

CAEP EM Advancement Fund (EMAF) – Terms of Reference (2015)

Board Approved: September 22, 2015

Previous version: 1996 Research Endowment Fund Terms of Reference

Goal:

- To grow an independent fund within CAEP dedicated to the promotion of research in emergency medicine (EM).

Purpose:

- To provide financial support for research in the field of EM.
- To provide a charitable means of supporting EM in Canada for CAEP members, the public, and industry.

Mechanism:

- With a long-term strategy, establish and maintain a charitable fund termed the "EM Advancement Fund" that includes two distinct arms, the EMAF Annual Fund and the EMAF Endowment Fund.
- **EMAF Annual Fund:**
 - It will use funds collected in the previous year to fund the annual CAEP Grant Competition and Research Abstract Awards.
 - Funds will only be awarded, when there are deserving submissions (as deemed through the peer-review research competitions).
 - Any funds not used in the current year will be held in Deferred Revenue until they can be used in a subsequent year.
- **EMAF Endowment Fund:**
 - It will maintain all donations within the fund using a long-term financial strategy.
 - In order to fund research annually, only the interest accrued during the previous calendar year will be used, and it will only be used once the principal generates at least \$10 000/year in interest.
 - Any funds not allocated during a calendar year will be reinvested in the principal of the fund.
- Donors can contribute to their preferred fund: EMAF Annual or Endowment Fund.

Administration:

Distribution of New Funds to Grants and Awards

- A sub-committee consisting of Research Committee Chair (Sub-committee Chair), the Academic Section Chair, and two other CAEP members (not on the CAEP Board), plus the CAEP President and Treasurer as *ex-officio* members, will make recommendations for the distribution of new funds (i.e., the number of grants and/or awards and their size) to the CAEP Board.
- Final approval for disbursement of funds with respect to their number and monetary value is the responsibility of the CAEP Board.

Grant and Abstract Award Process

- The CAEP Research Committee will manage the research competitions, rank all submissions through a peer-review process, and award research proposals and abstracts from CAEP Members according to the amount of funding and any terms.
- Grants may also be sought from foundations to support EM research and supplement the EM Advancement Fund disbursement. The scope and disbursement of these funds will be overseen by the sub-committee described in the *Distribution of New Funds to Grants and Awards* section, while the Research Committee will manage the peer-review of submissions, rank the grants and/or abstracts, and award the available funds according to the terms of the grant(s) and its disbursement.

Management of Fundraising Activities

- The Annual and Endowment Fund campaigns will be managed by CAEP Staff under the supervision of the CAEP Executive Director.
- The CAEP Executive Director and Staff will form the EM Advancement Fund Team.
- At a minimum, the Team will include: Executive Director, Research Manager, Membership Manager, and Finance Manager.
- The EM Advancement Fund Team will be responsible for maintaining a database of donors, issuing tax receipts, and managing communications to donors and CAEP members, promoting the EM Advancement Fund, and maintaining webpages about the activities.
- A report on the EMAF progress will be presented to the CAEP Board twice annually.

Soliciting Donations

- Donations will be solicited based on the principles of fundraising (Appendix 1 – Key Principles).
- To make the inner-circle donation requests (*i.e.*, those closest to the organization will be asked first [Appendix 1]), there will be at least two Cabinets: Annual Fund Cabinet and Endowment Fund Cabinet.
 - Candidates for cabinet chair and member positions are identified by their commitment to EM research.
 - Each Cabinet will have at least one chair.

- All cabinet appointments are voluntary and renewable.
- There is no limit on the number of cabinet members, but it is expected to align with the size of the respective EMAF campaigns.
- The EMAF Cabinet members will be responsible for asking for donations from the CAEP Board, past-board, past-presidents, committee chairs and members, previous grant and award recipients, and other high profile members of the CAEP community, as identified.
- For general donation requests, the EM Advancement Fund Team will prepare materials and solicit donations.
- A campaign to the general public may also form part of the EM Advancement Fund.
- Support from industry may be sought, and will adhere to the strict guidelines outlined in the CMA Policy: Guidelines for Physicians in Interactions with Industry.
- Grants may also be sought from outside sources i.e. charitable/private organizations and donors

Docs that Rock

- Docs that Rock will be a signature event of the EM Advancement Fund.
- An EMAF Event Chair, supported by the EMAF Advancement Fund Team, will organize the event, which will be held annually at the CAEP Conference.
- All proceeds from Docs that Rock will be transferred to the EMAF Annual Fund.

Regulations:

- Funds from the EM Advancement Fund will be available to CAEP Members only.
- All funds will be used to support research (e.g., project grants for clinical or education research and research training).
- Grants obtained from organizations external to CAEP may provide funds for research training or education in addition to research.
- Applications for funding should follow the guidelines of the CAEP Research Committee.
- A written report and detailed budget (financial statement) are required at the completion of any funded project.
- Funds from CAEP operations will support five \$5 000 grants annually, then additional funds available from the EMAF Annual Fund and EMAF Endowment Fund interest will be distributed pending Board approval of the EMAF Sub-committee recommendation.

