

CAPE FEAR COMMUNITY COLLEGE FOUNDATION, INC. POLICIES AND PROCEDURES MANUAL

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**BYLAWS
CAPE FEAR COMMUNITY COLLEGE FOUNDATION, INC.**

ARTICLE I: PRINCIPAL OFFICE AND REGISTERED AGENT

A. Principal Office. The principal office of the Cape Fear Community College Foundation, Inc., a non-profit corporation incorporated under the laws of the state of North Carolina (hereinafter the "Foundation"), shall be located at 411 North Front Street, Wilmington, New Hanover County, North Carolina.

B. Registered Agent. The Foundation will have and continuously maintain a registered agent in the state of North Carolina and the Board of Directors of the Foundation shall appoint and continuously maintain in service a registered agent.

ARTICLE II: STATUS

The corporation is organized pursuant to Chapter 55A of the North Carolina General Statutes and has qualified as a Section 501 (c) (3) corporation under the provisions of the Internal Revenue Code of the United States of America, and no provisions of these bylaws shall act to eliminate to chance said status without an affirmative vote of the Board of Directors.

ARTICLE III: PURPOSES

The purposes of the Foundation, subject to the limitations of Article IX, hereof, are to support the mission of the Cape Fear Community College and to foster and promote the growth, progress, and general welfare of the College; to support programs, services, and activities of the College which promote the mission of the College; to support and promote excellence in administration and instruction throughout the College; to foster quality in programs and encourage research to support long range planning by the College; to provide an alternative vehicle for contributions of funds to support programs, services, and activities that are not funded adequately through traditional resources; to broaden the base of the College's support; to lend support and prestige to fund raising efforts in support of the College; and to communicate to the public the College's mission and responsiveness to local needs.

ARTICLE IV: BOARD OF DIRECTORS

A. General Powers. The business and affairs of the Foundation shall be managed by its Board of Directors. The directors shall in all cases act as a Board, and they may adopt such rules and regulations for the conduct of their meetings and management of the Foundation as they may deem proper, not inconsistent with these bylaws and the laws of the state of North Carolina.

B. Number, Tenure, Elections. The number of directors shall be set by the Board of Directors, not to exceed twenty-five. Directors shall be elected by the Board of Directors upon a majority vote of those present in sufficient numbers to constitute a quorum. Directors shall be elected at the annual meeting, except to fill vacancies and shall serve a term of three years or until a successor is duly elected. Terms of directors shall be staggered for rotation, with one-third of the directors subject to appointment or reappointment annually, or as close to one-third as is feasible.

C. Regular Meetings. A regular meeting of the directors shall be held once each quarter at a date, place, and time to be determined. Notice of said regular meeting and any special meeting shall be sent to the members of the Board of Directors at least two weeks prior to the date of the meeting.

D. Special Meetings. Special meetings of the directors may be called by or at the request of the chairman of the Foundation of any three directors. The person authorized to notify the Board of the meetings shall fix the place and time for holding any special meetings of the directors.

A. Annual Meeting. The annual meeting of the Board of Directors shall be that meeting scheduled and held during the second quarter of the calendar year.

B. Attendance. Unexcused absence by a member from three (3) consecutive regularly scheduled meetings of the Board shall be deemed a resignation by such member without the necessity of any further action by such member or the Board. In such event, the Chairman of the Board may direct appropriate notice be given to the resigning member.

C. Quorum. At any meeting of the Board of Directors, or any committee meeting of the Board, any number more than half of that body shall constitute a quorum.

H. Manner of Acting. The act of the majority of the directors present at a meeting at which a quorum is present shall be the act of the directors.

I. Removal of Directors. Any director may be removed for cause by a unanimous vote of the Board of Directors.

J. Resignation. A director may resign at any time by giving written notice to the Board, the chairman or secretary of the Foundation. Unless otherwise specified in the notice, the resignation shall take effect upon receipt thereof by the board and the acceptance of the resignation shall not be necessary to make it effective.

K. Compensation. No compensation shall be paid to any member of the Board of Directors.

L. Presumption of Assent. A director of the Foundation who is present at a meeting of directors at which action on any corporate matter is taken shall be presumed to have assented to the action unless his dissent shall be entered in the minutes of the meeting.

M. Executive and Other Committees. The Board, by resolution, may designate from among its members an executive committee and other committees, each consisting of three or more directors. Each committee shall serve at the pleasure of the Board.

N. Ex Officio Members. In addition to the elected members of the Board of Directors, but inclusive to the total voting membership, the following persons shall be ex officio members of the Board: the Chairman of the Board of Trustees of Cape Fear Community College, and the President of Cape Fear Community College. The Executive Director of the Foundation shall be an ex officio member of the Board for reporting and discussion only, non-acting and non-voting.

ARTICLE V: OFFICERS

A. Officers. The officers of the Foundation shall be the Chairman of the Foundation, the Vice Chairman of the Foundation, and the Executive Director of the Foundation. Election and Term of Office. The Chairman and Vice Chairman shall be elected at the annual meeting and shall serve for one year or until a successor shall be duly elected. The Executive Director of the Foundation shall be an employee of Cape Fear Community College who has been named Executive Director by the President of the College and who has been presented to a meeting of the Board of Directors next after his or her appointment.

C. Removal. Any officer elected or appointed by the directors may be removed for cause upon a three-fourths majority vote.

D. Vacancies. A vacancy in any office because of death, resignation, removal, disqualification or otherwise, may be filled by the directors for the unexpired portion of the term.

E. Chairman. The chairman shall be the principal executive officer of the Foundation and, subject to the control of the directors, shall in general supervise and control all of the business and affairs of the Foundation. He/she shall when present preside at all meetings of the directors; sign, with the secretary, any deeds, mortgages, bonds, contracts, or other instruments which the directors have been authorized to be executed unless such duties shall be delegated by these bylaws to a different office or if by general statutes is required to be performed by a different office; perform all duties incident to the office of president and such other duties as may be prescribed by the directors from time to time.

F. Vice Chairman. In the absence of the chairman, he/she shall so act with the same duties and power of the chairman as set forth above and shall perform such other duties as from time to time may be assigned by the board of directors.

G. Executive Director of the Foundation. The Executive Director of the Foundation shall serve as secretary/treasurer and shall maintain all minutes of the meetings of the Board, names and addresses of all members of the Board, and records of all legal documents of the Foundation. He/She will maintain the corporate seal, affix it to all legal documents, and attest to the execution of all legal documents by the chairman.

