (such as businesses, alumni/ae, parents, or trustees) without prior approval. However, clubs may solicit funds through their member's personal networks (personal friends, family, and friends of family) and ask local businesses to donate to a raffle or similar activity if the club member makes it clear the donation is specifically made to the club and no tax-deductible receipt will be issued. All funds should be brought directly to the Office of Student Activities for deposit into the club's accounts.

## **Tax Advice**

No employee of the College shall give tax advice to a donor. Information regarding charitable contributions is only for general and educational purposes, and should not be construed as legal or tax advice. All donors should consult a financial advisor or a tax, legal, and accounting professional regarding individual and specific tax situations.

# **Working with the Office of Institutional Support**

## **OIS Mission Statement**

The Office of Institutional Support, one of the three offices within the Office of Development and Alumni/ae Affairs, manages the College's fundraising efforts from foundations, government agencies, corporations, and other entities to provide college-wide support as well as funding for various programs, multidisciplinary efforts, graduate faculty, and other institutional needs. Funders are judicious in selecting their grantees, choosing those projects they feel best meet their funding guidelines and their mission and choosing those institutions they believe will best steward their grant funding.

## **The Grant Process at Bard**

The grant process has four components:

- Grant Seeking
- Proposal Writing
- Grant Acceptance
- Grant Management (Including Grant Close-Out)

These components are described in more detail below.

### **Grant Seeking**

The Office of Institutional Support (OIS) is part of Bard's Office of Development and Alumni/ae Affairs and, as is a standard practice at institutions of higher education, serves as the College's one central clearinghouse for all communication with foundations and corporations, as well as with local, regional, state, and federal funding entities. Please visit the OIS website at <http://bard.edu/institutionalsupport> for updated information on funding possibilities.

OIS offers assistance with institutional grant applications and grant seeking by graduate faculty, the College's network of programs, and departmental and program collaborations. This encompasses all grant seeking other than that by individual undergraduate faculty based on Bard's Annandale campus who are seeking sponsorship for individual projects and by graduate faculty seeking sponsorship for individual projects in which Bard College is not the fiscal agent. For such projects, Annandale-based undergraduate faculty should seek support from the Faculty Grant Officers and graduate faculty should consult with their program directors. OIS is responsible for centrally monitoring all of the College's fundraising activities with foundations, corporations, and government agencies, including building and maintaining prospect lists, approaching potential funders, submitting proposals and Letter(s) of Intent (LOI), assisting with reports, handling subawards and extensions and maintaining the College's archive of pending, current, and past solicitations.

### **When Grant Seeking**

- For Annandale-based faculty members seeking sponsorship for individual projects, please

contact the Faculty Grant Officers for support. Resources and guidelines can be found on the Research and Development page of the Dean of the College's Website at <http://www.bard.edu/doc/research/>. All faculty should contact the Faculty Grant Officers if they intend to be the subrecipient on a grant award from another institution.

- For graduate faculty seeking funding for which Bard College is not the fiscal agent, please speak with the graduate program director.
- For students seeking grants for service projects or Trustee Leader Scholar (TLS) projects, both on and off campus, please contact the Center for Civic Engagement.

For all others, a consultation with OIS staff is the first step in seeking funding for any project or program or research on prospective funders. All programs, graduate faculty, and academic collaborations should begin their search for funding with OIS when seeking funding for a program, project, or idea or when you have identified a foundation you want to approach or a request for proposal (RFP) that you want to pursue. OIS should be notified before contact with any foundations or government agencies and if a foundation or government agency program officer has contacted a particular program or faculty member.

### **Prospect Research**

All program administrators are encouraged to meet with OIS staff and the Office of Prospect Research (OPR) to develop a prospect list. This list is the first step in finding funding to support your program's activities. Prospect lists are built and maintained within OIS. Regular update meetings will be scheduled to keep the list current. The Office of Prospect Research requires a minimum of one week's notice for research requests. Research requests received from August through October may require additional time to process. Research requests for "in depth prospect profiles" will take longer than a "personal data summary." Once a request is submitted, it is added to the OPR schedule of work in progress. Requests are prioritized based on the alignment with the College's mission, major gift solicitation and cultivation activities and potential for funding. Program prospects are based on factors such as ongoing research, the budgetary needs of the College, the greatest chance for successful submission and discussions led by the Vice President, ODAA with senior administrators.

OIS will also contact you if they identify a foundation or RFP that could be a match for your program or project.

Note: Prospects that have no activity for six months may be removed from a prospect list so that other Bard programs can pursue that funder.

### **Visits and Calls**

All visits and calls to program officers must be arranged with OIS or Vice President, ODAA. Any approach that includes a member of Bard's Board of Trustees must go through the Vice President ODAA. All contacts must be reported to OIS. Coordinating funding efforts with OIS is essential to avoid duplicate applications to the same donor, which can result in disqualification of

all applications submitted and damage to the College's reputation.

## **Proposal Writing**

Some foundations accept Letters of Interest/inquiry (LOI) and proposals through an open submission process with set deadlines. Almost all government submissions are open. It is extremely important that you meet with OIS not only to discuss submission, but also to create a proposal checklist (a work schedule created in partnership with OIS staff) so that you are able to meet the submission deadline. While each proposal requires dedicated time and effort to maximize its chances of success, the application process for government funding is often lengthy and intensive, making a proposal checklist of even greater importance to ensure that all tasks are completed before the submission deadline.

Many foundations are "invitation only." Donor cultivation during the prospecting phase (which can last one or more years) is vital in gaining an invitation to submit. The Office of Prospect Research and OIS staff can assist in finding an "in" with a prospective donor. An "LOI" may often be the way to start.

## **LOI vs. Proposal**

A LOI, or a pre-proposal, is a compact version of a proposal. Letters of inquiry allow applicants to present a condensed description of their projects to potential donors in order to receive feedback about whether to apply. Often two to three pages in length, letters of inquiry usually consist of an opening paragraph, a statement of need, a description of the project and anticipated outcomes, credentials of the applicant, a budget, and a closing statement.

Things to Consider:

### **Authorization to Submit a Proposal**

OIS will submit (unless prior arrangements have been made with OIS by the project director or program) or approve the submission of all letters of inquiry, proposals, subaward agreements, or government/corporate/foundation grant applications on behalf of the College. The Faculty Grant Officers and program development staff must discuss potential proposal submissions with the Director, Office of Institutional Support. Only persons who have been authorized in advance by OIS to submit a proposal on behalf of the College may do so. As a rule, the Office of Institutional Support does not pay consulting fees relating to grant applications.

As is standard practice, only College authorized organizational representatives (AORs) or designated OIS staff will be authorized to handle subaward agreements or submit to private and corporate foundations and government agencies.

OIS maintains a list of all staff and faculty who are authorized by the College to submit using the grants.gov application system, to NSF via Fastlane, to NIH and to New York State through the NYS Grants Gateway. OIS also manages the federal System for Award Management (SAM) and the NYS Grants Gateway. An AOR must file a passwords with the OIS Records Specialist.



It is the responsibility of each Principal Investigator/Program Director (PI/PD) to maintain a digital copy of any LOI or proposal submitted on behalf of the College, as well as to submit a digital copy to OIS, which maintains these records on behalf of the College.

## **Budgets**

Creating the budget is an important first step in writing a proposal; knowing how the funds will be spent will be the main factor in determining the project's activities. It is also critical to know and understand a funder's allowable costs and expenses, e.g., how grant funds can be used.

Some standard budget categories:

- Salary
- Stipends
- Fringe Benefits (check with OIS as these rates are subject to change)
- Consultants
- Equipment (needed for the project, cost greater than \$5000 and not already available)
- Material and Supplies (expendable items)
- Publications, Documentation, Dissemination
- Travel (domestic and international)
- Indirect Costs and Overhead

The budget should be as accurate as possible, respond to the grant guidelines, and only include allowable costs.

When crafting a budget, consider the following:

- What staffing needs will you have? Who will manage the project? Who will carry out the funded activities? Who will write progress reports and collect data? How will you seek approval for possible course release or time spent on grant-funded activities? How should you calculate fringe benefits?
- What equipment will you need? What additional costs are needed such as installation, maintenance, insurance? If government funded, will you need to solicit bids and follow MWBE regulations?
- What travel costs will be needed? What regulations apply to travel by the funder? By the institution?
- What dissemination costs must be included?
- What data needs require funding?
- Are indirect costs allowed?
- Will matching funds be required?

## **Financial Conflict of Interest**

The College has a responsibility to document, manage, reduce, or eliminate any actual or potential conflict of interest. A potential conflict of interest occurs when there is a divergence between an individual's private interests and his/her professional obligations to the College such

that an independent observer might reasonably question whether the individual's professional actions or decisions are determined by considerations of personal gain, financial or otherwise. Bard has a financial conflict of interest policy governing grant-seeking activities. Please follow this link: <https://www.case.org/resources/case-statement-ethics> or go to Appendix H to view.