Appendix - Key Principles

(Excerpt from CanFund Development Plan for CAEP)

The following guidelines form the framework for how CAEP approaches its fundraising program for the Emergency Medicine Fund Canada.

A Culture of Philanthropy

Successful fundraising for the Fund will depend on developing a ‘culture of philanthropy’ within CAEP and all its various components. This means that believing in and promoting philanthropy and fund development are not limited to the fundraising committee and team but belong to the entire organization. Supporting the Fund is not a side issue for a small subset of the organization but a central element of CAEP’s mission and values. We will strive to develop an appreciation for the importance of philanthropy within the entire organization, all Board and committee members and staff. As a means of demonstrating the importance of philanthropy, all ‘insiders’ will be asked to make an annual commitment of a donation at a meaningful personal level.

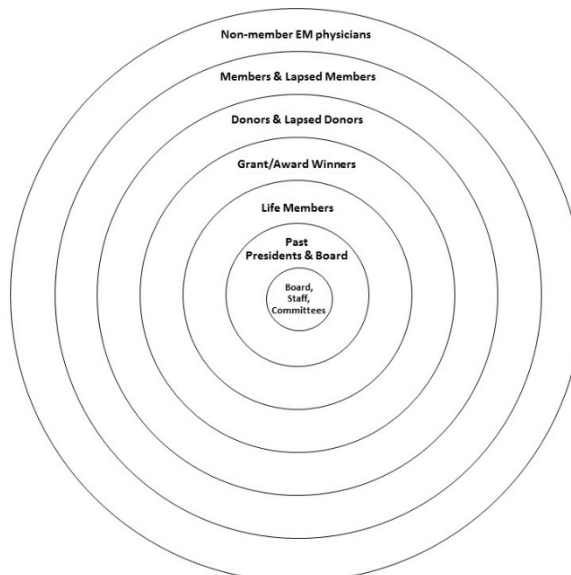
Ethical Fundraising

CAEP’s fundraising program will adopt and promote itself as an adherent of the Association of Fundraising Professionals Code of Ethics.

The ethical code is a set of best-practice principles and standards that promote responsible and transparent philanthropy and fundraising.

Work from the Inside Out

The Fund Development program will use the principle of Concentric Circles of Influence as shown below to focus the timing of its fundraising appeals.



This means the following sequencing of asks:

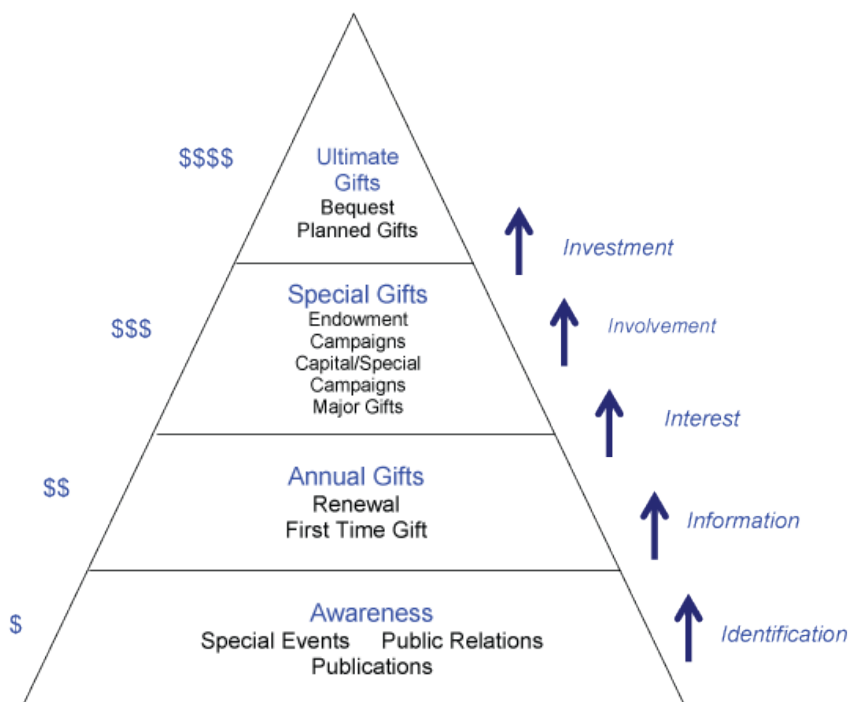
- Current board members and staff
- Committee members
- Past Presidents
- Past board members
- Life members
- Grant award recipients
- Award recipients in other categories
- Donors

- Lapsed Donors
- Members
- Lapsed Members
- Non-member emergency physicians on mailing lists
- Non-member emergency physicians

Donor Pyramid

Build a Base for Giving

CAEP will use the concept of the Donor Pyramid as a guide in its fundraising program.



