University of Victoria

Fundraising Policy

University Policy No.: ER4110
Classification: External Relations
Approving Authority: Board of Governors
Effective Date: October 2026
Supersedes: NEW
Last Editorial Change:
Mandated Review: October 2033

Associated Procedures: Procedures for Fundraising

PURPOSE

1.00 The purposes of this policy are to ensure that:

(a) Fundraising Activities are supported and carried out through a coordinated partnership model;
(b) all Fundraising Activities are in alignment with strategic goals and values as articulated in University and institutional plans and compliant with legal and regulatory requirements;
(c) the University maintains transparent, ethical and positive relations with Donors;
(d) the University maintains direction and control over Gifts that result from Fundraising Activities aligned with the University's charitable purposes.

DEFINITIONS

2.00 For the purposes of this policy:

Charitable Activities are activities carried out by the University in furtherance of its purposes as set out in the University Act (British Columbia) and recognized as charitable purposes under the Income Tax Act (Canada) and Canada Revenue Agency (CRA) guidelines.

Donor means any individual, organization, corporation or entity that provides a Gift to the University.

Donor-Designated Funds are University funds that hold Gifts for which the Donor has identified a purpose at the time the Gift is made. Donor-Designated Funds include restricted funds, stated-purpose (or internally designated) funds, and unrestricted funds, and are administered in accordance with Donor intent, the University's Charitable Activities, and applicable legal and regulatory requirements.

Fundraising Activities means any activity intended to solicit a Gift to the University (or a University Unit). Fundraising Activities include, but are not limited to, personal solicitations of Donors, fundraising events, research grant applications for non-contractual research from private sector funders, and print, digital or telemarketing campaigns designed to solicit donations or philanthropic support. Fundraising Activities do not include contests, transactions for the purchase of goods and services, gaming, government funding, sponsorships, sponsored research or other non-philanthropic grants. If uncertainty exists, the activity must be reviewed by the Alumni and Development Office prior to initiating.

Gift is defined as a voluntary donation or transfer of property without direct benefit to the Donor or any specific individual or property, and which qualifies as a charitable gift under the Income Tax Act (Canada) and Canada Revenue Agency (CRA) guidelines.

Sponsor is the administrative leader (e.g. a Vice President or Associate Vice President) or academic leader (e.g. a Dean or Director) for the Unit and/or the University Community Member who is seeking permission to undertake Fundraising Activities and who is responsible for the appropriate oversight, management and supervision of the expenditure of associated Donor-Designated Funds, in accordance with Donor intent, University policies, and applicable legal and regulatory requirements.

Unit means academic, research, or administrative areas at the University, including but not limited to: faculties, divisions, departments, schools, offices, centres, and the University's libraries.

University Community Members include:

(a) credit and non-credit students, including distance students and continuing education students;
(b) employees (faculty, librarians, and staff);
(c) any person holding a University appointment whether or not that person is an employee;
(d) post-doctoral fellows;
(e) all persons who are employed under contracts with University faculty members as the employer and who provide research or administrative services directly supporting faculty members' research activities;
(f) visiting researchers;
(g) anyone contractually required to abide by University policies;
(h) anyone volunteering with a University program or activity;
(i) members of the Board of Governors and Senate; and
(j) anyone acting on behalf of the University as intermediaries to carry out Charitable Activities.

SCOPE

3.00 This policy applies to all Units, University Community Members and anyone conducting Fundraising Activities on behalf of the University. This policy does not apply to proposal writing for government research grants or funded research contracts whereby the funder benefits directly from the sponsored research.

POLICY

4.00 The University is a registered charity and welcomes Gifts that support its charitable purposes, and strategic and institutional plans.

5.00 All Fundraising Activities undertaken on behalf of the University are expected to align with the University's mission, values, and strategic priorities.

6.00 The University has an ethical responsibility to every Donor. The University is committed to undertaking Fundraising Activities in accordance with the highest standards of accuracy and integrity, in accordance with professional fundraising codes of ethics, and with sensitivity and respect for Donors.

