

Policy No. 1-21

Subject: Resource Development Program

Last Revised: 8/1/2025

Historical Status: new

| Division | Policy Manager | Administrative Supervisor | Reference |
|------------------------|--|---|------------------|
| General Administration | Vice President of Institutional Advancement; Development Officer; Sponsored Programs Officer | Vice President of Institutional Advancement | VCCS Policy 2.16 |

I. POLICY

It is the policy of Virginia Highlands Community College (VHCC) to proactively and efficiently seek, secure, and manage external donations, grants, contracts, and categorical funding to support and advance the mission of the College through a Resource Development Program.

II. PERTINENT INFORMATION

- A. The purpose of the Resource Development Program at VHCC is to understand the resource needs of the College; detect and anticipate promising growth opportunities for the College; develop and maintain positive relationships important to the College; identify and capture external resources to advance College activities; and manage external resources in an effective and responsible manner.
- B. In addition to the work of the College, the VHCC Resource Development Program is supported by and coordinated with the Virginia Highlands Community College Educational Foundation, Inc. (the VHCC Foundation).
- C. To be most effective, these Resource Development efforts must be carefully coordinated to serve the best interests of the institution. The following guidelines and processes govern the various activities involved in securing external resources through the Resource Development Program. They address the planning, promotion, solicitation, acceptance, receipt, management, reporting, use and disposition of donations (cash and in-kind), sponsorships, grants, contracts, and categorical funding.

III. DEFINITIONS

- A. External Resources: External resources for the purposes of this policy are those non-general fund resources sought by and received for the benefit of the College that may take, but are not limited to, one or more of the following forms:
 - 1. private donations and sponsorships (including cash from individuals, corporate entities or organizations; stocks, bonds, estates, or other negotiable instruments; real property; gifts-in-kind, such as equipment, supplies, professional services, furniture, books, art; and annuities/life insurance); and
 - 2. sponsored programs (including public and private grants, contracts and categorical funding) as both direct awards and reimbursement awards.
- B. Virginia Highlands Community College Educational Foundation, Inc. (VHCC Foundation): an independent, non-profit, and philanthropic organization incorporated in the Commonwealth of Virginia and organized under Section 501(c)(3) of the U.S. Tax Code. The mission of the VHCC Foundation is to support the work of the College, as well as its students, faculty, staff, and partners. The relationship and scope of coordination between the College and the VHCC Foundation is outlined in an Operating Agreement that is updated from time-to-time as seen fit by VHCC and the VHCC Foundation.

IV. GENERAL GUIDELINES

- A. The College shall seek and accept external resources for the support of programs and activities which are consistent with the vision, mission, and goals of the College and which are deemed consistent with the laws, regulations, and policies of the federal government, the Commonwealth of Virginia, and the Virginia Community College System.
- B. All resource development activities shall be conducted with a view toward maximizing the College's philanthropic potential with each constituency—individual, civic organization, business, industry, foundation, government agency, etc. To achieve this, the President, the VHCC Foundation, and College employees will work together to integrate and coordinate activities.
- C. No individual or unit of the College shall solicit external resources in the name of or on behalf of the College until and unless authorized to do so by the President and/or the Vice President of Institutional Advancement. Faculty, staff, and other College personnel are required to work with the President and the Vice President for Institutional Advancement to seek external resources. The College (in concert with the VHCC Foundation) shall rely on the procedures outlined in Section IX of this policy to evaluate specific resource development needs and/or opportunities for consideration and approval.
- D. In general, external resources may be solicited for and accepted by the VHCC Foundation, the College on its own behalf, as a partner with one or more external organizations, on the behalf of an external organization, or as a sub-contractor. All such resource development activities shall be approved by the President and Vice President of Institutional Advancement.
- E. The President and the Vice President for Institutional Advancement will determine the vehicle that best meets the needs and requirements of all parties and complies with state and federal laws and regulations.

- F. All external resources shall be sought and accepted using ethical business, professional, and philanthropic practices to avoid any real or apparent conflicts of interest in present or future relationships, and ensure that all donors and awarding entities are treated fairly and equitably. No College employee shall benefit personally through commission or other benefits that may be related to any donations, grants, contracts, or categorical funding received by the College or the VHCC Foundation.
- G. Donation documents, conveyance agreements, and grant/contract/categorical funding awards may be reviewed by an attorney for proper legal form and acceptable protection of the interests of the College and/or the VHCC Foundation.
- H. All financial transactions related to external resources received by the College or the VHCC Foundation shall be audited annually by an external auditor. In addition, the College and the VHCC Foundation will make financial records available for audit upon request by the sponsoring donor or granting entity.

V. PRIVATE DONATIONS AND SPONSORSHIPS

- A. The College routinely seeks private donations and sponsorships from a wide variety of constituents and partners including business, industry, foundations, civic organizations, college employees, alumni, and other individuals.
- B. Because of state and federal tax laws, the VHCC Foundation will be the principal entity receiving private donations and sponsorships for the benefit of the College.
- C. The Vice President of Institutional Advancement and Executive Director of the VHCC Foundation, together with the President and other appropriate College personnel, shall be responsible for all activities related to donations and sponsorships, including: seeking, receiving, acknowledging, managing, accounting for, and using donations in accordance with the purpose designated by the donor.
- D. The complexity of laws governing donations makes it necessary that all solicitation and acceptance of donations and sponsorships be coordinated with and approved by the Vice President of Institutional Advancement and Executive Director of the VHCC Foundation, together with the President.
- E. Prospective donors may be approached individually to solicit donations or sponsorships, or as part of a group identified to participate in a directed resource development campaign or special event. Donors may designate how a donation is to be used. The generally-accepted categories of donations are as follows: unrestricted, restricted, temporarily restricted, and deferred/planned.