Organizational Structure

The Fundraising Committee of the Emergency Medicine Fund Canada will serve as an annual volunteer ‘campaign cabinet.’

After several years, consideration will be given to fundraising from the general public. At that time CAEP will consider establishing a separate, parallel foundation.

Fundraising Techniques

The following methods of solicitation form the core of the fund development program.

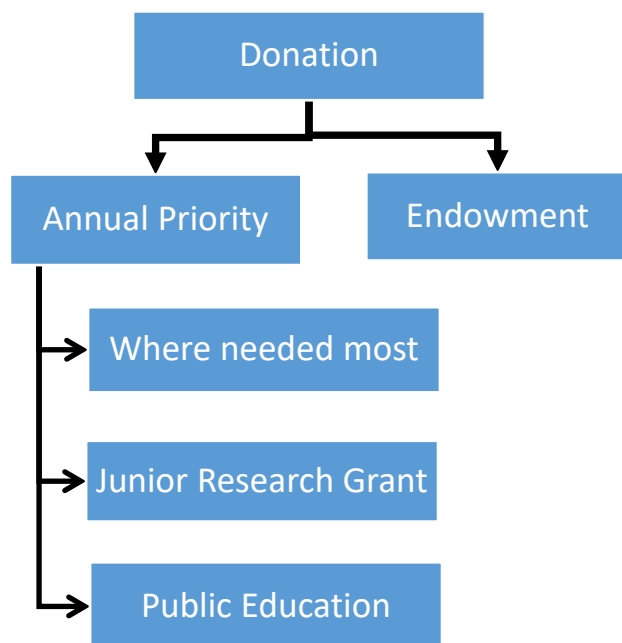
Method	Rationale
Face-to-face solicitations	When properly organized into a 'campaign', this is the most effective fundraising technique
Direct solicitations - mail, email, web-based donations	These will be used to create awareness and to facilitate giving
Giving Clubs	We will use clearly defined gift levels with specific benefits to encourage giving
Monthly Giving	We will emphasize monthly giving as the most effective way to make a gift
Special events	Docs that Rock will be used both as a direct fundraising vehicle and as a strategic opportunity to promote giving and acknowledge supporters.
Planned Giving	Major deferred gifts will be used to build the endowment.
Grants: Corporations/Foundation	With appropriate background research and specific projects in mind, appeals to industry will be added over time.

Donor Appreciation

A donor appreciation and recognition program will form part of this Plan. It may include a mention on CAEP's website, publications, conferences, etc. as appropriate; however, requests for donor anonymity or confidentiality with respect to public recognition of gift(s) will be respected.

Donor Direction

CAEP will have priority areas for its appeals but allowance for donor preference in terms of areas to support will be made within the scope of CAEP's programs. While active fundraising will seek donations to support current grants, a donor may earmark a gift for the endowment fund. For example:



Donor Giving Levels

To promote giving at the most suitable level for each individual, CAEP will develop a range of giving levels with appropriate benefits and recognition. Recommended levels are:

ANNUAL GIVING LEVELS	
Per Month	Annual
\$5.00	\$60.00
\$10.00	\$120.00
\$20.00	\$240.00
\$30.00	\$360.00
\$42.00	\$504.00
\$84.00	\$1,008.00

Docs that Rock

Docs that Rock will be ‘ramped up’ into a bigger and better event and clearly marketed as a fun, friendly fundraising event; a venue for light-hearted promotion of the Fund. An auction component will augment the fundraising component of the event with a focus on “unbuyable” experiences.

Planned Giving

CAEP will begin a simple planned giving program consisting of information about why and how to support the Fund through a deferred gift. This will be an on-going educational process of mentioning this option at every opportunity.

CAEP will develop a profile for this program by creating a Legacy Society as a means of expressing appreciation for those who have made a deferred gift and promoting additional support.

Website

CAEP will expand the pages devoted to the Fund and add pages for giving, Docs that Rock, deferred giving page with information on bequests, life insurance and other forms of planned gifts, the ‘cabinet’, etc. Wherever possible, every page of the entire website will have a ‘donate now’ button.

Corporate Grants / Sponsorships

The Fund will need to establish clear policy guidelines, develop specific proposals with clearly identified, customized proposals and clearly defined donor levels and associated benefits. Grants from industry will be sought, bearing in mind the existing CAEP sponsorship relationships.

Key Success Indicators

The following factors will be central to evaluating the success of this program:

- Growth in Number of Supporters
- Net Annual Growth
- Return on Investment
- Cost per Dollar Raised