### **Purchases using Federal Funds:**

The OMB Uniform Guidance went into effect on December 26, 2014 and applies to awards or funding increments issued on or after that date. Purchases funded by federal grant funds must adhere to regulations found in Uniform Guidance as a condition of receiving funds and to meet annual audit compliance.

All equipment purchased with federal funds must have sponsor approval. Approval by the sponsor of a budget containing equipment constitutes prior approval. If the equipment was not included in the sponsor approved budget, a rebudgeting request must be sent to the Budget Office as well as the sponsor.

Once purchased, the equipment is to be used on the original project as long as needed. Personal use of federally acquired equipment is prohibited.

### **Department Responsibility:**

Departments should provide the care necessary to maintain the equipment in the condition received (normal wear is expected). Adequate safeguards should be in place to prevent loss, damage, or theft of the equipment.

Departments are responsible for using the proper account code on vouchers to identify an equipment purchase. If the equipment is acquired by any other means than a voucher, the department is responsible for notifying the Budget Office.

Each department will assist grants accounting in locating and identifying equipment during the physical inventory

### **Procurement Rules for Equipment over \$10,000:**

For purchases between \$10,001 and \$150,000 buyers will need to submit a purchase order documenting at least three price quotes and the basis for vendor selection prior to making a purchase. Documentation needs to be in writing from the vendors and can include screen shots from websites, copies of published price lists and advertised pricing in established magazines or journals. This documentation should be attached to the purchase order prior to routing for workflow and the buyer should not make the purchase until the purchase order has been fully approved. If a purchase order is not received prior to an accounts payable voucher, the grants office will have the authority to reject the invoice from being paid against federal funds.

For purchases greater than \$150,000 buyers will need to contact the Purchasing Department to help assist them with the formal bid process

### **Tracking Federal Equipment:**

It is the responsibility of the Budget Office to maintain a list of all equipment purchased with federal funds. The list will be compiled as equipment purchases are identified during the voucher review process. The list will be reconciled with the asset management system at least biannually. This list will include:

- Purchase date
- Item description including model number and serial number if available.
- Purchase cost
- Record of receipt of purchase (copy of invoice/voucher)
- Funding source used for purchase
- Principal Investigator purchasing equipment
- Department
- Inventory tag number

### **Disposition of Equipment Purchased with Federal Funds:**

Prior to disposing of federal equipment, the Budget Office must be notified. The Budget Office will need to determine who retains the title to the equipment. In general, equipment purchased with federal funds becomes the property of the college when it is delivered. There are however some sponsored agreements under which the sponsor retains the title to any equipment purchased with sponsored funds. If the title is retained by the sponsor, the agency must be notified if you want to dispose, transfer or sell the equipment. Once the federal agency is notified, approval must be granted in order for an action to take place. The money received from a sale must be returned to the agency.

### **Grant Proposal Review Form**

All proposals, even those in support of the research/scholarly activity of an individual faculty member, should be reviewed and approved by appropriate College officials. Please see Appendix K for the Approval Checklist. As the legal recipient of an award, Bard must manage the funds responsibly and ensure compliance with all terms of the award. This internal review process is coordinated in collaboration with the PI/PD.

An OIS Grant Proposal Review Form (see appendix K) must be completed, signed by the relevant authorized departments, and given to OIS along with the final proposal prior to submission of any corporate, foundation, or government proposal. Only pending proposals for which OIS has an application on file may be reported quarterly to the Board of Trustees.

### **Indirect Costs**

Almost all government agencies permit Bard to capture its indirect costs through a federal or state-negotiated indirect cost rate. Indirect costs are also known as facilities and administrative (F&A) costs or overhead. These are costs, in general, not identifiable with any single project and

shared by multiple users, such as electricity, water, utilities, and administrative services and benefit the College as a whole. The Controller negotiates the College's rate every three years and the new rate is shared with staff by OIS and kept on file. When permissible, indirect costs should always be included in the budget. You must consult with OIS to add the current negotiated rate into your budget.

### **Institutional Review Board (IRB) Human Subjects**

In general, all research conducted by members of the Bard community that involves the participation of human subjects must be reviewed and approved by the Bard College IRB. Information on the Institutional Review Board can be found by following this link: <http://www.bard.edu/irb/>

### **Lobbying**

Lobbying activities are almost always unallowable by foundations and government agencies. Unregulated lobbying can jeopardize the College's non-profit status. Bard's lobbying activities are tracked by the Assistant Dean, Regulatory Compliance.

### **Logic Models**

Many foundations and government agencies require a logic model be submitted with an LOI or a proposal. A logic model illustrates the tasks/activities, goals, outcomes, and anticipated impact of the project. OIS has templates and can assist you in creating a logic model that suits your project. See Appendix L for an example.

### **Matching or Challenge Grants**

Some foundations and government agencies require Bard to contribute matching funds. Any proposal that has a matching requirement of any kind, including in-kind matches, must be approved by OIS/Vice President, ODAA. Please contact OIS for more information.

### **Timeline for Submitting a Proposal**

All federal grant proposals must be submitted to OIS a minimum of **five business** days prior to any deadline to ensure timely and accurate delivery through online portals. All other grant proposals must be submitted a minimum of **48 hours** prior to due dates for online submissions. If the project director is working closely with OIS, then those deadlines are built into the shared checklist. All proposals that require mailing and a postmark must be coordinated in advance with OIS to ensure timely delivery. Upon submission, please complete the Grant Proposal Submission Notification Form (see Appendix I).

### **Grant Management: Award and Post-Award**

Congratulations! You have been notified of a grant award. Grants are very competitive, so receiving an award is a testament to your project and your grant proposal. A grant award means

that Bard College has entered into a contractual agreement with the funder in which all of the activities you included in the proposal must be done within the timeline of the funding, and the funding must be spent in accordance with the budget you submitted. Government grant awards require compliance with policies, procedures, and/or regulations that you must agree to follow. There can be severe, long-lasting consequences for both the College and the PI/PD if the funding and project are not handled in accordance with the award's terms and conditions.

If you are notified of your award directly, you must inform OIS. Please complete the OIS Grant Award/Pledge Notification (see appendix J or visit <http://bard.edu/institutionalsupport/> to access the online form). The award letter and check (if that is how the funding was received) must be brought to the Gift Recorder with a copy to OIS. OIS staff receives copies of all documents and maintains these records in our files. Please review Appendix M and N for post-award management steps.

### **Proposals and Award Acceptance: Grant Accounting Team**

PI/PD work with the Office of Institutional Support on pre-award activities from proposal development and submission through award negotiation and acceptance. When reviewing budgets, OIS will contact the Grant Accounting Team to review grant expenses for compliance with College and funder policies and guidelines and other departments of the College such as Human Resources and the Dean's Office among others. OIS negotiates award terms on behalf of Bard College. For projects that support the research activities of individual undergraduate faculty based at Bard College's Annandale campus, faculty work with the two Faculty Grant Officers – one assigned to science faculty and one to all others.

Once an award has been accepted, PI/PD work both with Grants Accounting to conduct financial post-award activities and with OIS for non-financial (reporting, contract changes, no cost extensions, etc.) post-award activities. In addition to handling the expenditures on your grant award, you are also responsible for reporting on the progress of your project to the funder, as well as completing other reports associated with the management of your award. OIS staff will provide timely reminders of report due dates and review draft narrative reports to ensure they are accurate and conform to the funder's requirements. Late submission of reports can diminish the likelihood of your receiving subsequent awards. The Grants Accounting Team will assist you in preparing financial reports so that they can be submitted on schedule. Grants Accounting resides within the Finance Office and works closely with OIS on grant-funding oversight and budget monitoring.

Please note: All grant agreements need to be reviewed by OIS. The Associate Vice President, OIS or CFO or their designates sign grant agreements on behalf of the College. All contracts must be reviewed by the CFO and signed by the CFO or an approved designate.

### **Purchasing Grant-Funded Materials, Supplies and Equipment**

The College has non-profit status which allows it not to pay state tax. The College also negotiates with vendors for discounted rates. Moreover, many government grant awards require a set of procedures be followed when purchasing items with these funds. Please contact the

Purchasing Department before spending grant award funds. The Grant Accounting Team and Office of Institutional Support can also provide information on regulations regarding purchasing.

### **Acknowledgment**

All awards, except those from government sources, should be acknowledged by the PI/PD, both for accounting purposes as well as for cultivation and stewardship purposes. Neglecting to thank a foundation or program officer who was helpful can be a huge misstep in building a relationship that will ensure future funding. OIS has templates that you can use for your acknowledgment.

### **Reporting**

An automatic reminder will be scheduled by OIS so that you receive e-mailed notification when reports are due. OIS must receive copies of your reports, which are required to be filed in the College's archive.

