

A PLAN TO ESTABLISH A FOUNDATION
AT RANDOLPH TECHNICAL COLLEGE

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by

Dr. Larry K. Linker
Executive Vice President

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INTRODUCTION

The purpose of this plan is to provide the Board of Trustees with adequate information to develop and establish a foundation at Randolph Technical College. A foundation is an organization to secure non-tax funds in support of the College as a part of the total resource development program. Certain policies had to be developed in order to initiate a foundation. Articles of incorporation and bylaws are considered essential to the developmental process. Part I of this plan contains Articles of Incorporation and Bylaws that were developed after thorough study and evaluation. They will provide adequate direction to the establishment of a successful foundation.

Part III of this plan contains pertinent operational guidelines. They are based on activities which tend to make a community college foundation successful. The guidelines were designed to give the Board of Trustees direction in establishing a foundation which will become successful. The operational guidelines are based on information gained from successful community college foundations and from information contained in the literature.

A Plan To Establish A Foundation At Randolph Technical College is a brief report or the product of a rather in-depth research project regarding the establishment of a foundation. For Trustees or others who would like to study the establishment of a foundation in-depth, a copy of a Major Applied Research Project report is available in the office of the Executive Vice President.

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ARTICLES OF INCORPORATION

of

RANDOLPH TECHNICAL COLLEGE FOUNDATION, INC.

A Non-Profit Corporation

WE, THE UNDERSIGNED natural persons of the age of twenty-one years or more, acting as the incorporators for the purpose of creating a non-profit corporation under the laws of the State of North Carolina, as contained in Chapter 55A of the General Statutes of North Carolina, entitled, "Non-Profit Corporation Act," and the several amendments thereto, do hereby set forth the following Articles of Incorporation.

ARTICLE I

Name, Duration

- A. The name of the corporation is Randolph Technical College Foundation, Inc.
- B. The period of duration of the corporation shall be perpetual.
- C. The address and initial registered office of the corporation shall be as follows:

Randolph Technical College
629 Industrial Park Avenue
P. O. Box 1009
Asheboro, Randolph County, North Carolina 27203
- D. The name and title of the initial registered agent of the corporation at the above address is Larry K. Linker, Executive Vice President.

ARTICLE II

Purpose

A. The purposes for which the corporation is organized are to aid, strengthen and further in every proper and useful way the work and services of Randolph Technical College, and to develop and utilize the ties of interest, sympathy, and affection existing between the College and its alumni and friends throughout the State and the Nation.

B. The corporation is organized and shall be operated exclusively for the educational purposes set forth in the preceding paragraph, and in furtherance thereof it is authorized to accept, hold, administer, invest and disburse such funds and properties of any kind or character as may from time to time be given to it by persons or corporations, absolutely or in trust, as the case may be, and in general do all things that may appear necessary and useful in accomplishing these purposes. All of the assets and earnings of the corporation shall be used exclusively for educational purposes as hereinabove set forth, including the payment of expenses necessarily incident thereto, and no part of such assets shall inure to the benefit of any employee, officer, or member of the corporation or any other individual, except in payment of reasonable compensation for services actually rendered or expenses necessarily incurred.

C. In the event of dissolution, the residual assets of the organization will be turned over to one or more organizations which themselves are exempt as organizations described in sections 501(c)(3) and 170(c)(2) of the Internal Revenue Code of 1954 or corresponding sections of any prior or future law, or to the Federal, State, or local government for exclusive public purpose.

ARTICLE III

Membership

The membership of the corporation shall be composed of fifteen (15) members. The initial membership of the corporation shall be determined as hereinafter set forth. Provided, the membership of the corporation shall at all times include the following:

- (1) The President of Randolph Technical College;
- (2) The Chief Fiscal Officer of Randolph Technical College;
- (3) The Chairman of the Board of Trustees of Randolph Technical College;
- (4) The Chairman of the Resource Development Committee of the Board of Trustees of Randolph Technical College.