VI. SPONSORED PROGRAMS

- A. Grants, contracts, and categorical funding are available to support the work of the College from public and private sources to fund a variety of programs and purposes. Awards from these sources may take, but are not limited to, one or more of the following forms: cash (direct and reimbursed); equipment, supplies, software; and other goods and services.
- B. The Institutional Advancement Division, together with the President and other appropriate College personnel, shall be responsible for all pre-award activities related to grants, contracts, and categorical funding, such as: project design;

- prospect research; proposal development and submission; award negotiation, acknowledgment, announcement; project director orientation; and project launch.
- C. Post-award activities shall be the responsibility of the entity to whom the award is made: the College or the VHCC Foundation. These activities include such things as: fund establishment; fiscal management and budget amendments; reimbursement requests and draw-downs; recovery of indirect or administrative costs/fees; deliverable/programmatic monitoring; oversight of personnel, purchasing, time/effort, match, and inventory processes; compliance with awarding organization, College, and/or VHCC Foundation regulations, policies, and procedures; records retainage; and close-out.
 - D. The College and/or VHCC Foundation may choose to support the sponsored programs efforts of an external organization with a letter of support, a letter of commitment, a memorandum of understanding, or another document. All such gestures of support shall be approved by the President and the Vice President of Institutional Advancement.
 - E. All direct and indirect costs related to sponsored programs should be recovered to the fullest extent possible.
 - F. Various sponsored programs may require a cash/in-kind match or sustainability commitment on behalf of the College or the VHCC Foundation. Any such commitments shall be approved by the President and Vice President of Institutional Advancement.
 - G. No funds shall be spent or encumbered without an official award notification and an endorsed Sponsored Programs Acceptance Form.
 - H. The College and the VHCC Foundation will comply with state and federal mandates regarding requirements that sponsored program funds will be used to supplement existing funding and not to supplant those funds, as applicable.
 - I. The College and VHCC Foundation will exercise fiscal control of all sponsored program funding. All funds shall be managed using a fund accounting system and shall not be comingled with regular College or VHCC Foundation funds. All financial activities are conducted according to generally accepted accounting practices. Purchasing and contracting subordinate to sponsored programs will be conducted to meet the sponsoring agencies guidelines, but always meeting the requirements of Virginia's purchasing and contract policies.

VII. DELEGATION OF AUTHORITY

- A. The President of VHCC has ultimate control of efforts to secure external resources for the College and achieve the resource development goals of the College. The President has the authority and delegates to the Vice President of Institutional Advancement and Executive Director of the VHCC Foundation the responsibility to establish procedures to meet the requirements of this policy. College faculty and staff are encouraged to support and assist in these activities, as appropriate, but in complete coordination with the President and Vice President.

VIII. RELATED STANDARDS, LEGAL CITATIONS, OR SUPPORTING DOCUMENTS

- A. SACSCOC Standard 5.3
- B. VCCS Policy 2.16

IX. OPERATING REQUIREMENTS

Funding Assistance Process

- A. The purpose of the Funding Assistance Process is to provide for the systematic capture and evaluation of College, VHCC employee, and partner driven external funding resource development opportunities.
- B. This process utilizes a Funding Assistance Form to guide the requestor through a thought process which will help organize ideas and information. The form requires a number of endorsement signatures in order to:
 - 1. Ensure the committed involvement of the administration, faculty, and staff who will later be called upon to implement and direct the project if it is funded; and
 - 2. Guarantee the commitment of the College and/or VHCC Foundation for providing the necessary resources including space, matching funds, or faculty/staff time so that it will be properly supported.
- C. The form will be submitted to Institutional Advancement Division and will be reviewed using a set of Standardized Review Criteria. The Institutional Advancement Division will present the request information and a recommendation to the President's Cabinet. The Cabinet may approve/decline the following types activities:
 - 1. Sponsored Programs Application (College, VHCC Foundation, or Partnership)
 - 2. Letter of Support or Memorandum of Understanding
 - 3. Sub-Contract or Cooperative Agreement
 - 4. Capital, Targeted, or Annual Donation Campaign
 - 5. Other
- D. If time constraints or other factors do not permit the full utilization of the Funding Assistance procedure, the President will facilitate a process to reach a decision.

Other Processes

- A. With regard to activities involving the VHCC Foundation, additional steps and engagement with the VHCC Foundation Board of Directors may be necessary. The VHCC Foundation maintains a variety of separate forms and has documentation requirements that may be required in addition to these described above (i.e. Non-Cash Gift Form; Scholarship Agreement Form; Gift Acceptance Form; Gift Agreement Instrument).
- B. Student fundraising activities must follow the respective applicable policy and procedure.