### **Declination**

As stated previously, grant funding is highly competitive. Spending time cultivating prospects can boost your award rate as can working closely with OIS in cultivating and in crafting a proposal. As soon as you receive notice of declination, please inform OIS to schedule a meeting to discuss next steps. The declination notice must be sent to OIS to be filed in the College's records.

Feedback from the foundation or government agency will be requested as to why the proposal was denied and whether reapplication is possible.

### **Please contact OIS for the following College documents if needed for your proposal:**

- 990
- Audited Financial Statements
- Annual Budget
- Updated Board of Trustees list
- Indirect Cost Rate
- 501c3 letter
- Workmen Compensation Forms
- Disability Insurance Forms
- W-9 form
- Bard College Charter and Articles of Incorporation
- NYS Charities Registration
- and all other College documents as required by the foundation or government agency

# APPENDIX

## APPENDIX A:

### **GIFT ACCEPTANCE POLICY OVERVIEW (Adopted by Board of Trustees, April 3, 2013)**

#### OVERALL PURPOSE AND GUIDELINES

This document sets forth the current policies for the acceptance and crediting of gifts at Bard College ("Bard").

The Board of Trustees, in consultation with the President, the Vice President for Finance and Administration and CFO, and the Vice President, ODAA shall determine:

- that gifts to Bard are evidence of philanthropic intent;
- that Donor philanthropy is in accord with the stated mission and goals of Bard;
- that gifts are ethical and legal to the best of Bard's knowledge;
- that Bard provides proper stewardship of gifts;
- that Donors' rights are protected; and
- that gifts do not carry any restrictions or conditions that may compromise Bard now and in the foreseeable future.

Bard adheres to all local, state, and federal laws, including the Internal Revenue Code and Regulations, and State of New York statutes relating to charitable organizations and not-for-profit corporations, as well as to its charter and governing documents, with respect to charitable contributions.

**ACCEPTANCE AND DOCUMENTATION** – All gifts and pledges shall be appropriately accepted and documented. Acceptance of gifts and pledges of \$10,000 or more shall be determined by the Board of Trustees. Acceptance of gifts and pledges of less than \$10,000 shall be determined by the Vice President, ODAA. The President and the Vice President for Finance and Administration and CFO shall determine the extent of documentation required.

**ACCEPTABLE GIFTS** – The term "gifts" refers to contributions made outright or in trust from private sources for which no goods or services are expected, implied, or to be given to the Donor and in which no proprietary interests are to be retained by the Donor. These gifts may be monetary or non-monetary; restricted or unrestricted; for current expenditure or endowment which will be invested. Grants from private, non- governmental sources that are made voluntarily, and without any restrictions other than the purpose for which the gift is designated, are also considered "gifts" to Bard.

Acceptance of all gifts and pledges of non-marketable securities or assets, real estate, works of art, and other tangible personal property shall be determined by the Vice President for Finance and Administration and CFO, or, if the Vice President for Finance and Administration and CFO deems it appropriate, by the Executive Committee of the Board of Trustees. Unless otherwise authorized by the Board, and except as indicated otherwise in this document, Bard will sell or hold all assets consistent with Bard's currently authorized investment strategies.

**UNACCEPTABLE GIFTS** – Bard will use its discretion to refuse gifts that are too restrictive in purpose or which do not adhere to Bard's academic purposes and program priorities; that affect Bard's right to accept other gifts or grants; that would place an undue burden upon Bard staff and financial resources; that would affect the academic freedom of faculty and students; or that would create adverse publicity for Bard. Examples include, but are not limited to:

- Gifts that violate federal, state, and local anti-discrimination laws applicable to private institutions;
- Gifts that contain unacceptable restrictions as to relatives or descendants as beneficiaries, or that attempt to retain an unreasonable measure of control over the gift in the future;
- Gifts that contain restrictions reserving the designation of the beneficiary to the Donor, to the Donor's family or to the Donor's choice of recipient. (E.g. scholarships and fellowships that are set up for family members only or restricted to a specific individual.);
- Gifts that contain unreasonable conditions on partial interests in property;
- Gifts that contain conditions requiring Bard to employ a particular person at a future time, or require Bard to admit a particular student at some future date;
- Gifts made through a revocable deferred gift vehicle that permanently commit Bard to the naming of a fund, program, school, or facility;
- Gifts that provide personal benefits to a Bard employee; or
- Gifts in kind that cannot be utilized by Bard in its operations or that impose an undue burden to Bard.

**GIFT RESTRICTIONS** – Bard prefers gifts to have few, if any, restrictions. However, when gifts are restricted, the restriction must be in accordance with the overall educational mission, goals, and objectives of the College. The uses designated by a Donor, if not contrary to applicable laws, must be carefully observed and followed.

**GIFT VALUATION** – The Donor is responsible for documenting the value of gifts other than cash or securities listed on an exchange. Where necessary to comply with the Internal Revenue Code's requirements for claiming a charitable deduction, the Donor may be responsible for obtaining a qualified appraisal.

Bard College reserves the right to change the guidelines outlined in this document and to make special arrangements with Donors on a case-by-case basis.

## TYPES OF GIFTS

**CASH** – Currency or a check in any amount. It is the practice of Bard to deposit currency and checks upon receipt.

**SECURITIES/BONDS** – It is the practice of Bard to liquidate stocks or bonds upon receipt. Stocks or bonds will be valued and credited as follows:

- Regularly-Traded Stock – the average of the high and low market value on the date the Donor relinquishes control of the assets in favor of Bard;
- Restricted Stock – assigned a nominal value of \$1.00; additional credit will be given as proceeds are received;
- Closely Held Stock – assigned a value by the Vice President for Finance and Administration and CFO after review of available financial data and consultation with such financial appraisers and consultants as the Vice President for Finance and Administration and CFO deems necessary.
- Bonds – assigned a value by the Vice President for Finance and Administration and CFO on the basis of generally accepted formulas for the valuation of publicly traded bonds and consultation with such financial appraisers and consultants as the Vice President for Finance and Administration and CFO deems necessary.

**TANGIBLE PROPERTY AND GIFTS IN KIND** – This category of gifts includes, but is not limited to, new and used equipment, art works, antiques, etc. It is the practice of Bard to use a donated asset for its intended purpose and in keeping with the College's mission.



The following are general guidelines or considerations in connection with gifts of tangible personal property:

- Acceptance of such gifts cannot involve significant additional expenses for their present or future use, insurance, maintenance or administration, unless such expenses are agreed upon in advance and pertain to their related use;
- Generally, Bard cannot incur burdensome financial or other obligations, directly or indirectly;
- Generally, Bard will not accept gifts of tangible personal property, such as books, paintings, etc., if such gifts are to be made on the condition, understanding, or expectation that the gifted items will be loaned to the Donor or to persons designated by the Donor for life or for an extended period of time as determined by the Donor, unless such conditions pertain to their related use;
- Any gifts in kind not able to be used directly in support of the College's mission may be sold and credited on an item-by-item basis. The College will send an IRS Form 8282 to the donor and the IRS for any gift in kind that is sold within three years, stating the amount realized.

**GIFTS OF REAL ESTATE** – A gift of almost any type of real property, including residential homes, commercial buildings, farms or ranches, and undeveloped lots. The property may be donated outright; serve as the corpus of a trust arrangement; or, if it is the Donor's personal residence, the Donor and/or spouse may gift the property with the right of lifetime tenancy.

It is Bard's practice to decline gifts that are encumbered by debt. In addition to the requirement that the Donor obtain and pay for an independent, qualified appraisal to determine the fair market value of the property, the Donor is also required to obtain appropriate environmental, engineering and other necessary appraisals relevant to the property type.

The Board of Trustees has complete discretion in accepting of gifts of any kind and approval of the receiving of such gifts.

Gifts of real estate will be credited at the fair market value of the property as determined by appraisal. Gifts of remainder interests in a personal residence or farm will be credited at the remainder value as determined by the charitable tax deduction. Such partial-interest gifts in real estate necessitate a separate agreement between Donor(s) and Bard regarding ongoing obligations during the Donor's lifetime.

Outright gifts of hard-to-value assets, such as mineral rights or limited partnership interests, will be credited at \$1.00, unless publicly traded. Additional credit will be given as proceeds are received.

**BEQUESTS, LIVING TRUSTS, OR BENEFICIARY DESIGNATIONS** – A gift of virtually any asset made upon the Donor's death, through provisions in his or her will or living trust, or through other beneficiary designations (including, but not limited to, individual retirement accounts, qualified plan and life insurance beneficiary designations)

- Documentation – In order for a testamentary indication to be considered "documented" by Bard, a copy of the Donor's will, or of the pertinent provisions from similar documents evidencing the Donor's intention, shall be provided to ODAA. If not included in the document, or if the intended amount is articulated as a percentage of the residuary estate, a statement of the outright or

estimated amount of the designation at the time of the gift shall also be provided to Bard.