In addition to the persons designated in Sections (1) through (4) above, the membership of the corporation shall be composed of eleven (11) members who shall be designated by the Board of Trustees of Randolph Technical College. One of the eleven members shall be elected by the membership to serve as President of the corporation.

ARTICLE IV

Initial Directors

The number of members constituting the initial Board of Directors shall be four (4) and the names and addresses of the persons who are to serve as Directors until the first meeting of the corporation or until their successors are elected and qualified are:

1. Mr. M. H. Branson
Randolph Technical College
P. O. Box 1009
Asheboro, North Carolina 27203

2. Dr. Larry K. Linker
Randolph Technical College
P. O. Box 1009
Asheboro, North Carolina 27203
3. Mr. J. W. Plummer
1301 North Fayetteville Street
Asheboro, North Carolina 27203
4. Mr. Bill J. Lawrence
Route 3, Box 692
Randleman, North Carolina 27317

ARTICLE V

Powers

In addition to the powers granted corporations under the laws of the State of North Carolina, the corporation shall have full power and authority to, and it shall be its duty to, hold and apply the corpus and income of any donation, grant, devise or bequest, or any part thereof, in such manner as may have been stipulated or provided in the instrument creating such donation, grant, devise or bequest. Unless otherwise specifically provided in such instrument, the corporation shall have authority to sell, mortgage, pledge, lease or exchange all or any part of the real or personal property or funds of the corporation, at such prices and upon such terms and conditions as it may deem best, and may invest and reinvest its funds in any such loans or securities, or in any such real or personal property, as it may deem suitable for the investment of trust funds, although such investments are not approved as investments for trustees under the laws of North Carolina.

The corporation shall have full power and authority to purchase, lease, accept as gift, bequest or devise, or otherwise acquire, any

real or personal property to be held, administered, or used by any way whatsoever for the benefit of Randolph Technical College or to assist the College in the fulfillment of its educational purposes; and to that end the corporation shall have the full power and authority to hold, own control, handle, administer, or operate any such real or personal property, including the operation of any business connected with or incident to the ownership or control of such property, and to sell, lease, pledge, mortgage, exchange, or otherwise dispose of any such property at such prices and upon such terms and conditions as it may deem best.

ARTICLE VI

Conduct of Affairs

The affairs and business of the corporation shall be conducted by a Board of Directors which shall consist of the membership of the corporation. The initial Board of Directors shall conduct the affairs and business of the corporation until such time as eleven (11) members of the corporation have been designated, at which time the rights, powers, duties and obligations of the initial Board shall terminate and it shall cease to exist.

IN TESTIMONY WHEREOF, we have hereunto set our hands, this

26th day of October, 1979 A.D.

1. *W. J. Branson*
2. *Larry K. Linker*
3. *J. W. Plumme*
4. *Bill J. Lawrence*

STATE OF NORTH CAROLINA

COUNTY OF RANDOLPH

This is to certify that on the 26th day of October, 1979 A.D., before me, a Notary Public in and for the above named County and State, personally appeared M. H. Branson, Larry K. Linker, J. W. Plummer, and Bill J. Lawrence, who, I am satisfied, are the persons named in and who executed the foregoing Articles of Incorporation, and I, having first made known to them the contents thereof, do certify that they did each acknowledge that they signed and delivered the same as their voluntary act and deed for the uses and purposes therein expressed.

In testimony whereof, I have hereunto set my hand and official seal, this the 26th day of October, 1979 A.D.


Notary Public

My Commission Expires: June 22, 1981

BYLAWS

RANDOLPH TECHNICAL COLLEGE FOUNDATION, INC.

P. O. Box 1009
Asheboro, North Carolina 27203

PREAMBLE

In order to more effectively accomplish, promote, and perpetuate the policies, goals, and ideals of Randolph Technical College and through such action to broaden the base of equitable and accessible educational opportunity to the people of Randolph County and surrounding areas, the Randolph Technical College Foundation, Inc. has been established and duly chartered by the State of North Carolina.

