Alumni Annual Fund
Volunteer Handbook
2015-2017
# TABLE OF CONTENTS

MESSAGE FROM ALUMNI ANNUAL FUND BOARD CHAIR ......................................................... 3

ABOUT HAMLINE ............................................................................................................. 4

HAMLINE UNIVERSITY MISSION, VISION, VALUES ...................................................... 4

FUNDRAISING AT HAMLINE .......................................................................................... 5

WHY DO ALUMNI DONATE TO HAMLINE ................................................................... 6

THE ROLE OF AN ANNUAL FUND VOLUNTEER ............................................................. 7

HAMLINE’S COMMITMENT TO YOU ................................................................................ 8

VOLUNTEER JOB DESCRIPTIONS
  Stewardship Agent Job Description ............................................................................. 9
  Class Agent Job Description ....................................................................................... 10
  AAF Director/Decade Captain Job Description ............................................................. 11
  AAF Board Chair Job Description ............................................................................. 12

AAF BOARD OF DIRECTORS CONSTITUTION ............................................................... 13

PROTECTION OF CONTACT INFORMATION .................................................................. 15

CONFIDENTIALITY AGREEMENT .................................................................................. 16

GENERAL INFORMATION .............................................................................................. 17

ONLINE RESOURCES ................................................................................................... 17
A MESSAGE FROM THE ALUMNI ANNUAL FUND BOARD CHAIR

First, thank you for agreeing to serve as a volunteer on behalf of Hamline University’s Alumni Annual Fund (AAF). I hope that you will find the experience both fun and fulfilling.

As a long-time Class Agent myself, I can share that serving my alma mater in this way has been a great opportunity to show my gratitude for the excellent education I received at Hamline and to pay it forward so that future students have the same experiences.

You are the perfect Alumni Annual Fund volunteer: you love Hamline, and you lead by example as a donor. As an alum, you are uniquely positioned to connect with other alumni as a peer and through shared memories and experiences. Through your volunteer role, you help keep your classmates connected to Hamline in a way that the staff cannot.

This handbook is a resource for you as you learn more about your volunteer role. In it, you will find information about Hamline’s mission, vision, and values, as well as the importance of philanthropy in ensuring that Hamline can continue to offer the very best education to students of all backgrounds.

The Alumni Annual Fund Board and the Annual Giving Programs staff are available to offer assistance, information, and guidance to help you in your important work. Please take time to read this handbook to better acquaint yourself with your volunteer role. Do not hesitate to reach out with questions, concerns, or suggestions.

Thank you again for all you do for Hamline!

Cindi Potaracke Broekemeier '91
Alumni Annual Fund Board Chair
ABOUT HAMLINE UNIVERSITY

Located in Saint Paul, Hamline University is the top-ranked university in its class in Minnesota, according to U.S. News & World Report’s “America’s Best Colleges.” Founded in 1854, Hamline is also Minnesota’s first university and among the first coeducational institutions in the nation. Hamline has grown to approximately 5,000 students, comprised of undergraduates just beginning their collegiate experience and skilled professionals seeking advanced degrees at its School of Education, School of Law, and School of Business. Hamline offers 41 undergraduate majors and more than a dozen graduate and professional degree programs, including two MFA programs in creative writing, a JD, multiple dual-degree and certificate options, and doctorate degrees in law, education, and public administration.

HAMLINE UNIVERSITY MISSION, VALUES, VISION

Mission
To create a diverse and collaborative community of learners dedicated to the development of students’ knowledge, values, and skills for successful lives of leadership, scholarship, and service.

Values
Hamline University recognizes its roots in the traditions and values of the United Methodist Church, and aspires to the highest standards for:

- Creation, dissemination, and practical application of knowledge
- Rigor, creativity, and innovation in teaching, learning, and research
- Multicultural competencies in local and global contexts
- The development and education of the whole person
- An individual and community ethic of social justice, civic responsibility, and inclusive leadership and service

Vision
Hamline University will be recognized as a diverse, learning-centered university that is:

- Rooted in a tradition of liberal education
- Dynamic and actively inclusive
- Locally engaged and globally connected
- Invested in the personal and professional growth of persons
FUNDRAISING AT HAMLINE

The Development and Alumni Relations department is responsible for engaging alumni and friends and raising critical funds for the university. The Development and Alumni Relations department is led by the Vice President for Development and Alumni Relations and is made up of staff representing the following areas: Advancement Operations, Alumni Relations, Annual Giving Programs, Major Gifts, and University Events.

What is the Alumni Annual Fund (AAF) and why is it important?
The AAF provides much needed funding for Hamline University and is overseen by the Annual Giving Programs team. Donations to the AAF support the greatest needs of the university including:

- Scholarships and financial aid
- Student/faculty research and experiential learning opportunities like study abroad programs and internships
- Retaining and attracting top professors and staff
- Technology and library resources
- Grounds maintenance and upkeep
- Co-curricular activities such as athletics, student organizations, and performing arts

At Hamline, tuition only covers a portion of the operating budget. Donations from alumni and friends help to bridge that gap to ensure Hamline can continue to offer a high quality academic experience.