- Revocable – Documented testamentary indications which are revocable (not legally binding) from Donors who will reach the age of 70 before December 31, 2011 will be accepted and credited as commitments to the 150th Anniversary Campaign for Bard College (the “Campaign”) at face value as established in writing by the Donor. Such gifts from Donors older than 50 but who will not reach the age of 70 by that date will be accepted at the discretion of the Executive Committee of the Board of Trustees and, if accepted, will generally be credited at discounted present value. Such acceptance may be revoked or adjusted if circumstances make it unlikely the bequest will be realized.
- Irrevocable – Donors who will reach the age of 50 by December 31, 2011 who wish to make their bequests irrevocable may do so by virtue of a legally binding instrument such as a deferred pledge agreement, a contract to make a will, or a mutually acceptable agreement which is signed by the Donor and the College. These gifts will be generally being credited to the Campaign at discounted present value as established in writing by the Donor.

**CHARITABLE REMAINDER TRUSTS** – An irrevocable transfer of assets (typically cash, marketable securities and/or real property) to a trust, naming Bard as the sole charitable beneficiary or as one of several charitable beneficiaries. The income beneficiary receives payments annually of a fixed amount (Charitable Remainder Annuity Trust) or a fixed percentage (Charitable Remainder Unitrust), based on the terms of the trust and its value, either for the life or lives of the income beneficiaries or for a maximum term of 20 years. Additional contributions to Charitable Remainder Unitrusts may be made in amounts mutually agreed upon by the Donor(s) and Bard. The College does not serve as trustee of Charitable Remainder Trusts.

**CHARITABLE GIFT ANNUITIES** – An irrevocable transfer of cash or appreciated securities in exchange for a guaranteed fixed income for the life or lives of one or two income beneficiaries, calculated based on the age of the Donor(s) at the time of the gift. The recommended minimum to establish a Charitable Gift Annuity is \$15,000. All income beneficiaries must be at least 60 years of age. Bard adheres to the rates recommended by the American Council on Gift Annuities (ACGA).

Donors who are at least 50 years of age may establish a Deferred Charitable Gift Annuity. Payments may commence once all income beneficiaries are 60 years of age or older. The rate of payout is determined by the age(s) of the beneficiary(s) at the time of the gift and the length of time before payments begin. Regardless of age, payments must be deferred for at least one year from the date of the transfer.

**CHARITABLE LEAD TRUSTS** – An irrevocable transfer of assets to a trust, all or part of the income of which is designated to Bard for a stated term of years, after which the assets are returned to the Donor or non-charitable beneficiaries named by the Donor. The recommended minimum to establish a Charitable Lead Trust is \$1,000,000.

Transfers to Charitable Lead Trusts whose terms are five years or less will be credited as current commitments during the Campaign at face value of the expected income stream. Transfers to Charitable Lead Trusts whose terms exceed five years will be credited at face value for income to be received during the first five years and at the discounted present value for income expected thereafter.

**POOLED INCOME FUND** – An irrevocable transfer of cash or appreciated assets in exchange for a fluctuating annual income interest for the life or lives of one or two income beneficiaries. The minimum gift is \$1,000.

**GIFTS OF LIFE INSURANCE** – Gifts of life insurance can be generally divided into two categories:

- Bard is designated as the beneficiary only – in which case the gift will be accepted and credited according to the guidelines in Section 5 pertaining to revocable beneficiary designations.
- Bard is designated as both the owner and beneficiary – in which case the gift will be effective once the transfer is noted in the records of the insurance company and according to the guidelines below.

Bard does not accept policies that have been borrowed against or invaded by the insurance company for premium payments.

Gifts of life insurance will be credited only if Bard is the owner and irrevocable beneficiary of the policy.

**RETIREMENT AND OTHER DEFERRED INCOME PLANS** – Gifts of retirement and deferred income plan proceeds from qualified pension plans, IRAs, Keogh plans, and employee stock option plans are generally received by Bard upon the death of the plan participant. Such gifts are made by designating Bard as a beneficiary on forms usually obtained from the plan administrator. Donors retain use of such assets until death, as current law imposes an income tax on Donors when funds are withdrawn, even when such funds are given to charity.

Such gifts will be accepted and credited according to the guidelines in Section 5 pertaining to revocable beneficiary designations.

**CORPORATE MATCHING GIFTS** – Such gifts will be credited to the Donor as stated in the matching gift agreement. Donors should supply the necessary documentation to Bard with the payment or pledge.

#### Named Gifts Policy

Bard welcomes gifts that memorialize or honor individuals. Gifts of any size may be designated in honor or in memory of an individual and will be recognized as such in the College's Report of Gifts.

Endowed scholarship funds, which exist in perpetuity, may be established with a gift or pledge of \$100,000 or more. Donors may place reasonable restrictions on such gifts provided that they are consistent with Bard's mission and needs and all applicable state and federal laws. Expendable scholarship gifts of at least \$10,000 are welcome and may bear the name of a Donor or honoree until such funds are disbursed.

The Board of Trustees will determine the naming of buildings and other public spaces and structures at Bard. The College may name a new or existing building, or portions thereof, in recognition of gifts that provide a substantial portion of the costs of construction or renovation. The College also reserves the right to name such facilities in recognition of extraordinary gifts to Bard for non-capital purposes.

All namings are for the life of the space being named. Unless otherwise approved by the Board of Trustees, when a building or public outdoor space undergoes a major renovation or ceases to exist, the name will be honored as a part of the College's history, but will not necessarily be retained.

Gifts for campus beautification, such as trees or landscaping, are also welcomed. The College reserves the right to restrict and select sites for plantings depending on College needs and policy. Memorial gifts involving outside enhancements such as permanent benches, pathways, plazas, etc., or accessories to existing facilities such as an extension of a lobby, paintings, windows, etc., require the approval of the President or the Vice President for Finance and Administration and CFO. Such gifts may be recognized on a general Donor plaque within or near the related facility.

## Endowments

For the purpose of this Policy Statement, “endowment fund” shall refer to any fund, or any part thereof, not wholly expendable by the College on a current basis under the terms of the applicable gift instrument.

From the College’s point of view, the terms of the endowment should be written to allow the most flexibility. However, the Donor must be comfortable and satisfied with the terms of the agreement. Each party must understand exactly what is expected from one another.

All new endowments will be invested in instruments conducive to the appreciation of capital and guided by the College’s investment policy guidelines. The Endowment pool is managed to achieve the maximum prudent long-term total return. The Investment Committee of the Board of Trustees has authorized a policy designed to preserve the value of the endowment pool investments in real terms (after inflation) and provide a predictable flow of funds to support operations. Endowment, by its nature, requires a long-term approach so the endowed fund will not only fulfill its purpose, but will also produce earnings that can be added back into the principal (the corpus) as reinvested income.

The Board of Trustees’ Investment Committee sets the amount of endowment earnings that the College may expend. The current endowment spending policy permits the use of total return (dividend and interest income and investment gains) at a spending rate of 5% of the three-year moving average of the market value of the endowment's pooled investments. Earnings over 5% are considered non-expendable and are reinvested in the fund.

The following types of endowments may be established:

- Endowments-Unrestricted – Gifts restricted by the donor for endowment, but for which the donor has made no restriction on the use of the income produced. These endowments are to continue in perpetuity and the principal (the corpus) is to be preserved;
- Endowments-Restricted – Gifts restricted by the donor for endowment, but for which the donor has limited the income produced for specific purposes or programs. These endowments are to continue in perpetuity and the principal (the corpus) is to be preserved;
- Quasi-Endowments – The principal of these endowments is established for a particular project, and will generate income while held, however any portion may be expended at the discretion of the Investment Committee. The Gift Agreement should specify the plans for withdrawing principal. If the Endowment Agreement does specify these plans and the Investment Committee of the Board of Trustees accepts them, funds can be withdrawn from Term Endowments without returning to the Committee for approval.
- Term Endowments – These endowments are established for a specified time period, usually 3-10 years. It is understood that all of the principal will be withdrawn from the

investment pool within the stated period of time. The Investment Committee of the Board of Trustees will rule whether the College will accept endowments of this type on a case-by-case basis. The Gift Agreement should specify the plans for withdrawing principal. If the Endowment Agreement does specify these plans and the Investment Committee of the Board of Trustees accepts them, all funds may be withdrawn from Term Endowments without returning to the Committee for approval.

Any restrictions on how any gift may be used by the College will not be honored without prior approval of College counsel.