Such Foundation shall exist for those purposes as prescribed in its Articles of Incorporation and shall conduct its affairs within the framework of the ensuing set of Bylaws.

BYLAWS
RANDOLPH TECHNICAL COLLEGE FOUNDATION, INC.
(A Non-Profit Corporation)

ARTICLE I

BOARD OF DIRECTORS

SECTION 1. The members of the Board of Directors of this Corporation shall be selected and the size of the Board of Directors shall be determined in accordance with Articles III and IV of the Corporation's Articles of Incorporation.

ARTICLE II

MEETINGS OF DIRECTORS

SECTION 1. The annual meeting of the Board of Directors of the Corporation shall be held at the office of the Corporation or at such other place as the President of the Corporation may designate on the last Thursday in February of each year. Special meetings may be held as determined from time to time by the Directors and may be called by the President of the Corporation at any time. A special meeting shall be called by the President of the Corporation upon the request of any three directors. If, for any reason, the annual meeting of the Board of Directors shall not be held on the day hereinbefore designated, such meeting may be called and held at a special meeting, and the same proceedings may be had thereat as at an annual meeting.

SECTION 2. At any meeting of the Board of Directors, a majority of the membership of the Board of Directors shall constitute a quorum.

SECTION 3. Notice of annual and special meetings by the Board of Directors shall be given to each Director personally by mail to his last known address at least ten (10) days prior to the time of the meeting.

ARTICLE III

POWERS AND DUTIES OF DIRECTORS

SECTION 1. The business, property and affairs of this Corporation shall be managed by the Board of Directors.

SECTION 2. The Board of Directors shall have full power and authority to alter or amend the Articles of Incorporation of this Corporation, and shall likewise have full power and authority to make, alter, amend or repeal any and all Bylaws of the Corporation.

SECTION 3. The Board of Directors at the annual meeting shall elect by ballot a President, a Vice-President, and a Secretary who does not have to be a Director. The Chief Fiscal Officer of Randolph Technical College shall serve as Treasurer. The President, the Vice-President, and the Secretary shall hold office for one year and until their successors are elected and qualified. All vacancies among the officers of the Corporation shall be filled as soon as practicable by the Board of Directors at any regular or special meeting of the Board of Directors.

SECTION 4. The Board of Directors may appoint and employ agents, employees, or representatives as in the judgment of the Directors shall be necessary to carry on the work of the Corporation, prescribe the duties of such officers, agents and employees, fix their compensation, and may dismiss any appointive officer, agent, or employee without previous notice.

SECTION 5. There shall be an Executive Committee composed of three members, one of whom shall be the President of the Foundation serving as President of the Executive Committee, the other two may be either Directors or officers of the Foundation. The term of office for members of the Executive Committee shall be one year.

SECTION 6. The Board of Directors may require any officer, agent or employee to file with the Corporation a satisfactory bond conditioned for the faithful performance of his or its duties.

SECTION 7. In addition to the Executive Committee, other standing or temporary committees may be appointed by the Board of Directors from time to time, and the Board of Directors may invest such committees with such power as it may see fit, subject to such conditions as may be prescribed by the Board. All committees so appointed shall keep regular minutes of the transactions of their meetings and shall cause them to be recorded in Books kept for the purpose in the office of the Corporation, and shall report the same to the Board of Directors at its next meeting.

SECTION 8. The affirmative vote of the majority of a quorum of the Board of Directors shall be necessary and sufficient at any meeting to authorize any action of the Directors. Written records setting forth all action taken at any meeting of the Directors and the voting thereon shall be kept in a permanent Minute Book of the Directors.

ARTICLE IV

POWERS AND DUTIES OF OFFICERS AND AGENTS

SECTION 1. The President of the Corporation shall preside over all meetings of the Board of Directors, and shall be an ex-officio member of all standing committees. He shall have the general management and supervision of all the affairs and business of the Corporation, shall see that all orders and resolutions of the Board are carried into effect and shall execute all deeds, contracts, agreements, transfers, and such other instruments as may be ordered by the Board of Directors.

