

The Concordia University Texas Alumni Association
Operational Logistics Guide

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As noted in Section VIII of the Concordia University Texas Alumni Association Constitution: *Any items of regular Association business not included in this Constitution are to be documented in an “Operational Logistics Guide” to be maintained by the Director of Alumni Relations and the Office of External Relations. Topics include, but are not limited to: communication and marketing guidelines, budgeting, event planning processes and expectations, Alumni Association Scholarship, etc. This document shall be made available to all Members of the Association.*

Throughout this document the term Association is used to refer to the Concordia University Texas Alumni Association. The term Council refers to the Alumni Council, which manages the operation of the Association. Alumni Relations refers to the staff of the Office of Alumni Relations and/or External Relations.

I. Association Budget

This section describes the ways that the Association obtains funds and how those funds can be used. The goal is to make wise use of all funds in line with the following guiding principles: 1) Funds are for the exclusive benefit of the Concordia University Texas, 2) Use should comply with donors’ intentions, and 3) Use should comply with legal and tax requirements. These guidelines clarify how funds are used and set procedures to make sure expenses can be approved and reimbursed in a clear and timely manner.

- a. Funding Sources – The Association receives support from Concordia University Texas and donations from alumni and other friends of Concordia.
 - i. Guidelines for Funds from Concordia University Texas – The University contributes funds to support the establishment and growth of the Association. These funds must be used in accordance with University guidelines.
 - ii. Guidelines for Donated Funds - Alumni and other friends of Concordia University Texas contribute funds to help advance the university’s mission. Funds may be donated for a specific purpose or left to the Association’s discretion.
 1. General Funds – Donations given without being designated to a specific purpose go into the Association’s general fund. These gifts can be used for any expenses that support Concordia’s mission such as student scholarships, special recognition, University recruiting and promotion, facilities and equipment, and connecting with the alumni base. Unrestricted funds are important because they give the Association flexibility to address the most pressing issues or take advantage of opportunities to invest where the return is the greatest. Whenever possible, donors should be encouraged to provide funds free of specific constraints.
 2. Designated Gifts – When donors feel strongly about a cause or program they may specify how funds are used. Designated gifts are used for the same purposes as general funds. The donor states a desire regarding how they want the gift to be used; therefore, the Association endeavors to respect those wishes.
 - a. Accepting Designated Gifts – Designated gifts can only be accepted when the wishes align with the Association’s guiding principles listed above and the purpose is feasible. Any gift towards a planned activity (scholarships for existing programs, pledges towards planned buildings) is feasible by definition. Gifts towards unplanned activities are only feasible if the gift is large enough to enable the activity. Accepting designated gifts towards activities that can never be achieved will disappoint the giver instead of delighting them to see their gifts bear fruit.
 - b. Redirecting Designated Gifts - From time to time a designated gift may no longer be applicable to its intended purpose. Examples include projects that are over-funded, determined impractical or unnecessary. In such cases the

Association will attempt to contact the donor to find a new purpose that advances the university and delights the donor.

If the donor cannot be reached or a suitable purpose cannot be found, Alumni Relations may bring a recommendation to the Council at a called meeting on the best use of the specific funds. The Council may approve or reject the recommendation through a majority vote of the Council membership present at the meeting.

3. Fundraising - Most fundraisers are for a specific purpose. Donations to the fundraiser must go to that purpose; i.e. those funds cannot be designated for other uses. For example all profits from a dinner to raise funds for scholarships must be used towards those scholarships.
 - a. Alumni Partners - The Alumni Partner Program is an example of a specific fundraiser. Former students who provide an annual gift through the Partner program (currently \$25) are voting members of the Association and receive other benefits. Partner dues go into the Association's general fund. Donations to other causes such as scholarships and facilities are always welcome; however, the Association depends on partner dues for part of its budget.
 - b. Budget Structure/Categories - TBD
 - c. Budget Approval – Starting with the 2015 annual meeting, the Council will present an annual budget recapping the prior year and a proposed budget for the upcoming year.
 - d. Spending Requests – The Association supports a variety of activities to promote Concordia University Texas and build relations with the community including alumni, present and prospective students, and special guests. Example activities include alumni dinners and parties, gifts recognizing achievement or service, and recruiting new students. The reimbursement policy includes sufficient lead time to make organizers aware of the level of support that the Association can contribute. It also allows Alumni Relations time to respond to the request and to help support the event through media channels.
 - i. Request Process – Anyone planning an activity should contact Alumni Relations in advance to make sure the event is eligible for Association support. Initial requests should be submitted in writing (email is fine) to Alumni Relations at least 60 days prior to the event so the request can be considered by the Council and the Alumni Relations staff have time to assist with the event. The request should include the name of the activity, venue, intended purpose, and contact information (name, phone, and email). The finalized request should be submitted at least 45 days prior to the event.
 - ii. Approved Expenditures – Alumni Relations will present the request to the Council, which can approve the request in full or in part. The Council may grant conditional approval contingent on further details if necessary. Conditional approval is intended to authorize the alumni relations staff to verify details and commit funds without further delay. Alumni Relations' staff will notify the designated contact of any decision within 10 business days.
 - iii. Reimbursements – After the activity the requestor should mail a short report on the event including a description of the activity, list of those present, and receipts to support the reimbursement. The reimbursement request should be submitted as soon as possible after the event. University policy requires that reimbursement requests must be submitted within 30 days of the expenditure in order to be eligible for payment. A physical copy of receipts is required for reimbursement.
 - iv. If the activity is suitable to highlight in News From the Pier, Facebook, or other media, please email photos to the Director of Alumni Relations and include names of those in the photos. By emailing information about the event photographs, you are granting the Association the right to use the description and photographs in publications and social media.