The following policies pertain to named endowments:

1. Endowment funds are invested according to policies established by the Board of Trustees.
2. Endowment gifts may be used to establish a special endowment fund or may be added to an existing endowment fund.
3. Donors interested in establishing a named endowment fund must execute a Gift Agreement with the College. Negotiation of any named endowment agreement on behalf of the College shall be recorded over the signature, and with full knowledge, of the Vice President for Finance and Administration and CFO or the Vice President, ODA.
4. In designating an endowment gift for a specific purpose, Donors are to be encouraged to:  
A) Describe that purpose as broadly as possible; B) Avoid detailed limitations and restrictions; and C) Provide a clause granting the College maximum flexibility to make use of designated funds in a manner most consistent with the interests of the Donor and with the interests of the College. This is particularly true in those cases in which future programmatic or other developments may make it impossible to apply the endowment proceeds to the purpose for which they were designated originally.
5. Gifts to establish named endowment funds for specific purposes must meet the minimum dollar requirements set by the Board of Trustees. The minimum dollar requirement may be met within a specified and reasonable period of time. Minimum dollar requirements may be changed from time to time at the sole discretion of the Board of Trustees.
6. The College reserves the right to review the minimum amounts required for named endowments periodically and to amend the minimum amount required to ensure that endowment proceeds are sufficient to fund the intended purpose(s) of the endowment. If and when the College acts to increase the minimum amount required to establish a particular named endowment fund for which there is a Gift Agreement, such action shall not be retroactive to funds already established and named.
7. If the minimum amount required to establish a named endowment fund is not met within the agreed upon pledge period, the College and the Donor must determine, if possible, a mutually acceptable extension period. If an extension cannot be made, or if the minimum amount is still not met after the extension period has expired, the College can no longer honor the Donor with the naming opportunity.
8. If the endowment fund is for faculty support or scholarship, a term endowment can be established, using the corpus to fund the faculty position or scholarship for a fixed number of years depending on the size of the corpus and the cost of the position or scholarship.

Named endowment funds can be established in amounts of \$100,000 or greater. Minimum dollar levels for endowed funds are as follows\*:

Named endowment funds can be established in amounts of \$100,000 or greater. Minimum dollar levels for endowed funds are as follows\*:

FACULTY SUPPORT	Principal	Annual Income
Named, endowed chair	Named, \$2,500,000	\$125,000
endowed professorship	\$2,000,000	\$100,000
Named, endowed junior professorship	\$1,000,000	\$50,000
Named, endowed visiting fellowship	\$500,000	\$25,000
STUDENT SUPPORT	Principal	Annual Income
Named, endowed scholarship (full tuition + full costs)	\$1,150,000	\$57,500
Named, endowed scholarship (full tuition)	\$850,000	\$42,500
Named, endowed scholarship (1/2 tuition + 1/2 costs)	\$550,000	\$27,500
Named, endowed scholarship (1/2 tuition)	\$425,000	\$21,250
Named, endowed scholarship (minimum to endow)	\$100,000	\$5,000
PRIZES & AWARDS	Principal	Annual Income
Named prize and award funds	\$100,000	\$5,000

The amounts established herein for endowment fund objectives will be “open end funds” (available for additions to the corpus) unless otherwise restricted by the Donor and approved by the Board of Trustees.

Endowed Scholarship, Prize & Award Funds for amounts less than \$100,000 may be established as part of a special endowed Scholarship Fund or an endowed Award/Prize Fund made up of a group of co-mingled funds established for a like purpose, with prior approval from the Vice President for Finance and Administration and CFO or the Vice President, ODAA.

Special endowed fund minimums:

	Principal	Annual Income
Special endowed scholarship fund	\$25,000	\$1,250
Special endowed Award/Prize fund	\$10,000	\$500

\*Minimum amounts for endowment funds subject to review by the Board of Trustees each Fiscal Year

## RESTRICTED GIFTS

Restricted Gifts are gifts that are for a specific purpose other than “Endowment” or “Unrestricted”. In general Restricted Gifts are for current operations and do not carry over from one Fiscal Year to another without prior approval by the Vice President for Finance and Administration and CFO or the Vice President, ODAA and the Controller. Restricted gifts, unless otherwise specified, are used within the current fiscal year for their specified purpose unless otherwise approved. Restricted funds must have a minimum funding of \$5,000 in order to carry over from one Fiscal Year to another.

Essentially, these gifts provide budget relief for the following areas:

- Academic Divisions

- Faculty and Staff Support
- Research
- Public Service
- Library
- Operations and Maintenance
- Student Financial Aid
- Athletics
- Restricted funds must have a minimum funding of \$5,000 in order to carry over from one Fiscal Year to another.

All policies including but not limited to Restricted Gifts will be reviewed and approved on an annual basis by the Bard College Board of Trustees.

#### Conflicts

A Gift Acceptance Committee consisting of the President, the Vice President for Finance and Administration and CFO and the Vice President, ODAA will handle any disputes, conflicts, or special requests regarding these policies on a case-by-case basis.

APPENDIX B:  
**Telephone Extensions Development/Alumni/ae Affairs and OIS**

Contact					
Linda	Baldwin	Manager of Special Events	<a href="mailto:lbaldwin@bard.edu">lbaldwin@bard.edu</a>	7414	#115
Joshua	Bardfield '01	Director, Office of Inst't. Support	<a href="mailto:jbardfield@bard.edu">jbardfield@bard.edu</a>	7260	#119
Lynn	Behrendt '81	Prospect Research Analyst	<a href="mailto:behrendt@bard.edu">behrendt@bard.edu</a>	7831	#118
Beth	Bettigole	Gift Recorder	<a href="mailto:ebettigole@bard.edu">ebettigole@bard.edu</a>	7861	#105
Sasha	Boak-Kelly	Sr. Director of Development	<a href="mailto:boak@bard.edu">boak@bard.edu</a>	7407	#108
Jane	Brien '89	Director of Alumni/ae Affairs	<a href="mailto:brien@bard.edu">brien@bard.edu</a>	7406	#111
Lindsay	Carr '06	Asst. Dir of Development/Family Programs	<a href="mailto:lcarr@bard.edu">lcarr@bard.edu</a>	7152	#106
Sarah	Donnatien	Administrative Coordinator, OIS	<a href="mailto:sdonnatien@bard.edu">sdonnatien@bard.edu</a>	7316	#117
Hannah	D'Onofrio	Development Data & Reporting Specialist	<a href="mailto:hdonofrio@bard.edu">hdonofrio@bard.edu</a>	7663	#104
Jim	Etkin	Dir of Development Services	<a href="mailto:jetkin@bard.edu">jetkin@bard.edu</a>	7802	#114
Kevin	Findlan	CCS Consultant; Cap. Campaign	<a href="mailto:kfindlan@bard.edu">kfindlan@bard.edu</a>	7615	#113
Carly	Hertica	Communications Associate, Alumni/ae Affairs	<a href="mailto:chertica@bard.edu">chertica@bard.edu</a>	7089	#112
Sarah	Imboden	Grants Officer; BHSECs	<a href="mailto:simboden@bard.edu">simboden@bard.edu</a>	7498	#117
Jordan	Jeffries	Records Specialist, OIS	<a href="mailto:jjeffries@bard.edu">jjeffries@bard.edu</a>	7435	#116
Robert	Laity	Stewardship & Dev Services Manager	<a href="mailto:laity@bard.edu">laity@bard.edu</a>	7315	#104
Monique	Leggs-Gaynor	Asst. Dir. Of the Bard College Fund	<a href="mailto:mleggsa@bard.edu">mleggsa@bard.edu</a>	7160	#113
Michael	Lyle	Admin Asst./Development	<a href="mailto:mlyle@bard.edu">mlyle@bard.edu</a>	7493	Front Desk
Heather	McCloskey	Asst. Manager of Special Events	<a href="mailto:hmcclosk@bard.edu">hmcclosk@bard.edu</a>	7360	#115
Megan	Miller	Grant Officer	<a href="mailto:mmiller@bard.edu">mmiller@bard.edu</a>	7262	#117
Jenna	Obrizok	Event & Development Assistant	<a href="mailto:jobrizok@bard.edu">jobrizok@bard.edu</a>	7867	Front Desk
Kim	Nobel	Director of the Bard College Fund	<a href="mailto:knobel@bard.edu">knobel@bard.edu</a>	7657	#107
<b>Debra</b>	<b>Pemstein</b>	<b>VP of Dev &amp; Alumai/ae Affairs</b>	<a href="mailto:pemstein@bard.edu">pemstein@bard.edu</a>	<b>7405</b>	<b>#109</b>
Mary	Strieder	Exec. Assist. to the VP of Development	<a href="mailto:strieder@bard.edu">strieder@bard.edu</a>	7405	#110
Catherine	Susser-Luiggi	Development Officer	<a href="mailto:csusser@bard.edu">csusser@bard.edu</a>	7116	#106
Steven	Swyryt	Asst. Dir. Of Alumni/ae Affairs Office	<a href="mailto:sswyryt@bard.edu">sswyryt@bard.edu</a>	7084	#112
Karen	Unger	Associate VP/ Office of Institutional Support	<a href="mailto:kunger@bard.edu">kunger@bard.edu</a>	7434	#120
Daina	Vitin	Prospect Research Analyst	<a href="mailto:vitin@bard.edu">vitin@bard.edu</a>	7408	#118
Jewel	Walcott	Admin Asst for Donor Stewardship & Parent Programs	<a href="mailto:jwalcott@bard.edu">jwalcott@bard.edu</a>	7612	#105
Fax				4294; 7629	