SECTION 2. In the event of the absence, inability or death of the President of the Corporation, the Vice-President shall have all the powers and perform all of the duties of the Chairman until the vacancy is filled.

SECTION 3. The Secretary shall preserve in Books of the Corporation true minutes of the proceedings of all meetings of the Board of Directors. He shall be the custodian of the common seal of the Corporation and shall attest the same when affixed by order of the Board of Directors. He shall perform such other duties as may be delegated to him by the Board of Directors or by the Executive Committee.

SECTION 4. The Treasurer shall collect, receive, and hold the money of the Corporation, and shall have custody of all funds, securities, and properties of the Corporation and shall keep in Books belonging to the Corporation full and accurate accounts of all receipts and disbursements; he shall deposit all monies, securities, and other valuable effects in the name of the Corporation in such depositories as may be designated for that purpose by the Board of Directors. He shall disburse the funds of the Corporation as he may be ordered by the Board of Directors, and shall render to the President and Directors at the regular meetings of the Board, and whenever requested by them, an account of all his transactions as Treasurer and of the financial condition of the Corporation. He shall make such new investments, or alter such investments as the Board of Directors of the Executive Committee may by lawful order direct.

SECTION 5. The Executive Committee shall have and exercise the authority of the Board of Directors and the management of the business of the Corporation between the meetings of the Board of Directors, including the power to authorize the making and altering of investments; provided, however, that the said Executive Committee shall have no power to elect officers, or to alter or amend the Certificate of Incorporation or the Bylaws of this Corporation, or to authorize or direct the disbursement of any funds except for the purpose of deferring necessary expenses of the Corporation or for investment purposes.

ARTICLE V

SELECTION AND ELECTIONS

SECTION 1. Members or Directors shall be selected by the Randolph Technical College Board of Trustees at their January meeting. Selection of the Directors shall be by ballot. The appointment of Directors shall be for a one year period, which coincides with the annual meetings of the Corporation. Directors may be reappointed to serve consecutive terms. Any vacancy occurring during the appointed term will be filled by the Chairman of the Board of Trustees. With respect to the selection of Directors, Articles III and IV of the Corporation's Articles of Incorporation shall be complied with.

The election of officers among the Directors shall be held by ballot during the annual meeting held on the last Thursday in February of each year.

ARTICLE VI

GIFTS AND DONATIONS

SECTION 1. Any person making gifts to the Randolph Technical College Foundation, Inc., may designate the object or objects for which the gift shall be administered and distributed, which shall be known as a designated gift, or any person may make his gift to the Foundation without designation, specification, condition, or limitation, which shall be known as an undesignated gift.

SECTION 2. In the case of designated gifts, the Corporation shall follow the directions, specifications, terms and conditions of the instrument of gift; provided, however, that if any object or purpose for which any gift is made fails or becomes impossible of performance, or if it is unanimous opinion of all the Directors of this Corporation that any object or purpose for which any gift or donation is made has ceased to be beneficial and to the best interest of the Randolph Technical College Foundation, Inc., then, and in either event, such gift or donation shall cease to be held and administered for such specific, designated purpose, and shall thereafter be held and administered by the Corporation for a kindred purpose or as an undesignated gift or donation.

SECTION 3. Undesignated gifts made to the Corporation may be added to and merged with other undesignated gifts held by the Corporation, and the funds and properties so merged may be held and administered by the Corporation as a single trust estate; or if the Board of Directors of the Corporation deem best or the gift or donation so specifies any undesignated gift may be held and administered by the Corporation as a separate trust estate. The income from all undesignated

gifts shall be used by the Corporation for the benefit of the Randolph Technical College Foundation, Inc., in furtherance of such of the objects and purposes specified in Article II of the Articles of Incorporation as may be selected and decided upon by the Board of Directors; provided, however, that the Corporation in its discretion may retain and accumulate any portion or all of the income from undesignated gifts for such time and in such manner as it may deem best, and thereafter may use and dispose of all or any part of such accumulated income for the benefit of the said Randolph Technical College Foundation, Inc., as aforesaid, or may convert all or any part of such accumulated income into principal funds in the same manner as if such accumulated income had been given to the Corporation as an undesignated gift.