The Executive Director shall provide a report to the Board of Directors of the funds of the Foundation and such other assets as the Foundation may have, provide for a manner of protecting said funds and assets, work with such other persons as may be required for the protection of said funds. The President and Chief Fiscal Officer of the College will sign all checks issued by the corporation.

H. Salaries. No officer, no member of the Foundation, shall receive any salary from the Foundation.

ARTICLE VI: FISCAL YEAR

The fiscal year of the Foundation shall begin the first day of July in each year.

ARTICLE VII: SEAL

The directors may provide a corporate seal which shall be circular in form and shall have inscribed thereon the name of the Foundation, the state of incorporation, the words "Nonprofit Corporation", and the words "Corporate Seal".

ARTICLE VIII: INDEMNIFICATION

A. The Foundation indemnifies each member of its Board of Directors, as described in Article IV hereof, and each of its officers, as described in Article V hereof, for the defense of civil or criminal actions or proceedings as hereinafter provided and, notwithstanding any provision in these Bylaws, in a manner and to the extent permitted by applicable law.

B. The Foundation indemnification of each of its directors and officers, as aforesaid, from and against any and all judgments, fines, amounts paid in settlement, and reasonable expenses, including attorneys' fees, actually and necessarily incurred or imposed as a result of such action or proceeding, or any appeal therein, imposed upon or asserted against him or her by reason of being or having been such a director or officer and acting within the scope of his or her official duties, but only when the determination shall

have been made judicially that he/she acted in good faith for a purpose which he/she reasonably believed to be in the best interests of the Foundation and, in the case of a criminal action or proceeding, in addition, had no reasonable cause to believe that his/her conduct was unlawful. All determination in the foregoing by the Board of Directors shall rely on the advice of independent legal counsel on questions involved.

C. Every reference herein to a member of the Board of Directors or officer of the Foundation shall include every director and officer thereof or former director and officer thereof. This indemnification shall apply to all the judgments, fines, amounts in settlement, and reasonable expenses described above whenever arising, allowable as above-stated. The right of indemnification herein provided shall be in addition to any and all rights to which any director or officer of the Foundation might otherwise be entitled and the provisions hereof shall neither impair nor adversely affect such rights.

ARTICLE IX: LIMITATION ON ACTIVITIES

The Foundation is organized and operated exclusively for charitable, educational and scientific purposes within the meaning of sections 170 (c) (2) (B), 501 (c) (3), 2055 (A) (2), and 2522 (A) (2) of the Internal Revenue Code. No substantial part of the activities of the Foundation shall be the carrying on of propaganda or otherwise attempting to influence legislation, and the Foundation shall be empowered to make the election authorized under section 501 (h) of the Internal Revenue Code. The Foundation shall not participate in or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision herein, the Foundation shall not carry on any activities not permitted to be carried on by any organization - -

(a) Exempt from federal income taxation under section 501 (a) of the Internal Revenue Code as an organization described in section 501 (c) (3) of such Code.

(b) Described in section 501 (a) (1), (2), or (3) of the Internal Revenue Code (as the case may be), and/or

(c) Contributions to which are deductible under sections 170 (c) (2), or 2055 (a) (2), or 2522 (a) (2) of the Internal Revenue Code.

ARTICLE X: DISSOLUTION

On dissolution or final liquidation of the Foundation, any remaining assets shall, after payment or making of provision for payment of all of the lawful debts and liabilities of the Foundation, be distributed to one or more regularly organized and qualified charitable, educational, or scientific organizations to be selected by the Board of Directors in conformance with the Articles of Incorporation of the Foundation.

ARTICLE XI: GENERAL

A. Rules For Meetings. All meetings of the Board shall be conducted pursuant to the provisions of ROBERTS RULES OF ORDER, REVISED.

B. Contracts. The Board of Directors may authorize any officer or agent to enter into any contract or execute and deliver any instrument on behalf of the Foundation and such authority may be general or confined to specific instances.

C. Donations. Any person or agent making gifts to Cape Fear Community College Foundation, Inc. may designate the object for which the gift shall be administered and distributed. These shall be known as Designated Gifts and the Board of Directors may, by resolution, accept or reject the object or condition as offered. All gifts made without condition shall be added to and merged with other undesignated gifts. The Board may reject any gift which it deems not to be in the best interest of the Foundation.

D. Annual Election of Outside Auditor. An outside auditor shall be elected annually at the third quarter meeting. That auditor shall perform an annual audit of financial operations and make a report to the Board of Directors at the fourth quarter meeting.

ARTICLE XII: AMENDMENTS TO BYLAWS

These Bylaws may be amended or repealed by an affirmative vote of two-thirds of the voting membership of the Board of Directors present at a meeting of the Board.

A copy of exact wording, or a summary, of an amendment to be considered at a meeting shall be mailed to each member of the Board at least ten days prior to the date of the meeting, as part of the notice of such meeting. An amendment so made shall be effective immediately after adoption unless an effective date is specifically adopted at the time the amendment is enacted.

ARTICLE XIII: AMENDMENTS TO ARTICLES OF INCORPORATION

The articles of incorporation of the Foundation may be amended or repealed by an affirmative vote of two-thirds of the voting members of the Board of Directors present at a meeting of the Board.

ARTICLE XIV: REFERENCES

References herein to sections of the Internal Revenue Code are provisions of such Code as those provisions are now enacted, as of 1954 and subsequent amendments, or to corresponding provisions of any future United States internal revenue law.

(Bylaws were signed by the Foundation Chairman and Executive Director on May 23, 1996.)

06/2005

Purpose of the Foundation

The primary purpose of the Foundation is to support the students, faculty, staff and programs of the college by securing and managing gifts to the Foundation and the College. These gifts include cash contributions, deferred gifts, and donations of services, equipment and supplies for educational purposes.

The goals of the Foundation are to:

- provide financial assistance to full-time and part-time students in the form of scholarships, grants, and aid;
- support on-going professional development of staff in order to provide the most current technological instruction;
- purchase or obtain gifts of equipment and supplies for use in various College technologies;
- sponsor special events and activities;
- build a general endowment fund for the support of CFCC;
- provide tangible recognition of donors gifts to the Foundation; and
- enlist support for the College within the community.

Gifts to the Foundation are tax-deductible as provided by IRS regulations.

Policy: Board Emeritus Status

The title of "Emeritus" denotes a status and does not obligate the college or the board member to a set of functions, benefits or obligations. "Emeritus" is a distinction with which the board of directors can recognize and honor members for their service to the institution. Emeritus status will be granted by the board of directors.

