

1 National Federation/Agency Alliance  
2 Acknowledgment and Financial Resources Development  
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4 The nine national agencies that comprise the National Federation/Agency Alliance  
5 (“Alliance”) engage in critical work to build capacity and support the work of the  
6 federations and their local affiliates. These organizations -- the Association of Jewish  
7 Family and Children’s Agencies; the Foundation for Jewish Culture; the Hebrew  
8 Immigrant Aid Society; Hillel: the Foundation for Jewish Campus Life; the Jewish  
9 Community Centers Association of North America; the Jewish Council for Public  
10 Affairs; the Jewish Education Service of North America; the JTA, Global News Service  
11 of the Jewish People; and NCSJ: Advocates on Behalf of Jews in Russia, Ukraine, the  
12 Baltic States and Eurasia – significantly help advance the federation system’s goals on a  
13 national and international stage.

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15 The galvanizing principle for the Alliance is to build upon this work and promote deeper  
16 relationships and create synergy between the national agencies and the federations. The  
17 Alliance hopes to enhance agency visibility in local communities and federations, while  
18 at the same time encouraging greater federation presence at important events and  
19 gatherings of these national agencies. Recent actions by the Alliance have included:

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21 • Producing a monograph describing the important work of the national agencies  
22 that was disseminated to all participants of the 2007 General Assembly in  
23 Nashville, Tennessee;
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25 • Highlighting the work of individual national agencies in plenary, forum and  
26 breakout sessions at the 2007 General Assembly; and
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28 • Focusing on the national agencies and the Alliance in a column by Alliance Chair  
29 Jody Kaufman Loewenstein that was distributed in a UJC electronic newsletter to  
30 7,000 subscribers.

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32 The national agencies included in the Alliance are singled out from hundreds of other  
33 national Jewish organizations and receive acknowledgment and support from UJC and  
34 the federations. Through membership in the Alliance, the national agencies are able to  
35 promote their relationship with the federation system and benefit from the message that  
36 federations stand behind their work and support their missions. The Alliance will  
37 continue to work with national agencies to ensure that participating federations provide  
38 national agencies with more exposure in local communities.

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40 As part of its Alliance membership, each of the national agencies has agreed to  
41 acknowledge its funding relationship with the Alliance, UJC, and local federations and to  
42 respect local federation fundraising guidelines. The Alliance does believe that the  
43 national agencies in good faith intend to comply with the principles and requirements  
44 contained in this document, but if a national agency fails to comply with them in a

45 significant manner, such failure will be taken into consideration in future allocations to  
46 that national agency.<sup>1</sup>

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## 48 **ACKNOWLEDGEMENT AND BRANDING**

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50 The National Federation/Agency Redesign Plan as approved by the national agencies,  
51 member federations and the UJC Board of Trustees, noted that an underlying premise of  
52 the federation system is that all agencies that receive allocations from a federation are  
53 accountable to lay and professional leadership within the federation and that these  
54 agencies must acknowledge the financial support of the federation. This  
55 acknowledgement is essential to the ongoing ability of federations to develop and sustain  
56 donor support for communal objectives including support for the national agencies.  
57 Accordingly,

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- 59 • The national agency should acknowledge Alliance/UJC/member federation  
60 support at all major agency events and other activities where major donors to the  
61 agency are acknowledged. When an event organized by the national agency takes  
62 place in a specific community whose federation participates in the Alliance, the  
63 national agency should acknowledge the local federation as a funder of that  
64 agency in materials describing the event and in introducing it.  
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- 66 • On major publications including annual reports, other major reports, program  
67 books for major national events or meetings, and any other printed or electronic  
68 documents that list major donors, the national agency should acknowledge its  
69 relationship with the Alliance in the document, in part by including an Alliance  
70 logo when it is developed by UJC. When made available to the national agencies,  
71 the Alliance logo should be included on agency letterhead. If paper letterhead is  
72 already printed, the agency may, however, continue to use such materials until  
73 supplies are exhausted. The national agency also should post the Alliance logo in  
74 a highly visible location at its headquarters and at significant events.  
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- 76 • In any listing of donors, the Alliance should be listed in the category equivalent to  
77 the total amount of funding that the national agency receives through the Alliance.  
78 The national agency may also wish to include in its donor list a complete listing  
79 of federations that participate in the Alliance.  
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<sup>1</sup> If a national agency fails to comply with these principles in some material way, such failure will be considered in the Alliance's review and allocation process for the following year. In the first two such instances where the Alliance Leadership Committee is notified of a failure to comply in a material way, the national agency will be notified of the problem. If there is a third such instance, the Alliance may choose to cut 5% of the agency's funding from the Alliance pool in the subsequent year. If there is a fourth failure to comply with these requirements, the Alliance may take more extreme measures to ensure future compliance.