ARTICLE VII

MANAGEMENT OF FUNDS

SECTION 1. All necessary operating expenses of the Corporation shall be paid out of income from the property donated to and held by the Corporation, including property donated to and held by the Corporation for specific designated purposes, and no part of the operating expenses of the Corporation shall be paid out of principal of funds and properties held by it; provided, however, that if any gift or donation is made to the Corporation, for the specific purpose of defraying its operating expenses and such gift or donation authorizes the Corporation to use a part or all of the principal or donation for this purpose, the Corporation may use the principal, to the extent authorized in the gift or donation for the purpose of defraying necessary operating expenses.

SECTION 2. No part of the principal of any gift or donation shall ever be consumed or expended by the Corporation unless such use of principal is specifically authorized by the gift or donation, and then principal may be consumed or expended by the Corporation only to the extent specifically authorized by such gift or donation; provided, however, that this shall not be construed to prevent the Corporation from selling, transferring or conveying any property for the purpose of the investment.

SECTION 3. Necessary operating expenses in excess of \$200 may be made only upon the written order of the Executive Committee. Checks drawn upon the Corporation shall be signed by the Treasurer and countersigned by either the President or Vice-President of the Corporation.

SECTION 4. No loan of any funds of the Corporation for the purpose of investment shall ever be made to any Director of the Corporation, or to any member of the immediate family of the Director, or to any business or corporation which is owned or controlled by a Director of this Corporation or a member of his immediate family or to any business or corporation in which a Director of this Corporation or his immediate

family is substantially interested financially; and no distribution of corporate funds, whether in the form of gifts, loan, donation, or scholarship to any student of Randolph Technical College shall ever be made to any Director of this Corporation or to any member of the immediate family of any Director.

SECTION 5. The fiscal year of the Corporation shall begin on the first day of January in each year, unless otherwise provided by the Board of Directors.

ARTICLE VIII

AUDITS

SECTION 1. The Books of the Corporation and of its fiscal agent may be audited annually as directed by the Board of Directors.

ARTICLE IX

AMENDMENTS

SECTION 1. Amendments to the Articles of Incorporation or to these Bylaws can be made by the Board of Directors in regular meeting assembled, either annual or special, and if special, then the purpose of the meeting with the proposed amendment or amendments must be stated in the call; provided, however, the vote of a majority of the Directors in office shall be required to amend the Articles of Incorporation.

Adopted by the initial Board of Directors this 26th day of
October, 1979 A.D.

1. Bill J. Lawrence
2. Larry J. Luke
3. J.W. Plummer
4. J.H. Pearson

OPERATIONAL GUIDELINES

Operational Guidelines are the activities or directions that tend to make a foundation successful. These Guidelines have been developed to assist the Board of Trustees and the Administration in establishing a successful foundation. They are presented in outline format with a narrative explanation to assist in interpretation.

1. The Board of Trustees is charged with the responsibility of total resource development and a foundation can be a vehicle to accomplish part of this responsibility.

The primary purpose of a community college foundation is to provide an alternate vehicle for contributions of funds to support activities and programs at the college that are not being funded through traditional resources. A secondary purpose of establishing a foundation is public relations. The involvement and input from the community tends to strengthen the entire program of the college. Even though the Department of Community Colleges System is primarily dependent upon tax support from State and County levels, it does not preclude the possibility of private support. A foundation can provide that "margin of excellence" that the college should strive to achieve. Approximately fifty to sixty percent of the colleges within the Department of Community Colleges System now have a foundation.

2. The President of the College and other selected top administrators should be actively involved with the foundation.

By virtue of the position, the Chief Administrative Officer must be in active support of the foundation. Some Presidents become active

fund-raisers while others choose more of a public relations role. Regardless of the direction, the Board of Trustees should encourage and recognize the role of the President with the foundation as being part of the job requirements. Other top administrators of the college should have their responsibilities to the foundation clearly determined by either the President or the Board of Trustees.