- Emeritus status may be granted to a board member whose service to the Foundation has been judged exemplary by the board including annual personal giving and active solicitation of funds.
- The individual must have served in various capabilities which are generally accepted as being significantly beyond the norm as a board member.
- The granting of emeritus status shall be based on service and support to the Foundation.
- Recipients of emeritus status must be in good standing.
- Emeritus status members will continue to serve on the board as their schedules permit. Members will, however, have no voting privileges and will not serve as officers.
- Emeritus status may be given to board members who are unable to attend meetings and be an active member due to health limitations.
- The emeritus status will be awarded at a regularly scheduled board of directors meeting, in writing, or at a significant Foundation event.
- Emeritus status shall not affect the number of stated directors, but shall be an honorary denotation and distinction only.

Policy: Privacy of Information

The Foundation maintains a database of biographical and gift/pledge information about Foundation donors and their gifts in accordance with the general needs and expectations of the community. The information contained in this database is intended exclusively for purposes related to the Foundation and the College. To provide the best possible service to those with legitimate needs for such information entrusted to us by our donors, the following policies have been developed. These policies apply to every request for information.

Statement of Information Release Policies:

1. Those authorized to request information

The following may request information from the database:

- a. Affiliated organizations and constituent groups, in support of approved activities (see list of approved activities below). Those organizations include but are not limited to: the Foundation office, administrative officers of the Foundation and the senior administration of the College.

In cases of dispute, the final decision will rest with the Executive Director of the Foundation.

- b. Law enforcement agencies
- c. Agencies that assist the Foundation, Inc. in locating lost donors
- d. Upon establishing their status on our system by providing their social security number or other identifying fact(s), individuals may request public information for up to three individuals. Requests must be made in writing, stating the reason for the requested information. Staff may, at any time, require a written request from an individual if they feel unsure about the request. A fee may be imposed for extraordinary research, programming, or materials charges.

All requests from anyone else seeking information on another person will be forwarded to that person so that he/she can decide whether or not to contact the requestor. No information will be released for those records coded "No Contact" indicating the donor has requested no contact.

All requests for information from the members of the media must be referred to the Foundation office or similar professional office.

2. Information that may be released

The following information may be released from DONOR2 database:

Information available for release confined to "public information" which is limited to: full name, address and telephone number, employer address and telephone number, e-mail address and fax number.

3. Formats for information

Formats available for distribution of information include lists, labels, computer tapes, diskettes, and downloads by authorized organization representatives in support of approved activities. It is the responsibility of the unit requesting information to maintain the absolute confidentiality of that information as specified in this policy statement.

4. Compliance

Failure to abide by any of the policies stated within this document may result in denial of access to information contained in the DONOR2 database. Requests for reinstatement of access to this information must be approved by the Executive Director of the Foundation or his/her designee and must include written assurance of future compliance with these policies.

Policy: CFCC Trustee Policy on Fund-raising

The Foundation is the designated fund-raising unit of the College. To protect the donors and solicitors, all fund-raising activities outside the Foundation must be coordinated in consultation with the Executive Director or his/her designee.

Only by permission of the Executive Director or his/her designee may a college employee or student be authorized to solicit funds, goods or services on behalf of the college.

Exception to this policy may be made for fund raising activities by student clubs and organizations, where no outside donations are sought and where such activities are held within the campus and are approved by the Director of Student Activities or appropriate administrator.

Approved by the CFCC Board of Trustees, July 18, 1996

Policy: CFCC Trustee Policy on Gifts to the College

The Foundation is a non-profit 501(c)(3) corporation established to solicit, receive, hold and administer gifts for the College.

All gifts (cash, real property, stocks, bonds, bequests, equipment, supplies, and in-kind donations) to the College must be recorded through the Foundation, including those gifts designated by the donor(s) for a specific project, program, department or division. All private cash gifts will be given to the Foundation, which will serve as the central registry for such gifts to the college, ensuring acknowledgment and accountability to the donor.

Whenever gifts or bequests involving maintenance are made as memorials, provisions for such maintenance shall be included in the gift unless this requirement is waived by the board of directors of the Foundation.

The board of directors of the Foundation reserves the right to refuse any proffered gifts.

Policy: Investments

The board of directors of the Foundation shall hold and invest its funds consistent with the provisions of the Uniform Management of Institutional Funds (NC Gen. Stat. 36B), the charter of the Foundation and the general policies set forth herein.

GENERAL INVESTMENT POLICY

The Board of directors at Cape Fear Community College Foundation, Inc. (the "Foundation") shall hold and invest its funds (the "Fund") consistent with the provisions of the Uniform Management of Institutional Funds (N.C. Gen. Stat. § 36B) (the "Act"), the Charter of the Foundation (the "Charter") and the general policies set forth herein. The Foundation shall utilize and disperse the Fund solely for the purposes of assisting in the promotion of any and all activities which the Board of Directors of the Foundation, in its discretion, deems to be in the furtherance of the interest, activities and objects of the Cape Fear Community College as more particularly set forth in the Charter. Notwithstanding the broad authority granted by the Act and the Charter in the investment and use of the Fund, the Foundation shall honor and abide by the restrictions and purposes set forth in any gift instrument under which funds are transferred to or held by the Foundation. Real property, personal property other than cash, securities or other such instrument and other assets acquired by the Foundation shall not be subject to this Investment Policy unless and until the same shall have been conveyed or otherwise converted into funds which can be invested pursuant to this policy.

INVESTMENT COMMITTEE

The Investment Committee shall consist of (i) not less than three nor more than six regular voting members appointed by the Board of Directors of the Foundation, (ii) the Chair of the Foundation and the President of Cape Fear Community College, both as ex-officio members and voting members and (iii) the Executive Director of the Foundation who will serve as an ex-officio and non-voting member. The Chair of the Board of Directors of the Foundation shall designate one member of the Investment Committee as the Chair of the Investment Committee. A majority of the regular members of the Investment Committee shall be members of the Board of Directors of the Foundation.

The term of office of the regular members of the Investment Committee shall be fixed at two years, and they shall continue to hold membership in the Investment Committee until the earlier to occur of the appointment of their respective successors or their death, removal or resignation. A member of the Investment Committee may serve an unlimited number of terms and may succeed himself. All vacancies among the regular members of the Investment Committee shall be filled by appointment by the Board of Directors of the Foundation.

The Investment Committee shall, unless otherwise directed by the Board of Directors of the Foundation:

1. provide periodic reports, at least quarterly, on the investment activity of the Fund to the Board of Directors to the Foundation;
2. report on the use and investment of that portion of the Fund which has been restricted pursuant to the terms of the gift instrument to the Foundation;

3. provide recommendations to the Board of Directors of the Foundation of prospective professional investment management organizations to direct investment of the Fund;
4. recommend from time to time, to the Board of Directors specific investment criteria for the fund.