7.00 Under the authority of the Associate Vice President Alumni and Development, the Alumni and Development Office is responsible for:

(a) the strategic planning of Fundraising Activities;
(b) developing procedures and processes to ensure that Donors are approached in a coordinated, consistent, and ethical manner;
(c) ensuring Fundraising Activities are conducted in a manner that uses Gifts exclusively for the University's Charitable Activities;
(d) issuing tax receipts in accordance with its charitable status and CRA guidelines.

8.00 All funds raised in support of the University's Charitable Activities must be processed through the Alumni and Development Office, unless an alternative processing arrangement has been approved by designated Development Office staff.

9.00 All funds raised must be deposited to a University financial account associated with a Donor-Designated Fund that reflects the purpose of the Gift and aligns with the approved Fundraising Activity.

10.00 No Fundraising Activity may confer a personal benefit to any individual or private entity beyond incidental recognition consistent with CRA guidance, the Alumni and Development office's practices and/or the Naming of Facilities and Physical Assets Policy (BP3100).

11.00 All Fundraising Activities (including websites, email, social media, and third-party platforms) must:
(a) comply with privacy legislation and the Protection of Privacy Policy (GV0235);
(b) ensure secure handling of Donor information and payments.

12.00 Fundraising materials, both digital and print, must comply with CRA guidelines, fundraising best practices and relevant university policies, and must align with UVic brand guidelines.

Approval of Fundraising Activities and Priorities

13.00 The President is the final approval authority for the University's Fundraising Activities and priorities. The President may delegate the responsibility for Fundraising Activities and priorities to administrative leaders (e.g. a Vice President) and academic leaders (e.g. a Dean) as noted in the Procedure to this Policy.

Reporting

14.00 The Vice-President, External Relations is responsible for reporting to the Board of Governors on Fundraising Activities and priorities.

Fundraising by Units and University Community Members

15.00 The University acknowledges that various Units and University Community Members have interests in Fundraising Activities to advance their specific goals and objectives. Units and University Community Members considering Fundraising Activities must have the proposed activity approved by a Sponsor and endorsed by a Director of Development prior to contacting prospective Donors or Donors with requests or releasing fundraising materials.

16.00 Individual faculty efforts to secure Gifts for research are encouraged and supported. Faculty members contemplating philanthropic research funding from individuals, private family offices, foundations, non-profit organizations, charities and corporations must consult with the Unit's designated Development Office staff, before discussions with

prospective Donors progress beyond exploratory conversations, to identify existing campus relationships or active solicitations, and to ensure adherence to all applicable University policies.

17.00 Endorsement from, and consultation with, Alumni and Development Office staff is necessary to:
(a) ensure approaches to Donors are strategic, coordinated, and consistent with the approved goals and strategic and/or academic priorities of the University;
(b) ensure the Donor's and the University's interests are safeguarded;
(c) avoid duplicate or conflicting approaches to Donors and to protect Donor relationships;
(d) Fundraising Activities are conducted in a way that ensures Gifts are used exclusively for, and aligned with, the University's Charitable Activities.
(e) ensure the University accurately reports and maintains commitments made to its Donors;
(f) ensure compliance with this policy, and all legal and regulatory requirements.

18.00 If the Fundraising Activity is intended to solicit a Gift in support of research, the budget must consider the negotiated or approved indirect costs rates listed in the Indirect Costs of Research Policy (FM5400).

19.00 If the approved Fundraising Activity is likely to result in the University transferring Gifts to intermediaries for the purpose of carrying out Charitable Activities on the University's behalf, the transfer must be governed by a written agreement that:
(a) identifies the charitable purpose and scope of activities as these relate to the University's Charitable Activities;
(b) sets out reporting and record-keeping requirements;
(c) includes financial accountability provisions and audit/inspection rights;
(d) requires compliance with applicable laws and CRA requirements; and
(e) provides for termination or suspension if compliance is not met.

20.00 The Associate Vice President, Alumni and Development or delegate maintains a list of approved fundraising digital platforms and mechanisms. Any new platform or mechanisms (for example: crowdfunding, peer-to-peer fundraising platforms, auctions) may be used only with prior approval of the Associate Vice President, Alumni and Development or delegate and must comply with applicable University policies, Alumni and Development guidelines, privacy obligations, legal and regulatory requirements.