3. A foundation should be controlled by a Board of Directors separate and apart from the Board of Trustees.

The community college foundation should be formed and organized at what is commonly referred to as "an arm's length relationship" with the college. It is formed as a non-profit organization under the Internal Revenue Service Code 501-C(3) and has an adopted set of bylaws for governance. The role of the Directors is to promote the activities of the foundation. The Board of Trustees is concerned with the policy-making procedures for the college. Both the Trustees of the college and the Directors of the foundation have specific duties to perform. When these duties are adequately defined, there is no conflict between the two groups.

4. The size of the Board of Directors for a community college foundation should be twelve to fifteen in number.

A community college foundation can be effectively managed with twelve to fifteen members. Large colleges may require more Directors but usually incur difficulty in attempting to get a majority present at meetings. While the number of Directors on the Board is not nearly as important as the type of individuals, the Board should be manageable and of an appropriate size that relates to the community base.

5. The proper selection and composition of the Board of Directors is critical to the success of a foundation.

One of the most important elements in establishing a foundation is to secure the appropriate persons for the Board of Directors. It is important to have positive, influential people who either have money or have access to money and have credibility in the community. The Directors must lend their personal prestige to the college operations and activities. An authority at one institutional foundation stated that a rule of thumb is that a potential Director must possess 2 of the 3 W's -- "Work, Wisdom, and Wealth." Which 2 of the 3 is irrelevant; as long as the potential Director possesses 2, he should make a good member of the Board. It is also important that a Director not have inherent conflicts of interest with other fund-raising activities.

The composition of the Board of Directors is also an important factor. Normally, the Chairman of the Board of Trustees and one additional member of the Board of Trustees should be appointed to the Board of Directors in order to provide continuity and liaison between the foundation's Board of Directors and the College's Board of Trustees. The President and one other top administrator, such as the Resource Development Officer, should hold office for as long as they continue their professional positions at the college. The remainder of the Board should be community personnel, and that should not involve more than two people from each business segment of the community. It is also of importance to select persons from both the formal and informal power structure of the community.

6. The foundation's Board of Directors should have a sound organizational structure.

Any organization needs a defined structure in order to be effective. The Board of Directors of a foundation usually elects a President, Vice-President, Secretary, and Treasurer. The bylaws of the foundation should define the role and responsibilities of each officer. It has also been found that an executive committee of the Board of Directors can be extremely beneficial in carrying out assigned responsibilities. These responsibilities should be clearly defined in the bylaws. The utilization of an executive committee can prevent the need for frequent meetings of the Board of Directors.

7. The purpose of the foundation should be clearly defined and the foundation activities must be properly planned.

A common pitfall of the community college foundation is having vague and unclear statements of purpose. Each Director must have an understanding of the role of the foundation and what it should accomplish. Activities should be planned on an annual basis and specific goals and objectives should be established. Only through a sound and properly organized "program of work" can a community college foundation be successful.

8. Clientele for donations must be selected after careful study.

Pre-selection of prospective donors is imperative. Supporters of community college foundations vary from community to community. Some of the foundations rely on wealthy individuals while others contact businesses, industries, and large corporations. The community college foundation differs tremendously from its university counterpart in that

alumni have proven to be very small contributors. Personal contact is considered the most effective means of obtaining donations. Therefore, clientele should be carefully selected and the "right person" assigned to make the contact for a donation.

9. Community college foundations must establish a budget for operation.

Studies show that it is necessary for community college foundations to spend money in order to raise money. In fact, one study reveals that the foundation that spends the most money also raises the most money. The primary purpose of a community college foundation is to raise money for the college. However, it must be accepted that the foundation itself must have adequate operational funds in order to become successful in the fund-raising activities.

10. The development and organization of a community college foundation require time if the foundation is to be a success.