II. **Association Events**

Local chapters are encouraged to host events that promote Concordia and strengthen the bonds with alumni. These events must be coordinated with Alumni Relations and the Association to ensure a consistent message is being communicated and that alumni are not overwhelmed by communication. Alumni Relations and the Association can help promote events to area alumni through social media, newsletters and direct mail. Advance notice is required to leverage these channels.

- a. Event Proposal Process – Contact Alumni Relations when considering an event to make sure the event aligns with the Association’s goals. Alumni Relations will coordinate planning with the Association Council.
- b. Event Approval – As plans are developing, a written request (email is fine) for consideration should be submitted to Alumni Relations. This request should include the name of the event, venue, audience, intended purpose, and contact information (name, phone number, and email address). The request should be submitted at least 60 days prior to the event so the event can be considered by the Council and Alumni Relations can help promote the event. A preliminary budget should be included if funds are being requested. Final plans and funding request should be submitted at least 45 days prior to the event. Alumni Relations will notify the contact of the Council’s decision within 10 business days of the council meeting.
- c. Event Expenses – After the event a reimbursement request should be submitted as described above.

III. **Local Alumni Chapters (Section VI of Constitution)**

The development of Association Chapters allows the Association as a whole to focus efforts and engagement in particular geographic areas, or with demographic groups that have any sort of common ground. Chapters are the local face of Concordia University Texas and the Association. It is very important that we are consistent in all communications from and about Concordia including through local Chapters. All Chapters are accountable to the Council and Alumni Relations.

- a. Alumni Chapter Recognition
Official Alumni Chapters may form on the basis of (but are not limited to) geographic location, area of study, special interest (such as athletic teams or student organizations), or class year. All official Alumni Chapters are an extension of Alumni Relations office and the Association and therefore shall operate under the direction of Alumni Relations and the Council. The goals and purpose of an Alumni Chapter must be consistent with and supportive of the mission of Concordia University Texas as a faith-based, Lutheran (Missouri Synod) institution of higher learning that exists to develop Christian leaders. All Alumni Chapters must be approved in writing by the Council before any chapter activities, projects or events take place. Chapters will be reviewed and renewed on an annual basis by the Council. If for any reason a Chapter is not renewed, the chapter will forfeit their official status. As such, they will be precluded from utilizing Association resources or funds, and from in any way associating themselves (via title, symbol, or other “branding”) with Concordia University Texas or the Association until such time as recognition is reestablished. By seeking official recognition, the leadership and membership of the Alumni Chapter acknowledges that the Chapter will function as a cooperative member of the Association and university community and will be operated in a fiscally responsible manner. Furthermore, the Chapter acknowledges that the University or Association is not responsible for any financial obligation made by the Chapter without prior approval from the Council.
- b. Request to Start New Chapter
 - i. Contact the Office of Alumni Relations for a list of information required including, but not limited to: leadership information, purpose, names of those interested, etc.
 - ii. Since any chapter needs an active alumni base to build on, part of the application for recognition requires proof of interest by no less than ten (10) individuals who are Concordia University Texas Alumni.