FUND MANAGEMENT

The Board of Directors shall retain the services of a professional investment management organization (the "Management Company" to invest the Fund. Matters pertaining to the services to be performed by and the compensation to be paid to the Management Company shall be in a written agreement to be negotiated on behalf of the Foundation by the Investment Committee. Approval of any such final written agreement with the Management Company shall be by the Board of Directors of the Foundation.

Adopted January 28, 2001

MEETINGS AND COMMITTEES

The board of directors of the Foundation meets quarterly on the third Thursday of the month in January, April, July and October each year. Meetings generally are held at 12:00 noon in the boardroom of the General Administration Building. Committees meet on an as-needed basis dependent upon the responsibilities of each.

Outreach and Stewardship Committee

The committee is responsible for the identification and cultivation of donors and prospects. The committee also will organize Board members for the annual fund drive. Committee members will suggest to the Board opportunities for special events and cultivation opportunities. Stewardship responsibilities will include writing notes and making follow-up phone calls and personal visits as deemed necessary. The committee will report to the Board at each quarterly meeting.

Investment Committee

This committee informs the board of the Foundation of the current status of all Foundation funds. In addition, this committee recommends to the board the best means of investing Foundation funds for maintenance of principal and maximum earnings.

Merit Scholarship Committee

This committee reviews applications annually from seniors in New Hanover and Pender County high schools for CFCC Merit Scholarships. Following review, the committee selects the ten recipients of this scholarship and recommends these names to the board of the Foundation for approval.

Mini-Grant Committee

This committee reviews applications annually from CFCC faculty and staff for mini-grants of up to \$1,000 each for projects that support students and their learning. Following this review, the committee recommends up to \$25,000 in approved applications per year.

Membership Committee

This committee recommends new directors to the board of the Foundation whenever there is a vacancy. In addition, the committee nominates a slate of officers of the Foundation annually.

Planned Giving Committee

This committee develops a program of planned giving opportunities for donors in conjunction with estate planners, attorney and accountants. Also, this committee promotes the establishment of planned gifts to the college among donors and potential donors.

**EXECUTIVE DIRECTOR
CAPE FEAR COMMUNITY COLLEGE FOUNDATION, INC.**

DEFINITION

To plan, organize and participate in resources development programs and activities including grant writing and proposal development, researching available funding sources and opportunities, coordinating annual and planned giving campaigns, and monitoring and evaluating grant projects and programs; to coordinate resource development activities with other College divisions and departments; and to provide staff assistance and support to the Foundation and the President of the College.

SUPERVISION RECEIVED AND EXERCISED

Receives administrative direction from the President.

Exercises direct supervision over assigned staff.

ESSENTIAL AND OTHER IMPORTANT FUNCTION STATEMENTS--*Essential and other important responsibilities and duties include, but are not limited to, the following:*

Essential Functions:

Plan, coordinate and organize resource development activities within the College.

Identify and participate in the development of resource development activities and projects, coordinate work activities, projects and programs, monitor and evaluate resource development programs and activities; review and evaluate work products, methods, and procedures.

Research and identify governmental and institutional funding sources, programs, and opportunities consistent with the goals and objectives of the College.

Prepare grant applications; coordinate with and/or assist faculty and staff in the writing of applications and proposals for outside funding; submit grant applications and monitor application progress through review and approval; amend, amplify, and explain programs and proposals as necessary.

Prepare applications for program renewal and continuation funding.

Coordinate and administer grant contacts with funding institutions and organizations; prepare and submit required reports.

Maintain relationships with funding organizations and agencies; develop and participate in cooperative funding projects, programs, and activities.

Organize and provide support for major gifts, capital campaigns, and annual and planned giving campaigns.

Develop and implement solicitation strategies; manage the cultivation, solicitation, and stewardship of all donors and prospects; maintain a mailing list of CFCC alumni; and develop a list of private and corporate donors.

Serve as Secretary to the Foundation Board; coordinate meetings; prepare status reports.

Other Important Functions:

Attend meetings and participate in a variety of College advisory plans and committees which impact on resource development activities.

Serve as an informational resource to College administrators, faculty, and staff.

Represent the College at community and outside organizations, functions, and activities.

Perform related duties as assigned.

QUALIFICATIONS

Principles and practices of grant program development and administration.

Sources and types of funding available to institutions of higher education.

Priorities, goals, and objectives of the College.

Principles of effective relations with a variety of agencies and institutions.

Research methods as applied to the identification of potential funding sources and opportunities.

Budgeting procedures and techniques.

Principles and practices of supervision and training.

Ability to:

Organize, direct, and implement a comprehensive resource development program.

Write, prepare, submit, and monitor a variety of funding proposals and grant applications.

Research, identify, and secure governmental and institutional support for the College.

Communicate effectively, both orally and in writing.

Analyze problems, identify alternative solutions, project consequences of proposed actions, and recommend actions in support of goals.

Gain cooperation through discussion and persuasion.

Establish and maintain effective working relationships with those contacted in the course of work.

Monitor and administer a budget.

Supervise, train, and evaluate assigned personnel.

Prepare clear and concise reports.

Maintain effective audio-visual discrimination and perception needed for:

- making observations
- communicating with others
- reading and writing
- operating assigned equipment.

Maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include the following:

- sitting for extended periods of time
- operating assigned equipment
- traveling extensively.

Maintain mental capacity which allows the capability of:

- making sound decisions and using good judgment
- demonstrating intellectual capabilities
- working with numbers
- reviewing various alternatives and making appropriate choices.

Establish and maintain effective working relationships with those contacted in the course of work including a variety of community groups and the general public.

Experience and Training Guidelines

Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience:

A minimum of 10 years professional experience in fund raising, grant administration or a related field. Prior work experience in resource development at the college level and experience conducting annual fundraising are highly desirable.

Training:

A bachelor's degree from an accredited college with major course work in business administration, marketing, educational administration or a related field; a master's degree is preferred.

**ASSOCIATE EXECUTIVE DIRECTOR
CAPE FEAR COMMUNITY COLLEGE FOUNDATION, INC.**

DEFINITION

To assist in the planning, development and implementation of resource development programs and activities, including grant writing, proposal development, donor and alumni cultivation, planned giving, fundraising campaigns, and record keeping.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from the Executive Director of the CFCC Foundation, Inc.

Assists in supervision of the Secretary to the Resource Development Department.