Equity, Diversity, Inclusion and Reconciliation

21.00 The University is committed to engaging with historically and systemically marginalized communities in meaningful ways, seeking input and guidance on how Gifts can effectively support the University's goal and priorities related to equity, diversity and inclusion as set out in its Equity Action Plan, as well as its commitments to reconciliation and to supporting the self-determining goals of Indigenous peoples as set out in Xʷkʷənəƛistəl W̱ȻENEN̲ISTEL Helping to move each other forward, its Indigenous Plan.

22.00 The University is committed to receiving feedback about the inclusivity of Fundraising Activities to make continuous improvements.

23.00 Fundraising Activity will align with the University's equity, diversity and inclusion goals and priorities.

Indigenous Engagement

24.00 The University will ensure engagement with Indigenous communities is relational and culturally informed and conducted in alignment with established guidelines and processes.

25.00 University Community Members engaging in Fundraising Activities with Indigenous Peoples and/ or pertaining to Indigenous-specific initiatives or priorities, will endeavour to approach all interactions from a strengths-based perspective, focusing on Indigenous communities' strength, leadership, and self-determination, rather than from a deficit-based lens.

26.00 When a Donor indicates that they wish for their Gift to support a fundraising priority or project specific to Indigenous student, faculty or staff populations, or in support of the University's reconciliation and decolonization priorities in its strategic plans, the Office of the Vice-President Indigenous, will be consulted for guidance.

Gift Evaluation and Acceptance

27.00 The principles, processes and approvals required for accepting or declining Gifts are set out in the University Gift Acceptance Policy (ER4105) and associated procedures.

Donor Stewardship

28.00 The University is committed to the highest standards of stewardship and will recognize the generosity of Donors in ways that are consistent with the policies and practices of the University.

Risk Management and Ethical Screening

29.00 The University will undertake appropriate due diligence and ethical screening of prospective Donors. Fundraising Activities must consider reputational risk, conflicts of interest, and legal or regulatory concerns as set forth in the procedures of the Gift Acceptance Policy (ER4105).

Legal and Regulatory Compliance

30.00 All Fundraising Activities must comply with applicable laws, and University policies.

31.00 The University will adhere to applicable legislation, regulations, and ethical standards governing Fundraising Activities and Donor relations.

Authorities and Officers

i) Approving Authority: Board of Governors
ii) Designated Executive Officer: Vice-President, External Relations
iii) Procedural Authority: Vice-President External Relations
iv) Procedural Officer: Associate Vice-President Alumni and Development

Relevant Legislation

- University Act
- Income Tax Act
- Freedom of Information and Protection of Privacy Act
- Canadian Anti-Spam Legislation
- Canadian Radio-Television and Telecommunications (CRTC) Unsolicited Telecommunications Rules

Related Policies

- Gift Acceptance Policy (ER4105)
- University Signing Authority Policy (FM5100)
- Student Awards Policy (AC1130)
- Indigenous Citizenship Declaration Policy (GV0810)
- Naming of Facilities and Physical Assets (BP3100)
- Indirect Costs of Research (FM5400)
- Policy for the Establishment of Endowed and Term Chairs and Professorships (AC1100)
- Establishment, Review, and Closure of Research Centres (RH8300)
- Conflict of Interest and Confidentiality Policy (GGV0210)
- Protection of Privacy (GV0235)
- Records Management Policy (IM7700)
- Protection of Privacy Policy (GV0235)
- External Research Funding Agreements (RH8200)

University of Victoria

Procedures for Fundraising

Procedural Authority: Vice-President External Relations
Procedural Officer: Associate Vice-President Alumni and Development

Effective Date: October 2026
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Parent Policy: Fundraising Policy (ER4110)

Procedures

These Procedures set out the processes for Fundraising at the University.