IV. Communication

The Association acts as the central point for University and alumni communications to all University alumni. It does this using a variety of media and within guidelines agreed by its alumni. The purpose of the Association's communications policy is to ensure alumni only receive written or electronic communications containing information of relevance and interest. This helps maintain open communications with alumni and provides alumni with a consistent source of information for news and events.

a. The council must adhere to all policies and standards set forth in the [Concordia University Web Style Guide](#). Any information subject to FERPA will be reviewed by Alumni Relations.

b. Mass Communications

All requests for mass communication with Concordia University alumni should be submitted in writing for review by Alumni Relations. Only requests that clearly illustrate University-related activities or programs will be approved (e.g., event and service announcements, newsletters, survey, etc.). Requests that are already scheduled will take priority over other requests.

The following types of email requests will not be accepted:

- Any solicitation of a commercial nature.
- Any solicitation of or email of a personal nature.

Please note that using or sharing information, mailing lists and/or biographic information for private, commercial or political purposes, for the purpose of creating an independent database or for a purpose other than that approved by Concordia University is strictly prohibited and will be considered a misappropriation of University property.

Alumni Relations reserves the right to refuse any request on the basis of a policy and/or procedural violation or volume.

c. Individual Communications

Alumni Council member communications with individual alumni should follow University messaging in principle, although it is common for these communications to be more personal in nature than official University communications. Council members represent the University and all communications should reflect positively on the University.

Any communications with individual alumni should be for the sole purposes of maintaining contact between the alumnus and the University, requests for donations on behalf of the University, or other University related business.

d. Requests for Person-to-Person Contact

In the event an alumnus wishes to contact a former classmate with whom they've lost contact, requests will be submitted to Alumni Relations. Council members will not release any personal information without consent of the individual. Alumni Relations plans to provide a system where alumni can choose how their contact information is shared, which will allow direct contact between alumni who authorize sharing their details.

e. Electronic Communications

Official University emails are subject to editing and approval by Alumni Relations for content, length, formatting, timing and frequency. The purpose is to maintain consistency in messaging from the University. The Recipient list will be generated by Alumni Relations. No attachments (pdf, gif, jpg, word docs, etc.) will be included in the emails unless approved by the Director of Alumni Relations.

All email blasts will be sent by the official University email address on behalf of the sender. In respect of people's privacy and to prevent abusing their inboxes, the University limits the use of email blasts, preferring directed messages to targeted communities. These channels consolidate information across Concordia.

f. Social Media

Alumni Relations implements and maintains various mediums for communicating with University alumni including, but not limited to, space on the Concordia University website, Facebook pages, LinkedIn pages, News From the Pier newsletter, Concordia University Texas magazine, Twitter and other social media accounts. These accounts are managed using input from the Council, University alumni, the University, and other stakeholders in accordance with University messaging principles.

Due to the effort required to maintain a vibrant social media site, alumni are not to create sites that refer to Concordia University Texas or use official logos including references to the Association. This avoids having “dead” sites that reflect poorly on the university. Chapters may apply in writing to Alumni Relations to create a social media site to support their chapter. These requests will be reviewed and considered by the Association Council. Alumni Relations must have administrative privileges on the account to make sure messages are consistent with university policy and to help promote the site. This provides an extra administrator in case the site is hacked or the Chapter administrator is unavailable.

V. **Council Leadership**

Council members apply for a 2 year term. While it is hoped that all members will be able to commit throughout their full term, we recognize that unexpected events do happen. This section describes the process for members to leave and be replaced.

- a. Resignation of Council Members – Members may resign by notifying Alumni Relations and the Council Chair in writing.
- b. Removal of Council Members – Should a Council member need to be removed for any reason, there are 2 processes for their removal. Either process is expected to be rarely exercised.
 - i. Members may be removed for any reason by a majority vote of the other Council members at a regular Council meeting. The removed member can appeal to the Council for reconsideration at the next meeting, where they will be allowed to present reasons they should remain on the council. The Council will then reconsider removing the member. This vote will be final.
 - ii. The CEO of the University and the Director of Alumni Relations has the right to remove a Council member who has demonstrated a significant moral or legal indiscretion. This is intended for extreme cases. The Council member may appeal to the Concordia University Texas Board of Regents through the Council chair (or vice chair should the chair be the removed member).
- c. Replacement of Council Members – If a resignation or removal creates an opening on the Council for more than 6 months, the position will be advertised via social media and News From the Pier for at least 30 days. Candidates may apply for the opening in the same manner as a regularly scheduled election. The Council will vet candidates and select a new member to serve the remainder of the term. Council members who start as replacement may be elected to serve one full term. (Association bylaws limit a Council member’s term to at most 4 years.)

VI. **Other Association Business**

The Alumni Association Council and the Office of Alumni Relations are to be consulted, in advance, on any Association business not covered in this operational logistics guide, or in the Alumni Association Constitution.