ESSENTIAL AND OTHER IMPORTANT FUNCTION STATEMENTS—*Essential and other important responsibilities and duties may include, but are not limited to, the following:*

Essential Functions:

Coordinate special events for the Foundation and the Department.

Establish and maintain contact with selected alumni.

Participate in the planning and implementation of fundraising campaigns, to include the campus fund drive, annual fund drive and others as scheduled.

Cultivate donors through research, face-to-face contacts and correspondence.

Assist in the development and implementation of a program of planned giving through involvement with trusts, annuities, gifts of securities and other property, and insurance.

Supervise the acknowledgement and recognition of gifts to the Foundation.

Oversee maintenance of financial data and reports on all foundation funds including balances, expenditures and interest earned.

Maintain working knowledge of existing scholarship funds and their distribution, as well as supervise the start-up and management of new scholarship programs.

Develop and implement programs of donor recognition.

Assist with the preparation of grant applications and work with faculty and staff to coordinate grant requests and operations.

Maintain a working knowledge of Donor 2.

Assist with other activities of the Foundation and Department as needed.

Other Important Functions:

Attend meetings and participate in College and Foundation functions.

Maintain relationships with College administrators, faculty, staff and students that are of significance to the resource development function.

Represent the College and the Foundation at various community and College functions.

Knowledge and proficiency in computers, grammar, spelling, recordkeeping, reporting.

Knowledge of procedures used in procuring and recording gifts to the Foundation.

Ability to research, identify and prepare grants for submission.

Perform related duties as assigned.

QUALIFICATIONS

Knowledge of:

Priorities, goals and objectives of the College.

Principles of effective relations with a variety of agencies and institutions.

Research methods as applicable to the identification of potential funding.

Principles and practices of grant program development and administration.

Ability to:

Assist in the organization and implementation of a comprehensive resource development program.

Assist in the preparation of funding proposals and grant applications.

Research available sources of support for the college.

Communicate effectively.

Analyze problems and propose solutions.

Establish and maintain effective working relationships with those contacted in the course of work including a variety of community groups and the general public.

Prepare clear and concise reports.

Maintain effective audio-visual discrimination and perception needed for:
making observations
communicating with others
reading and writing
operating assigned equipment

Maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include the following:
sitting for extended periods of time
operating assigned equipment
traveling extensively

Maintain mental capacity which allows the capability of:
making sound decisions and using good judgment
demonstrating intellectual capabilities
working with numbers
reviewing various alternatives and making appropriate choices.

Experience and Training Guidelines

Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience:

Four years of professional experience in fund raising, grants administration or a related field. Prior work experience in resource development at the college level is highly desirable.

Attendance at development conferences and workshops.

Training:

Bachelor's degree from an accredited college or university; master's degree is preferred.

**COORDINATOR OF BOARD & DONOR ACTIVITIES
CAPE FEAR COMMUNITY COLLEGE FOUNDATION, INC.**

DEFINITION

Assists the Executive Director of the CFCC Foundation in a variety of activities; serves as liaison with Foundation board members at the direction of the Executive Director; plans and coordinates Foundation events; provides research and background on potential donors.

SUPERVISION RECEIVED AND EXERCISED

Receives direction from the Executive Director of the CFCC Foundation, Inc.

ESSENTIAL AND OTHER IMPORTANT FUNCTION STATEMENTS

Essential Functions:

Maintains calendar of Board and committee meetings, to include scheduling, preparation and distribution of meeting notices, reminders, and follow-up calls.

Keeps staff apprised of upcoming events on the schedule.

Maintains current roster of Board members, including directory information and record of terms and appointments.

Schedules and makes preparations for Board events, including election of officers, special events and other planned activities.

Assists the Executive Director and Associate Executive Director in the Board orientation process, to include compilation of materials, scheduling of the orientation sessions and on-site details.

Assists in the administration of the Ambassadors Program, serving as liaison between the Ambassadors and the college.

Supervises the acceptance, acknowledgement and tracking of in-kind contributions to the Foundation and the college.

Conducts prospect research and makes contacts as deemed appropriate by the Executive Director.

Represents the Foundation in the community as deemed appropriate by the Executive Director.

Other Important Functions:

Use of independent judgment with regard to confidential information.

Knowledge and proficiency with computers, grammar, spelling, recordkeeping and reporting.

Knowledge of procedures used in procuring, recording and acknowledging gifts to the Foundation.

QUALIFICATIONS

Knowledge of:

Local community and the potential donors therein, including capacity for giving and relevant relationships.

Ability to:

Respect donor confidentiality.

Provide entrée into giving communities.

Research/compile information on potential donors.

Act tactfully in the handling of difficult/awkward situations regarding donors.

Present oneself professionally when representing the college.

Maintain effective audio-visual discrimination and perception needed for making observations, communicating with others, reading and writing, and operating assigned equipment.

Maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include sitting for extended periods of time, operating assigned equipment and travel.

Maintain mental capacity which allows for making sound decisions and using good judgment, demonstrating intellectual capabilities, working with numbers and reviewing various alternatives and making appropriate choices.

Experience and Training

Experience:

Four years or more of development experience.

Training:

Bachelor's degree required.

Attendance at development conferences and workshops.

**EXECUTIVE SECRETARY
CAPE FEAR COMMUNITY COLLEGE FOUNDATION**

DEFINITION

To perform a variety of accounting and secretarial duties in support of the CFCC Foundation, and to provide general information and assistance to the public regarding college policies and procedures.

SUPERVISION RECEIVED AND EXERCISED

Receives general supervision from CFCC Foundation Executive Director and Associate Executive Director.

ESSENTIAL AND OTHER IMPORTANT FUNCTION STATEMENTS--*Essential and other important responsibilities and duties may include, but are not limited to, the following:*

Essential Functions:

Specific to the Position:

Maintain financial data and produce reports on all Foundation funds including balances, expenditures and interest earned, in conjunction with the college business office.

Maintain records of contributions to the Foundation via Donor2 software and produce reports on these contributions by donor and by fund in a variety of formats as needed.

Assist in the audit of Foundation records by preparing fiscal and other forms of information for review by auditors.

Prepare deposits of Foundation funds for the college business office.

Maintain balances on specially designated funds in the Foundation, including contributions for particular programs/purposes and expenditures for special purposes, such as mini-grants.

Maintain files on all scholarships, both endowed and non-endowed, to include criteria, contributions, recipients, available distributions and balances in all funds.

Prepare letters of notification for recipients of Foundation scholarships.

Maintain database of scholarship recipients, notify recipients of the awards and secure copies of thank-you letters from recipients to donors.