Equity, Diversity, Inclusion and Reconciliation

1.00 Feedback about the inclusivity of Fundraising Activities can be directed to the Alumni and Development Office.

Initiating Fundraising Activities

2.00 Prior to a Unit or University Community Member undertaking Fundraising Activity, they must obtain written approval for the Fundraising Activity from a Sponsor, the exception being researchers who are pursuing funding from private sector funders.

3.00 When seeking approval, the Unit or University Community Member must provide to the Sponsor the following:

a) A description of the purpose, scope and duration of the Fundraising Activity;
b) The University financial account for the deposit of the Gifts intended to be secured through the Fundraising Activity.

4.00 Once the Sponsor approves the Fundraising Activity, they will request endorsement to proceed with the activity from a Director of Development.

5.00 The following documentation must be in place prior to the Fundraising Activity commencing:

a) Written endorsement or agreement to proceed from a Director of Development;
b) Defined fundraising scope and duration;
c) Confirmation of approved fundraising platforms; and
d) Confirmation of Donor-Designated Fund with terms of reference for use of Gifts.

Professional Advice

6.00 Individuals undertaking Fundraising Activities should encourage Donors to seek independent professional legal, accounting, tax or financial advice. Donors are responsible for all costs incurred from seeking professional advice. The University cannot suggest or endorse a third party as a source of Gift advice.

Donor Recognition

7.00 Public recognition of Donors by the University will be accorded based on the level of the

Gift and align with fundraising best practices, as well as take the Donor's wishes into account.

8.00 Signage and announcements are governed by the Naming of Facilities and Physical Assets Policy (BP3100) and associated procedures, and the University Signage Policy (BP3140).

9.00 The costs of Donor recognition are the responsibility of the faculty/Unit receiving the Gift.

10.00 Where a communication plan is prepared for a specific Donor in recognition of a Gift, the plan must be approved by the President and relevant Vice-President(s) prior to discussions with the Donor.
a) If the communication plan includes a press release, the press release must be pre-approved by the Vice President, External Relations or delegate.

11.00 One annual endowment report will be provided each year to Donors who establish an endowment fund. The University relies on the Donor to notify the Alumni and Development Office when their mailing address changes.

Monitoring and Reporting:

12.00 The Vice President, External Relations may request reports, review records or audit Fundraising Activities of Units or University Community Members that undertake approved Fundraising Activity. If the requested documentation is not provided or is found to demonstrate that the activity is sufficiently different from the approved activity, the following actions may be taken:

- Immediate suspension of Fundraising Activities;
- Requirement to return or reallocate funds;
- Suspension of future leadership of, or engagement in, Fundraising Activities;
- Referral to the appropriate executive portfolio for additional follow-up in compliance with applicable University financial and privacy policies, or legislation.

Endorsement – Approval Process for Fundraising Activities

13.00 The Unit or University Community Member will:

- Provide the Sponsor with accurate and detailed information to obtain approval to undertake Fundraising Activity;
- Act only within the scope of the approved Fundraising Activity;
- Forward all Gifts to the Alumni and Development office for processing immediately upon receipt;
- Comply with applicable policies to ensure appropriate Donor interaction and communications, and ensure protection of data pertaining to Gifts or Donor information.

14.00 The Sponsor will:

- Assess requests from Units and University Community Members under their authority.
- Exercise direction and control of all Gifts received in the Donor-Designated Funds under their authority;
- Ensure Gifts solicited for approved Fundraising Activities are used as intended and in accordance with the purposes for which they were solicited and ensure reporting back to Donors on the impact of their Gift is done, as required, in accordance with the Gift Acceptance Policy. Direct their Unit or University Community Members to cease the

Fundraising Activity if the purpose for which fundraising is undertaken no longer is valid and/or the original purpose for the Gift can no longer be carried out as intended;
- Inform the Alumni and Development Office, if the above circumstance occurs.

15.00 The Alumni and Development Office will:
- Work with Sponsors, Units or University Community Members engaging in Fundraising Activity to ensure activities are meeting the standards as set out in the Fundraising Policy;
- Ensure Donor Gifts are stewarded, as appropriate;
- Act as the primary Donor contact for management and response to concerns or complaints.