**APPENDIX C:**  
**Donations to Bard College VIA Wire Transfer**

Bard welcomes donations via wire transfer. To make a gift via wire transfer, instruct your brokerage or bank office to arrange for the transfer of funds electronically to Bard's account at JP Morgan Chase. The information is as follows:

JP Morgan Chase Bank, N.A. New  
York 4227 Albany Post Road  
Hyde Park, NY 12538  
Phone: 845-229-7111

Beneficiary: Bard College  
ABA Routing number: 021000021  
Beneficiary Account number:  
301177039665 International SWIFT Code:  
CHASUS33 Memo: (purpose of gift)

***To ensure proper crediting of your donation:***

You must email, fax or mail a copy of the instructions you send to your broker or bank officer, along with any special instructions regarding the purpose of the gift to Bard College:

E-mail:  
giftrecorder@bard.edu  
Fax: 845-758-4294

Bard College  
Attn: Gift Recorder Office of Development PO Box 5000  
Annandale-on-Hudson, NY 12504-5000.

Please contact our Gift Recorder, giftrecorder@bard. if you have any questions.

**APPENDIX D:**

**Bard College Transmittal Form – Individual Gifts (Use second page for multiple gifts to same fund)**

Department: \_\_\_\_\_ Date: \_\_\_\_\_

Contact: \_\_\_\_\_ Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

**Donor Information**

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Payment type:

Check (made out to **Bard College**)  Credit card  Cash Amount: \_\_\_\_\_

**Donor wishes this gift to be anonymous**

**Gift in Memory or**  **Honor of Name:** \_\_\_\_\_

Memorial/Honor Gifts Notify: \_\_\_\_\_

\_\_\_\_\_

Gift to be matched Name of matching gift company: \_\_\_\_\_

Pledge payment  New pledge (fill out information below)

Pledge amount: \_\_\_\_\_ Pledge date: \_\_\_\_\_

Payment schedule: \_\_\_\_\_

**Unrestricted gift**

**Donation to existing fund**

Fund Name: \_\_\_\_\_

Banner Designation Code: \_\_\_\_\_ **OR** FOAP: \_\_\_\_\_ - \_\_\_\_\_ - 4260 - \_\_\_\_\_

**New Fund is being requested – use Fund Request Form**

Comments: \_\_\_\_\_

Return to: Gift Recorder  
Anne Cox Chambers Alumni/ae Center, Room 105 Bard College  
PO Box 5000  
Annandale-on-Hudson, NY 12504-5000

Please attach any correspondence and envelope related to gifts. Unendorsed checks and checks not made out to Bard College will be returned to the Department who received it. All cash gifts must be delivered in person to the Gift Recorder, Rm. 104 in Alumni/ae Center. If you have any questions, please contact Gift Recorder at 845-758-7861 or giftrecorder@bard.edu.

**APPENDIX E:**

**Credit Card Donation Request Form**

(This must be delivered to the Gift Recorder in person or by mail. This cannot be faxed or emailed.)

NAME: \_\_\_\_\_

CARD NUMBER: \_\_\_\_\_

(16 digits for Visa, Master Card, and Discover – only 15 digits for American Express)

EXPIRATION DATE:  \_\_\_\_\_ (Unable to process charge without this)

CSV Code: \_\_\_\_\_

(Three digit code on back of card for Visa/MasterCard/Discover - four digits on front for American Express)

AMOUNT OF DONATION: \$ \_\_\_\_\_

Billing Address: \_\_\_\_\_

(Street address or PO Box)

\_\_\_\_\_

(City, State, ZIP)

PURPOSE: \_\_\_\_\_

SPECIAL INSTRUCTIONS:

Your name: \_\_\_\_\_

Date: \_\_\_\_\_

Campaign:

Designation:

(for office use only)

8/19/2014

**APPENDIX F:  
GIFTS OF APPRECIATED SECURITIES To Bard College**

When you donate appreciated stocks to Bard, you avoid the capital gains tax you would have paid if you sold the asset. To make a gift of stock please instruct your broker or bank officer to arrange for the transfer of securities electronically to Bard's account at UBS Financial Services Inc.

The information is as follows: UBS Financial Services Inc.

Depository Trust Company Number: 0221

Beneficiary: Bard College Account Number: US11008 Memo: (Purpose of Gift)

Please include the name of Securities and number of shares.

In order to ensure proper crediting of your gift, you must e-mail, fax or mail a copy of the instructions you send to your broker or bank officer along with any special instructions regarding the purpose of the gift to Bard College. Our broker is unable to provide us with donor information.

mail: [giftrecorder@bard.edu](mailto:giftrecorder@bard.edu) Fax: 845-758-4294

Bard College

Attn: Gift Recorder Office of Development PO Box 5000 Annandale-on-Hudson, NY, 12504-5000

Please contact Gift Recorder, [giftrecorder@bard.edu](mailto:giftrecorder@bard.edu) if you have any questions.

Do not send certificates to UBS.

If you hold stock certificates, please send them by mail to Bard College, or deliver by hand, unendorsed, with a cover letter describing the asset(s) being donated and the purpose of the gift to:

Bard College

Attn: Gift Recorder

PO Box 5000

Annandale-on-Hudson, NY 12504-5000

In a separate envelope, send a signed (exactly as the name appears on the certificate) stock/bond power for each asset to the same address. Do not complete any other section of the stock/bond power.

10/5/2016

**APPENDIX G:**  
Bard College Employee Charitable Contribution Payroll Deduction Form

**Bard College**

**EMPLOYEE CHARITABLE CONTRIBUTION  
PAYROLL DEDUCTION FORM**

Employee Name \_\_\_\_\_

ID # \_\_\_\_\_

Address \_\_\_\_\_

Bard Office Telephone \_\_\_\_\_ Bard E-mail \_\_\_\_\_

☞

**I would like to make a gift to:**

- The Bard College Fund** (Unrestricted support of Bard's Greatest Needs)
- Other designation** (e.g. BPI, CCS, Conservatory, Fisher Center) \_\_\_\_\_

**Please choose one of the following:**

- I would like to make a **one time** charitable contribution.  
Please deduct \$ \_\_\_\_\_ from my **next paycheck**
- Please deduct \$ \_\_\_\_\_ from each paycheck until further notice\*.  
*\*You may choose to end your payroll deduction at any time by sending written notification to the Gift Recorder at [giftrecorder@bard.edu](mailto:giftrecorder@bard.edu).*
- I would like to make a donation of \$ \_\_\_\_\_ to be deducted\* over a period of
  - three months (six paychecks)
  - six months (twelve paychecks)
  - one year (twenty four paychecks)
  - other (please specify: \_\_\_\_\_)

**Employee Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

*Thank you. All contributions to Bard College are tax-deductible to the fullest extent of the law.*

**PLEASE RETURN THIS FORM to Gift Recorder**

**Office of Development and Alumni/ae Affairs, Room 105 or [giftrecorder@bard.edu](mailto:giftrecorder@bard.edu)**

For Office Use only:  
Deduction Code: \_\_\_\_\_ Designation: \_\_\_\_\_ FOAP: \_\_\_\_\_

## **APPENDIX H: CASE STATEMENT OF ETHICS**

Institutional advancement professionals, by virtue of their responsibilities within the academic community, represent their colleges, universities, and schools to the larger society. They have, therefore, a special duty to exemplify the best qualities of their institutions and to observe the highest standards of personal and professional conduct. In so doing, they promote the merits of their institutions and of education generally, without disparaging other colleges and schools. Their words and actions embody respect for truth, fairness, free inquiry, and the opinions of others.

They respect all individuals without regard to race, color, sex, sexual orientation, marital status, creed, ethnic or national identity, handicap, or age.

They uphold the professional reputation of other advancement officers and give credit for ideas, words, or images originated by others.

They safeguard privacy rights and confidential information.

They do not grant or accept favors for personal gain, nor do they solicit or accept favors for their institutions where a higher public interest would be violated.

They avoid actual or apparent conflicts of interest and, if in doubt, seek guidance from appropriate authorities.

They follow the letter and spirit of laws and regulations affecting institutional advancement.

They observe these standards and others that apply to their professions and actively encourage colleagues to join them in supporting the highest standards of conduct.