Perform office duties to include preparation of correspondence and other documents, receptionist, filing, payroll and mail processes.

Prepare and distribute minutes of Board and committee meetings.

Maintain and keep current the Foundation Donor Board.

Other Important Functions:

Assist faculty, administrative staff and students with various support tasks including accessing computerized information.

Prepare travel requests and reimbursement forms; complete necessary registrations; confirm reservations.

Assist with the student registration process as necessary prior to each college quarter.

Record and distribute the minutes of regular staff or committee meetings as assigned.

May participate in the department or other assigned budget planning process; compile information and data; check and tabulate statistical data; prepare requisitions; monitor expenditures for assigned areas, coordinate purchasing activities as assigned.

Maintain, order and inventory office supplies and equipment.

May participate on various college committees and other institutional activities.

Schedule appointments and maintain department calendar.

Perform related duties and responsibilities as required.

QUALIFICATIONS

Knowledge of:

Principles and procedures of record keeping and accounting.

Basic principles of business letter writing and report preparation.

English usage, spelling, grammar and punctuation.

Modern office procedures, methods and computer equipment

Basic word processing methods, techniques and programs.

Basic mathematical principles.

Ability to:

Interpret and apply the policies and procedures of the function to which assigned.

Perform general secretarial and clerical activities including the maintenance of appropriate files and compiling information for reports.

Type and word-process at a speed necessary for successful job performance.

Respond to routine inquiries and requests for information.

Maintain effective audio-visual discrimination and perception needed for:

- making observations
- communicating with others
- reading and writing
- operating assigned equipment

Maintain physical condition appropriate to the performance of assigned duties and responsibilities, which may include the following:

- standing or sitting for extended periods of time
- operating assigned equipment

Communicate clearly and concisely, both orally and in writing.

Maintain mental capacity, which allows the capability of:

- making sound decisions and using good judgment
- exercising initiative in the completion of work
- maintaining confidentiality as appropriate
- answering questions
- demonstrating intellectual capabilities

Coordinate work assignments with others.

Work independently in the absence of supervision.

Establish and maintain cooperative-working relationships with those contacted in the course of work.

Experience and Training Guidelines-*Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:*

Experience:

One to two years of responsible secretarial or clerical and accounting experience involving public contact.

Training:

Minimum of associate's degree in accounting or related, relevant field.

REV: 9/16/04

Comment [SB:1]: Revised title based on email from John Upton dated 9/15/04 "Margaret Robison has requested that her position of Accounting Asst./Secretary be changed to Executive Secretary for the CFCC Foundation. I do not have a problem with that since it is still the same level and Margaret's level is similar to that of the Deans. We can use the same job description since the position does have some accounting responsibilities that make it somewhat different from the other Executive Secretaries.

Thanks,
John"

SECTION 2: PROCEDURES

Introduction

Procedures define the way the Foundation operates on a daily basis. Procedures are developed by the Foundation Executive Director with input from the Foundation staff and may be changed by the director to meet the needs of the Foundation. Policies are developed by the Executive Director and approved by the Foundation Board. Policies may only be changed by the approval of the Foundation Board as stated in the Bylaws.

The primary purpose of the Foundation office is to record, manage and facilitate gifts to the Cape Fear Community College Foundation, Inc. in support of the people and programs of the college. By serving as the gateway for all philanthropy to the college, the Foundation office maintains a complete giving history for donors to the CFCC Foundation, ensures that donors are appropriately acknowledged and maintains an accurate accounting of all gifts.

Methods of Giving

Monetary Gifts:

Cash and/or check The Executive Director receives all donations of gifts of monetary value. The Executive Director notifies the staff secretary who records the gift in Donor 2, prepares a deposit slip for the college business office, prepares thank-you letters and envelopes, makes file copies of all materials related to the gift, and deposits the gift in the business office by proper account code.

Securities Donors may make gifts of securities to the Foundation. When a donor indicates an interest in making such a gift, either the donor or the donor's broker contacts the Foundation office. At present, the Foundation has brokerage accounts at Solomon Smith Barney and at UBS Paine Webber.

To begin the transfer of ownership of securities, certificates are delivered by the donor or by his/her registered agent by hand or via certified or registered mail. Such transfers may be made by electronic means, as well, transferring information between the donor's broker and the college accounts. If needed, a stock power of attorney form signed by the donor and naming Cape Fear Community College Foundation, Inc. as transferee, is delivered or sent in a separate envelope using certified or registered mail.

When brokers are instructed by donors to transfer securities to the Foundation, the brokers are urged to contact the Foundation by telephone to alert the staff that such a gift is in process. At this point, instructions for the proper handling of the securities are clarified relative to the circumstances of the particular gift. Securities certificates are not issued in the name of the Foundation. Signed stock powers of attorney are required to effect the title transfer.

The broker will clarify the actual date of transfer of ownership, which is the date upon which the value of the gift for the donor is established. This value is established based on the average price (average of the high and the low value on that date) of the security per unit on the date of transfer. The donor receives credit for the full amount of the transfer. The Foundation absorbs any cost of the sale and transfer, as well as any loss in value between the date of transfer and the date of sale.

Donors advise the Foundation as to the disposition and the uses of income derived from the disposition of gifts of securities. The Executive Director clarifies the intent of the donor in conjunction with the donor and/or his/her broker.

It is standard practice for the Foundation to sell the securities upon receipt of ownership. Funds from the sale are used as closely as possible to carry out the donor's

intent. Gifts of securities are handled immediately by Foundation staff and are to be managed and acknowledged within 24 hours of transfer to the Foundation.

Payroll deduction Full-time CFCC employees may make contributions to the Foundation via payroll deduction. If they are interested, the employee should contact the Foundation office to set up a recurring deduction. The deductions occur every month for a pre-determined static amount. The amount can be changed, and the deduction can be stopped at any time by contacting the Foundation office. Annual fund deductions are set up to last for the duration of the fiscal year. All other gifts can be established for any duration, but not less than six months. When an employee has satisfied their pledge they are automatically contacted by the Foundation office and asked if they would like to continue with a new pledge.

Credit card Contributions may be made to the Foundation via Visa and Mastercard. The Foundation office must be provided with the name as it appears on the credit card, the credit card number and expiration date, and a contribution amount to process this type of gift. It is not necessary to be in possession of the credit card. This information is taken to the college business office for processing of the gift. All other procedures pertinent to acceptance of cash contributions to the Foundation apply. Extreme care is taken to assure security of donors' credit card information.