- The national agency should acknowledge its relationship with the Alliance on a prominent part of the agency’s website, in part by including an Alliance logo when it is developed by UJC. When the Alliance website is created by the UJC, the national agency should link its website to the Alliance website.

## **FINANCIAL RESOURCES DEVELOPMENT**

The reason to establish uniform financial resources development procedures for the national agencies is to preserve the viability and maximize the success of Jewish communal financial resources development within the federated communities which provides a substantial amount of funding for the national agencies. The procedures set forth in this document create a balance between the needs of the federations as the major community financial resource development organizations and the ongoing funding needs of the national agencies.

For purposes of this document, a financial resources development activity includes any direct or indirect solicitation of funds or in-kind gifts, periodic or one-time that has a primary purpose of generating funds for the agency or organization whether for funding or endowing operating or capital expenditures. Financial resources development activities include, but are not limited to: fund or in-kind gift solicitations; promotion of investments; corporate sponsorships; events and associated promotional activities with a primary purpose of raising money for the agency; tribute funds; ads in newspapers, journals and other publications with a primary purpose of fundraising; raffles; and testimonials.

A major financial resources development event is one where the agency hopes to raise more than \$50,000 to benefit the agency. A major gift is a donation of \$25,000 or more to the agency from a donor whose federation participates in the Joint Budgeting Council or \$10,000 or more to the agency from a donor whose federation participates in the Combined Budgeting Council. A major donor is one who makes a gift of \$25,000 or more to a federation that participates in the Joint Budgeting Council or \$10,000 in a community that participates in the Combined Budgeting Council. For the purposes of this document, financial resources development does not include grant applications to a foundation or a government funder or charging fees for services or selling admission for performances, meals, or other events where the charge represents only the reasonable value of the program, event or service provided.

- Before engaging in financial resources development in a particular community whose federation participates in the Alliance, the national agencies must comply with any financial resources development requirements established by the federation that are applicable to local agencies or national agencies, unless the local federation affirmatively waives such requirements for national agencies. This specifically means that a national agency may not engage in any financial resources development during a federation’s primacy period or official annual campaign corridor, unless one of the exceptions included at the end of this document is applicable.

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Relating to financial resource development in a particular community whose federation participates in the Alliance, the national agency shall affirmatively communicate with the federation in at least two specific circumstances:

- First, prior to holding a major financial resources development event in the community, the national agency shall notify the local federation in writing of its intention to hold the financial resources development at least three months prior to the scheduled convening of the event (and before major decisions have been made about the event). The national agency shall describe the event with specificity and include the following information: the primary purpose of the financial resources development activity, the overall amount that it hopes to raise during the event; the target population of attendees or donors; and the range of donation levels being requested. The federation should apprise the agency of any conflicts that may hinder the success of the major financial resources development event.
- Second, if a representative of a national agency is planning on soliciting a major donor, the representative should contact the local federation and inform it of the solicitation.

*The procedures set forth above do not apply to any of the following:*

- Solicitations communicated in writing or telephonically or in face-to-face-meetings, whether for an annual appeal, a special appeal or estate planning purposes that are directed to current and past members of the agency’s board of directors or other committees of the agency and other “friends” who historically have been closely aligned with the agency, including the members of the board of directors and senior staff of its local affiliates with the approval of each local affiliate, vendors of the agency, users of its services or attendees at its event, or previous contributors who have made a gift to the agency in the past five years, assuming the solicitation is for a gift that is a similar order of magnitude to gifts made in previous years;
- Some gift closings taking place during a campaign corridor. For a new donor from whom a major gift is sought or for an existing donor from whom a solicitation is made that is of a different order of magnitude to gifts that closed in previous years, a solicitation can be closed during a campaign corridor if the following conditions are met: the solicitation process began in advance of the campaign corridor, it is not feasible to close the gift outside of the campaign corridor, and the federation has been notified in advance that the gift will close during the campaign corridor; and
- Solicitations made in person or in writing that are distributed in December of a calendar year.

172 Consistent with this document, the Alliance encourages the creative use of E-  
173 philanthropy and looks forward to ongoing discussions with the national agencies on this  
174 topic and collaborations with federations on it.