## **CASE PRINCIPLES OF PRACTICE FOR FUNDRAISING PROFESSIONALS AT EDUCATIONAL INSTITUTIONS**

Philanthropy is a voluntary exchange in which the values and aspirations of donors are matched with the values and aspirations of those they benefit.

Educational fundraising professionals work on behalf of those served by their institutions during this exchange of values and represent their universities, colleges and schools to donors, volunteers, and the larger public. In doing so, they also represent the integrity of the institution and of the fundraising profession.

They must, in discharging responsibilities, observe and promote the highest standards of personal and professional conduct and continually strive to increase their knowledge of the profession.

The following principles are consistent with CASE's position on commission-based compensation developed by the Commission on Educational Fundraising (now the Commission on Philanthropy) in 1991 and reaffirmed in 2005, and the Donor Bill of Rights. They are intended to provide guidance and direction to educational fundraisers and volunteers as they make ethical choices during the philanthropic exchange of values. The principles are not, and cannot be, an exhaustive list of rules to be applied to every decision in which ethical principles may be involved.

These ethical principles go hand-in-hand with the expectation that educational fundraising professionals are expected to comply with the letter and the spirit of all laws relevant to charitable giving.

## **Personal Integrity**

Individuals will:

- Be fair and honest and conduct themselves with integrity;
- Not maintain any vested interest in a professionally related activity that could result in personal gain without prior full disclosure and approval;
- Respect that their relationships with prospective donors, donors, volunteers, and employees are professional relationships and may not be exploited.

## **Confidentiality**

Individuals will:

- Safeguard and respect donor and prospective donor information;
- Honor the wishes of an individual and/or organizational constituent with regard to how directory information and/or giving history is used;
- Record and keep only information relevant to cultivation, solicitation, and stewardship;
- Identify the source of retained information;
- Safeguard prospective donor, donor, and other constituent lists compiled by the institution as the property of the institution; these lists may not be distributed or used for unauthorized purposes or for personal gain;
- Make every effort to ensure that volunteers, vendors, and external entities with access to constituent information understand and agree to comply with the organization's confidentiality and public disclosure policies.

## **Public Trust**

Individuals will:

- Ensure donated funds are used in accordance with donors' intentions;
- Obtain specific instructions from a donor before altering conditions of a restricted gift (consistent with applicable law);
- Provide prompt, responsive and truthful replies to donor and public inquiry in accordance with the organization's stated policies;
- Place the mission and interest of the institution and its donors above personal gain;
- Pursue only gifts that fall within, or advance, the institution's mission and/ or approved priorities.

## **Disclosure**

Individuals will:

- Be truthful about the institution's mission, intended use of funds, and the capacity of the institution to use donations effectively for the intended purpose;
- Be truthful and specific about the identification of the organization they represent and their employment or volunteer status;
- Understand and disclose their areas of expertise and will give appropriate advice regarding the involvement of the donors' legal, accounting, financial and tax advisors;
- Help ensure appropriate and consistent accounting, budgeting, and reporting methodologies.

## **Compensation**

Individuals will:

- Not accept commission-based compensation or compensation based on a percentage of funds raised;

- Not accept external compensation for the receipt of a gift or information leading to a gift;
- Not agree to pay compensation to individuals in respect of a gift or information leading to a gift.

Approved by the CASE Board of Trustees in November 2005. These principles are intended to supplement and complement the CASE Statement of Ethics adopted by the CASE Board of Trustees in 1982.

As stated previously, Bard is a member in good standing of CASE



**APPENDIX I:  
Grant Proposal Submission Notification Bard College Office of Development and Alumni/ae Affairs Office of Institutional Support**

To Be Completed by Program Investigator/Project Director or Faculty Grant Officer and Sent to the Office of Prospect Research, OIS in order to maintain accurate and current records for the College:

Name of Funder	
Recipient Department	
Grant Type and Project Description	
Program investigator or Project Director	
Amount Requested	
Date of Proposal Submission	

If you have any questions about the Grant Proposal Submission Notification process, please contact the Office of Prospect Research in the Office of Institutional Support: x7435

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Your Name

Date

(All forms are available on the OIS website.)

**APPENDIX J:**

**Grant Award/Pledge Notification**

**Bard College Office of Institutional Support**

To be completed by Program Investigator/Project Director or Faculty Grant Officer and sent to the Office of Prospect Research as soon as notification of a grant award is received in order to maintain accurate and current records for the College:

Bard College Grant Transmittal Form (Foundations, Corporations, Government Grants)

Grant Recipient/Department: Today's Date:

Project Director: Phone: E-mail:

DONOR INFORMATION: Foundation/Corporation/Organization Name:

Foundation Contact Person:

Address:

E-mail: Phone: Website:

Foundation wishes this gift to be anonymous

GRANT DETAILS Amount Awarded: \$

Choose one: New Pledge Payment on Existing Pledge One-time Payment in Full

Grant Number (if applicable):

What Will the Grant Be Used for?

Amount Requested (if applicable): \$ Payment Rec'd at Time of Award: \$

Grant Start Date: Grant End Date: Report Due Dates:

Additional Payment/ Pledge Details:

To Be Filled Out By Gift Recorder

Banner ID: Banner Desig. Code:

Notes:

Return to:

Office of Institutional Support Anne Cox Chambers Alumni/ae Center

Bard College PO Box 5000

Annandale-on-Hudson, NY 12504-5000

Please attach any correspondence, award letters, contracts, envelopes, etc., when submitting this form. If not already done, forward a copy of the original proposal to the Office of Institutional Support for filing.

Questions about funds should be directed to the Gift Recorder: (845) 758-7861 or giftrecorder@bard.edu.

Questions relating to grant guidelines, reporting requirements, etc., should be directed to the office of Institutional Support: 845-758-7435 or OIS@bard.edu

**APPENDIX K:**

**OIS GRANT PROPOSAL REVIEW FORM**

Principal Investigator/Project Director \_\_\_\_\_

Other Bard Faculty: \_\_\_\_\_ Department: \_\_\_\_\_

Project Title: \_\_\_\_\_

Project Period: From: \_\_\_\_\_ To: \_\_\_\_\_ Sponsoring Agency: \_\_\_\_\_

Total \$ Requested: \_\_\_\_\_ Total \$ Requested from Bard College: \_\_\_\_\_

Does the project involve any of the following?	Comments	Yes	No
1. Matching funds (list pages in the proposal that outline the match)			
2. Cost sharing (list pages in the proposal outlining the cost share)			
3. Indirect administrative costs			
4. Released time for faculty			
5. Leave of absence			
6. Hiring of additional staff			
7. Hiring of additional staff to work in another state			
8. Human subjects			
9. On campus housing			
10. New construction or renovation			
11. Additional space, remodeling, or construction			
12. Radioactive substance: acquisition/maintenance/disposal			
13. Toxic waste disposal			
14. Summer salary			
15. Student/faculty travel abroad			
16. Students and/or post-doctorates participating in research			
17. Acquisition of computer or other technology or other computer-related hardware, software, or support			
18. A commitment by the College beyond the grant period			
19. Grants over \$25,000			
20. I understand that reports required by the funding agency must be submitted in a timely manner or PI may be prohibited by Bard from applying for future grants.			
21. I have read Bard's Financial Conflict of Interest Policy and will re-certify this grant's compliance with the policy annually if funded.			

PI/Project Director \_\_\_\_\_ Date \_\_\_\_\_

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Department Chair  
(if applicable)

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Controller  
(if applicable)

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Chief Information Officer  
(if applicable)

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Office of Institutional Support

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Chief Financial Officer

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Dean of the College  
(if applicable)

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Vice President for Administration  
(if applicable)

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
Dean of the Graduate College  
(if applicable)