Pledges Donors may make pledges of future gifts to the Foundation. Pledges signify that full payment is expected at some point in the future and are recorded as such. Donors sign pledge cards to specify the amount of the contribution and expected payment dates. In addition, details of the pledge are outlined in the letter of acknowledgement for the gift. Because accounting standards require non-profit organizations to regard pledges in much the same manner as accounts receivable, a thorough understanding of donors' payment intentions/schedule is essential.

Written documentation is required when a pledge amount or payment schedule is modified. This may come in the form of a letter from the donor or a letter to the donor from a member of the Foundation staff. Pledge and gift amounts can be modified as long as the request is in writing. An exceptions to this rule are the yearly write-offs of annual fund pledges, corrections of errors made by the Foundation office, and personal contact by the donor.

Non-monetary:

Gifts-In-Kind Gifts-in-kind are donated tangible and intangible assets and property. The most frequent examples include art, books, equipment, automobiles, inventory, personal property, and other physical assets or materials that represent value. Other less frequent examples include real estate, notes, mortgages, limited partnerships, interests, royalty or copyright interests,

Typically, gifts-in-kind are the only non-monetary gift considered for gift recognition purposes. Gifts-in-kind must be reviewed with special care to ensure that acceptance will not involve financial commitments in excess of budgeted items of other obligations disproportionate to the usefulness of the gift. Consideration should be given to the cost of maintenance, cataloging, delivery, insurance, display, and any space requirements for exhibiting or storage. All gifts of real estate or unusual items of questionable value must be presented to and approved by the Executive Director of the Foundation prior to acceptance.

Gifts-in-kind are managed by the Assistant to the Executive Director. This person is responsible for receiving calls pertaining to donations to be given to the Foundation, gathering pertinent information about donated item, calling the appropriate instructor to see if item needed and calling the donor to either accept or reject the item. The donor is responsible for delivering the item to the college.

Upon delivery of the item to the Foundation and if the item is not titled, a letter of appreciation is sent by the college president to the donor. Also, the Executive Director of the Foundation writes the donor and includes the Foundation tax identification number.

The value of the donated item is established by the donor. If the value is more than \$5,000, the donor may pay for an independent appraisal of the item.

If item requires a transfer of title, the title is delivered to the Foundation along with the item, at which point the donor assigns title to the Foundation. A staff notary notarizes the transfer and the title is given to business office for safekeeping. The item is then insured and registration is requested from the appropriate regulatory agency.

When the item is sold, ads are placed with the local news media. The ads provide a description of the item and specify a minimum bid amount and closing bid date. Bid sheets are collected and held until bid opening day. Three employees of CFCC and the bidders are present at bid openings where the highest bidder is awarded the item. Money is received either by cashiers' check, certified check or money order. If appropriate, title is reassigned and given to highest bidder.

An accurate file is made on each donated item and is kept in the Foundation office. Each item is entered into the Foundation donor database. Also, monthly and annual reports are filed with the college business office. A report on in-kind contributions is delivered at each meeting of the Foundation board and the CFCC trustees.

Other in-kind contributions: There are several other forms of in-kind contributions. These include the following.

Out of Pocket Expenses. These are payments made by a donor to a vendor for material or services. This includes unreimbursed expenses paid by a person while volunteering. For example, the expenses incurred by a donor sponsoring a dinner party to promote Cape Fear Community College, Inc., is such a gift.

Services This term includes professional or personal services or time which are given freely and which can be valued easily by their usual market cost. Gift of services may be recognized by the Foundation, but are not generally recognized by the IRS as being tax-deductible. Examples of gift of services include the donation of broadcast time by a radio station or legal services by an attorney.

Limited Use of Private Property This category generally includes the right to the rent-free use of a home, office, piece of equipment or commercial property owned by a donor for a specific event for a specific period of time. Such gifts are occasionally recognized by the Foundation, but generally are not recognized by the IRS as being tax-deductible. Examples include the rent-free use of office space or the rent-free use of a vacation home to host an event.

Types of Gifts

Gifts to the Foundation are either restricted or unrestricted dependent upon donors' wishes and restrictions. Restricted gifts are those gifts that are designated for specific purpose. Unrestricted gifts are those gifts that are used at the discretion of the Foundation board and staff.

Restricted Gifts: Gifts to the Foundation that are restricted in use by the donor may include, but are not limited to, endowments, scholarships, faculty awards, faculty and staff mini-grants and other restricted uses.

Endowments Endowments are funds donated to the Foundation to be used as a source of income. An endowment gift is to be invested and held permanently for the income derived. The minimum amount to set up an endowment at the CFCC Foundation, Inc. is

\$10,000. The Foundation will use the March 31 market value in calculating the 4 percent spending policy on endowed funds. The spendable income generated by new endowed funds shall not be expended until 12 months following the establishment of the fund.

Scholarships Scholarships are established with gifts from donors to the Foundation and are either endowed or non-endowed. Criteria for awarding the scholarships are specified by the donor. Scholarships are awarded by the college financial aid office with guidance from the Foundation office.

Unrestricted: Gifts for which there is no stipulation as to purpose or use are unrestricted.

Honorary/Memorial Gifts Gifts may be made to honor someone or his/her memory. Such gifts are acknowledged by way of a letter to the donor and a card to the person or his/her family being honored/memorialized. A record of all honorary and memorial gifts is kept in the Foundation office.

Matching Gifts Many companies match charitable contributions made by their current or former employees or board members. The Foundation is eligible to receive matching gift donations. When a gift is made to the Foundation, the donor provides the appropriate matching gift form that is completed by the donor and by the Foundation staff. The Foundation sends the form to the appropriate company.

Named Gifts Named gifts to the Foundation are made in recognition for significant contributions. The Foundation maintains a list of named gift opportunities by which donors may specify buildings, portions of buildings or areas of the campus. Generally, named gifts are established by way of a contribution equal to 10 percent of the cost to create the area being named.

Faculty/Staff Mini-grants The Foundation awards up to \$25,000 annually in mini-grants to full-time faculty and staff at CFCC. Grants are awarded early in the fall semester. Grants are used for faculty and staff activities that support the teaching and learning process. Attendance at workshops and conferences is allowed; however, courses taken for academic advancement are not. A committee consisting of at least three members of the Foundation Board, and the Foundation Executive Director as a nonvoting member, reviews mini-grant applications and recommends to the full Board those proposals to be funded. All applicants are notified of the outcome of the selection process. Mini-grant funds should be expended prior to June 1 each year.