The development and organization of a community college foundation require time and hard work. The type of support that a college must have in order to advance with such an activity cannot be achieved with sporadic planning and attention. A successful foundation requires the full support of the Board of Directors and institutional personnel who are involved. Patience and sound planning in the developmental process will have long-lasting effects of a successful community college foundation.

As previously stated, operational guidelines are activities or directions that tend to make a foundation successful. The foregoing list of guidelines is not comprehensive, but rather, are key points determined by research to assist the Board of Trustees of Randolph Technical College in establishing a foundation.

W. Harvey Sharron, Jr., Dean of Development at Sante Fe Community College in Florida, is a consultant on foundations and has assisted many community colleges in developing and organizing their foundations. This Plan will conclude with a list of "Do's" and "Don'ts" written by Sharron to assist in the development and organization of a community college foundation. Sharron states:

After a careful examination of more than thirty-six (36) successful multi-campus and single-campus community college foundations, there are some generalizations that can be stated simply as "do's" and "don'ts". The most effective community college foundations would enumerate the following as "DO'S":

1. The foundation's approach and style should be low-key;
2. The board of directors should utilize personal contacts (rather than letter or telephone) with potential donors;
3. The board of directors should serve as a "committee of the whole" in all fund-raising activities;
4. Each member director should be assigned to contact a minimum of ten to twelve potential donors or friends for most campaigns;
5. Most fund-raising campaigns should be well planned with a minimum lead time of six months;
6. All board of directors' meetings should deal with substantive items and policy decision rather than just administrative detail which can be handled by the executive committee;
7. In approaching donors--either individuals or businesses--always ask for amounts of \$1,000, \$500, or \$250;
8. The board of directors should always have both male and female members;
9. All foundation activities should be specific rather than general in nature; people and corporations give money to specific causes;
10. The foundation's initial activities should be realistic and goals or activities desired should be attainable especially for the first two years. (For example, a new board should attempt a major project of \$50,000 or more very reluctantly as its first project);
11. The first activities of the board should be people-oriented: student scholarships, student financial aid matching monies, faculty merit awards, faculty appreciation luncheons or parties, community appreciation days, library books or special collections, cultural programs such as art festivals, performing arts series, and art galleries;

12. The college and/or foundation should utilize the services of an outside consultant who is expert in the development of community college foundations rather than university or hospital foundation personnel.

Some of the major problems that have resulted in the community college foundation's failure and inactivity can be classified as "DON'TS":

1. Political figures on the city, county, state, or national level should not be appointed to the board of directors;
2. The business officer of the institution should not be appointed to the board;
3. Faculty members and/or students should not be members of the board of directors. (They may serve on advisory committees to the board especially in academic personnel, equipment, special projects, and alumni matters.);
4. No more than two lawyers should be appointed to the board;
5. Only one or two of the bank and financial institutions' presidents should be appointed to the board;
6. Do not ask the foundation to begin a \$500,000 or one million dollar campaign as its first project;
7. A capital campaign is not recommended in the developing first three years of the foundation's existence;
8. Do not ask the foundation to support an athletic scholarship or activity program as its initial activity or within the first two years;
9. Do not accept all gifts immediately; cash, yes, but real property should be thoroughly investigated;
10. Do not ever place an appraised or otherwise value on any gift. (Have a qualified professional do this if necessary);
11. The president of the institution should not have signature authority for writing checks or disbursing funds;
12. Do not ignore other universities or colleges in the area; they are not competition. If such institutions have a good history, then the potential donors and the community have been educated that it is proper, essential, and good to contribute time and money in behalf of the community college that serves them;
13. Do not invest foundation funds in the stock market but in U.S. Treasury notes, certificates of deposit, and local long-term savings accounts. Be conservative and maintain the principal and assets and spend the earnings;
14. Do not use consultants¹ to assist in the fund-raising activities on the local level.

¹W. Harvey Sharron, Jr., The Development and Organization of the Community College Foundation, Resource Paper No. 18 (Washington, D.C.: National Council for Resource Development, 1978), pp. 6-8.