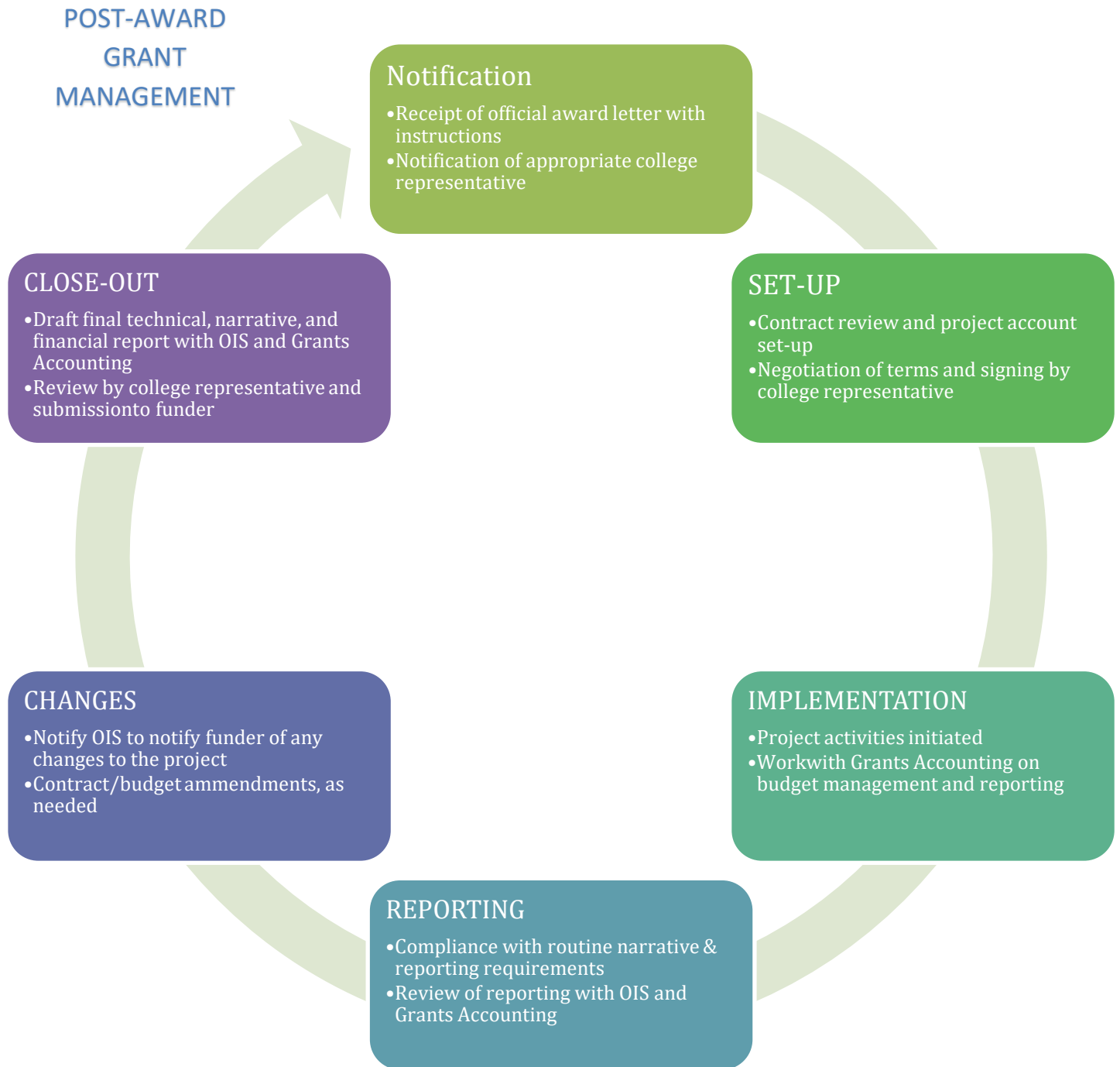
Signatures authorize the Office of Institutional Support designated official to submit this proposal through NSF FastLane, Grants.gov, or another online system.

**APPENDIX L:**  
**Basic Logic Model Development Template**

<b>Resources</b>	<b>Activities</b>	<b>Outputs</b>	<b>Short- &amp; Long-Term Outcomes</b>	<b>Impact</b>
<i>In order to accomplish our set of activities we will need the following:</i>	<i>In order to address our problem or asset we will conduct the following activities:</i>	<i>We expect that once completed or underway these activities will produce the following evidence of service delivery:</i>	<i>We expect that if completed or ongoing these activities will lead to the following changes in 1–3 then 4–6 years:</i>	<i>We expect that if completed these activities will lead to the following changes in 7–10 years:</i>

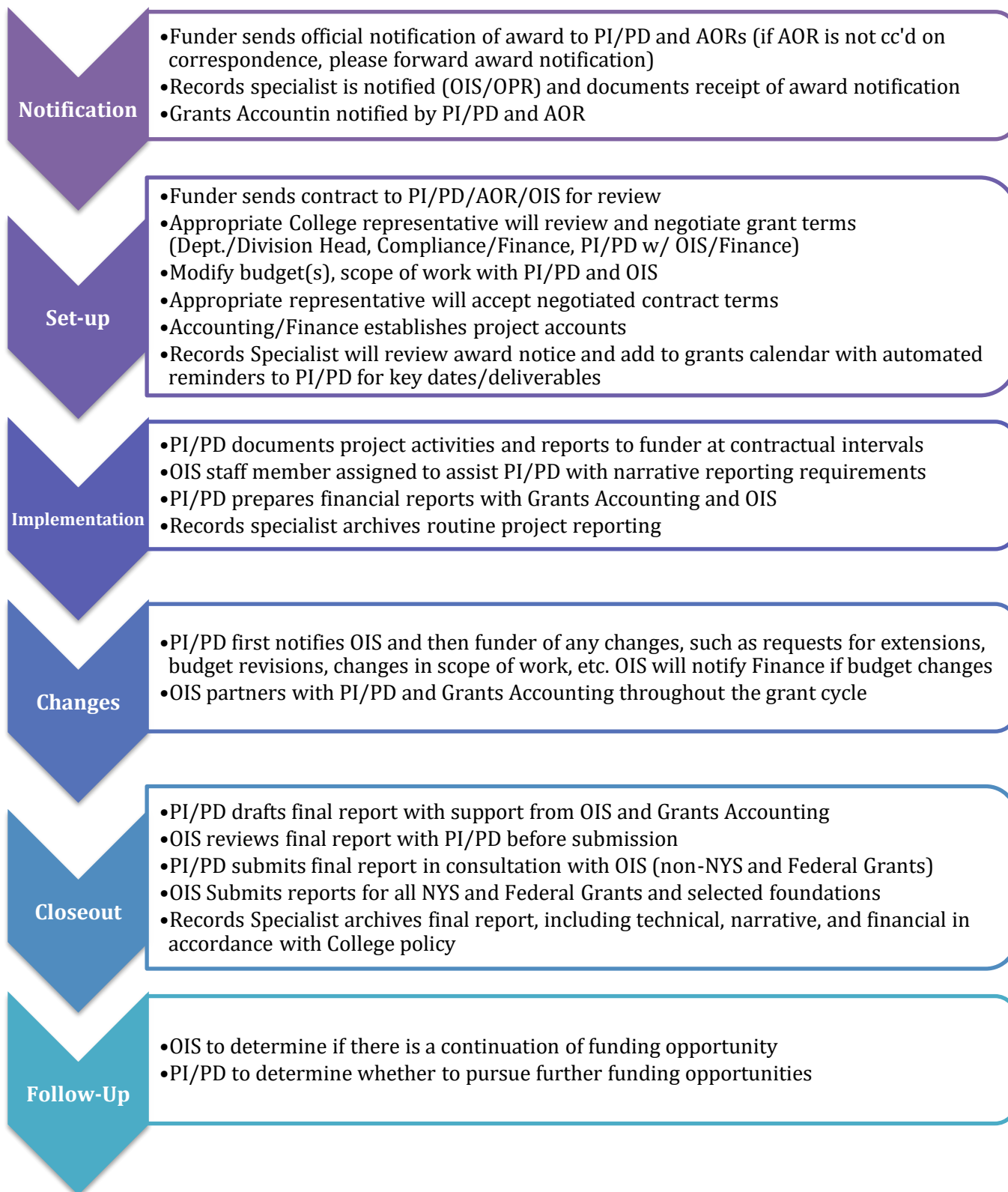
Adapted from *W.K. Kellogg Foundation Logic Model Development Guide*, January 2004

## Appendix M:



## Appendix N: Post-Award Grant Management

\*Bard's Authorized Organization Representatives: Karen Unger, Associate VP, OIS and Joshua Bardfield, Director, OIS



# Appendix O: Copy of a Bard College Gift Receipt

**Receipt No.** «gift\_no»  
**Date:** «gift\_date»    **Amount of Gift:** \$ «gift\_amt»

**Purpose:** «designation»

«gift\_class» «comment»

**Received from:**

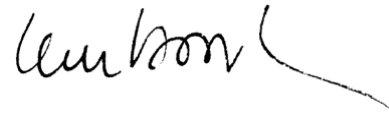
«name\_to\_appear»  
«addr1»  
«addr2»  
«addr3»  
«city», «st» «zip» «nation»

## BARD

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On behalf of the College and the Board of Trustees, it is my pleasure to thank you for your contribution to Bard. Your gift makes a direct impact upon the lives of the students, faculty, and community that we serve. You have our sincere gratitude for your support.

With best wishes,



Leon Botstein, President

*Bard College is a 501(c)3 organization; no goods or services were received in exchange for this gift, unless otherwise noted.    development@bard.edu  
Your contribution may be recognized in publications or donor lists. Should you wish to remain anonymous, please contact: giftrecorder@bard.edu.*



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[www.Annandaleonline.org](http://www.Annandaleonline.org)  
[www.Bard.edu/giving](http://www.Bard.edu/giving)  
[www.Bard.edu/institutionalsupport](http://www.Bard.edu/institutionalsupport)