Acknowledgement of Gifts

Letters and Phone Calls Two letters are prepared by the Foundation secretary and are sent to donors. One letter is from the President of CFCC, thanking the donor for his/her gift if the gift is \$1,000 or more. The other letter is sent from the Executive Director of the Foundation for any gift and contains pertinent information for tax purposes. The Foundation staff informs the college president and asks that he make a personal "thank you" phone call to the donor if the gift is over \$5,000.

Receipts The letter from the Director of the Foundation acts as a receipt for the donor. This letter includes a description of the gift, its intended use if restricted and the monetary amount of the gift.

Timing Generally, gifts to the Foundation are acknowledged within 48 hours of their receipt in the Foundation office.

IRS Letter Letters are sent to donors when requested by the donor. Donors may use this as an official record for tax filing purposes.

Fiscal Year Gifts to the Foundation are received year-round. The fiscal year for the Foundation is July 1 through June 30. The fiscal year for donor tax records is January 1 through December 31.

Giving Clubs Names of donors to the Foundation are included on the donor board in the lobby of the General Administration Building according to the list of giving categories found below. Annual gifts in any of these categories lead to a listing on the donor board, as well as an invitation to the Foundation's annual appreciation event.

ORDER OF THE CAPE FEAR	cumulative gifts of \$10,000.00 or more
HERITAGE CLUB	\$10,000.00 and up in any given year
LEGACY CLUB	\$5,000.00 - \$9,999.99 in any given year
FOUNDATION CLUB	\$1,000 - \$4,999.99 in any given year
PRESIDENT'S CLUB	\$500.00 - \$999.99 in any given year
CONTRIBUTOR'S CLUB	\$250.00 - \$499.99 in any given year

Newsletters The college newsletter, The Signal, is distributed three times annually and includes news and information about the Foundation. The newsletter is prepared by the college information services office which maintains the schedule for its publication. The newsletter contains highlights of recent happenings and information about events at CFCC, as well as items about the Foundation.

Fund Drives

Campus Fund Drive One full-time staff person and one full-time faculty member are selected annually by the Executive Director of the Foundation to lead the Campus Fund Drive (CFD). Working with team leaders representing each area of the college, the co-chairs collect gifts to the CFD and urge faculty and staff to contribute. The CFD gets underway early in the fall semester and last two to three weeks.

Full-time employees may contribute to the CFC via payroll deduction. A minimum monthly payment of \$5.00 is required and the employee chooses how many months he or she wishes to have contributions drafted from his/her paycheck. Foundation staff informs the college payroll office of payroll deductions one month in advance of the first contribution being drafted.

All employees, both full-time and part-time, may contribute by check, cash or pledge. Also, employees may choose the fund into which their contributions will be placed.

Annual Fund Drive The Foundation conducts a drive each year to raise the majority of its operational funds for the year. This annual fund drive is chaired by the Vice Chair of the Foundation board. Members of the Foundation board are the primary volunteers for the campaign. Foundation board members, trustees and selected donors serve as team members who make contacts in the community to ask for funds for the Foundation and the college. The drive usually begins in the early fall and the direct solicitation portion of the campaign ends just prior to the end of the calendar year.

Miscellaneous

Ambassadors Student ambassadors are selected in the spring of each year to represent the college and the Foundation at a variety of events that are sponsored by CFCC and the Foundation. Those selected in the spring serve as ambassadors during the upcoming academic year. Candidates for ambassador complete the required application and are required to support the application with three letters of recommendation from faculty and staff of the college.

The Director of the Foundation solicits the help of faculty and staff in notifying students of the availability of ambassador positions and encouraging students to apply for the honor. The college pays for the tuition and fees for the semesters in which they serve in this role, as well as providing clothing for them.

A committee appointed by the Executive Director of the Foundation interviews the candidates for ambassador and recommends candidates to the executive director for selection. Orientation for new ambassadors is held during the summer.

Donor Appreciation Event A donor appreciation event is held in April each year in conjunction with the meeting of the Foundation board. This event is held to honor donors of \$250 or more and to provide the opportunity for donors to meet and get to know student scholarship recipients.

Merit Scholars Many outstanding local high school students want to attend CFCC. To assist them, the CFCC Foundation awards ten (10) full merit scholarships annually to deserving New Hanover and Pender County seniors who exhibit academic excellence. Each student receives an \$1,800.00 scholarship for his/her first year at CFCC which covers the full cost of tuition, fees and books for fall and spring semesters.

To qualify for a CFCC Merit Scholarship, a student must be a current high school senior; have applied for or been approved to enroll in a curriculum program at CFCC; submit a letter of recommendation from the high school principal, guidance counselor, or a high school teacher; and have academic potential as shown by high school grades, rank in class, and/or aptitude test results. Consideration is given to non-school activities, work record, community service, and association with the applicant's vocational field of interest. This scholarship is awarded without regard to race, color, creed, religion, sex, or national origin.

Completed applications are due in March of each year. A committee of Foundation staff and board members interviews candidates for merit scholarships and recommends ten finalists and up to five alternates to the full Foundation board for approval. Candidates are notified of the committee's decisions on or before May 1. Completed applications include statements of the student's career goals and his/her reasons for wanting to attend CFCC, a copy of the high school transcript and a letter of recommendation from a teacher, counselor or principal.

Donor Board The donor board is located in the lobby of the General Administration building. The minimum gift required for placement on the donor board is \$250. Donor names are organized according to the categories of giving/gift clubs. The donor board is updated on a quarterly basis by Foundation staff.

CPA Audit An audit of Foundation funds and records is conducted annually by an independent auditor chosen by the Foundation Board.

CFCC FOUNDATION BOARD MEMBER

The Board of Directors of the CFCC Foundation, Inc. is responsible and accountable to the organization's donors, constituents, and the community at large. Although the Board works through its committees and foundation staff, ultimate responsibility and accountability reside within the Board of Directors.

Every member of the Board of Directors has the following responsibilities:

To be strongly committed to the mission and goals of the Foundation

To be knowledgeable about the Foundation's operation and services.

To use knowledge, understanding and personal networks to spread the word about the Foundation

To respect the work and authority of the board

To be objective when evaluating the personnel, programs and policies of the Foundation

To ensure that all legal, regulatory and ethical requirements are fulfilled

To budget time and plan ahead in order to attend the quarterly Board meetings and committee meetings to which one is appointed

To accept and discharge specific responsibilities, either on committees or within the general work of the Board

To give an annual personal gift to the extent of his/her ability

To recommend others who can serve on the Board and/or committees

To help identify and cultivate prospective donors

Attend fund-raising events

To be constantly alert for opportunities to further the mission and goals of the organization.