Does the university do other fundraising outside the AAF?
Yes. Beyond the AAF, where the largest numbers of donors and alumni are engaged, the university also seeks funding for restricted efforts from a smaller group of donors with the financial capacity to give larger gifts (major gifts) or gifts after their lifetimes (planned gifts). These restricted efforts could include new buildings, endowed scholarships, programmatic support, or fellowships.

How does the AAF support major and planned gift efforts, and vice versa?
The AAF raises unrestricted dollars that support the everyday operations of the university. This gives the university the ability to use and request larger gifts for special or new projects, such as a new building or a new endowed scholarship. Because many donors often first become engaged with Hamline through a gift to the AAF, it can serve as a pipeline to a major or planned gift during or after a donor's lifetime.

University major and planned giving officers also support the efforts of the AAF. Most donors approached personally for a major or planned gift for a special project are also asked to maintain or increase their AAF or unrestricted gift. This ensures that support for operations continues even during special fundraising campaigns.

What is the difference between current support, an annual gift, and the annual fund?
The terms are used interchangeably. Gifts for current support are made during a fiscal year (July 1 – June 30) and typically spent that same year. Thus, they are often called annual gifts. At Hamline, you may designate your annual (current) gift for a particular purpose, such as athletics, or an academic department or program. Thus, any gift that is not directed to endowment or capital projects is considered “current support.”

What is the difference between an unrestricted and a restricted gift?
Unrestricted gifts are the most flexible because they leave decisions on the actual use of the gift to the University. Unrestricted funds allow the University to respond most readily to current needs and new
opportunities. A restricted gift is designated to a specific area or purpose within a school or program, such as department activities or department scholarships.

Types of communications used to support the AAF
The Annual Giving Programs team utilizes integrated appeal methods planned strategically throughout the year through mail, e-mail, phone, social media, and personal visits.

What is Hamline’s fiscal year?
Hamline University’s fiscal year runs from July 1-June 30. For example: Fiscal Year 2015 (FY15) runs from July 1, 2014 to June 30, 2015.

WHY DO ALUMNI DONATE TO HAMLINGE?

Some of the reasons alumni donate to Hamline are:

- To pay it forward; to give students of today the same experiences they had
- To say thank you; to express gratitude for their education and the financial aid they received making their own education possible
- To maintain the high value of their degrees
- To demonstrate pride in their alma mater
- BECAUSE THEY ARE ASKED!
THE ROLE OF THE AAF VOLUNTEER

Types of AAF Volunteers
There are four different classifications of AAF volunteers: Stewardship Agents, Class Agents, and AAF Directors/Decade Captains. In order to be a AAF Director/Decade Captain, you must also serve as a Class Agent.

Stewardship Agents
A Stewardship Agent is an ambassador for his or her class year who stewards the activity of his or her classmates through donor thank you notes, encouraging event attendance, sharing of Hamline news, and the impact of gifts. The primary objective of a Stewardship Agent is to retain existing donors and maintain alumni engagement following their 50-year reunion (see “Stewardship Agent Job Description,” page 9).

Class Agents
A Class Agent is an ambassador for his or her class year who participates in a variety of fundraising activities that reach members of the class. We encourage multiple class agents per class to split up the work and also to build more connections among classmates. The primary focus of a Class Agent is to help increase both the number of alumni participating in the AAF and the dollars raised (see “Class Agent Job Description,” page 10).

Class Agents can play many roles based on their skill sets and comfort level:
- Stewards/Recognition Officers: saying thank you in many ways
- Ambassadors: the eyes and ears of the class; promoting Hamline in diverse settings
- Recruiters: bringing others on as volunteers
- Fundraisers: making or supporting fundraising solicitations

AAF Director/Decade Captains
AAF Directors/Decade Captains provide Hamline University and Annual Giving Programs with guidance and feedback related to alumni fundraising for the university. They act as a resource and help coordinate the activities of the Class Agents from their decade. They also serve as Class Agents for their class year as well as for years in his or her decade without a Class Agent, and help to recruit for open Class Agent and Stewardship Agent positions. Our goal is to have at least two Decade Captains per decade. AAF Directors/Decade Captains also serve on the AAF Board of Directors (see “AAF Director/Decade Captain Job Description,” page 11).
AAF Board of Directors
The AAF Board of Directors is made up of the Decade Captains as well as ex-officio staff members including the Director of Annual Giving Programs, the Assistant Director of Annual Giving Programs, and the Vice President of Development and Alumni Relations. Board members oversee each decade of Class Agents and Stewardship Agents and work with staff and volunteers to ensure that each of the following objectives of the board is met (see “AAF Board of Directors Constitution,” page 13):

- Remain current in their knowledge of Hamline’s plans, programs, and current operations.
- Assist Annual Giving Programs staff in reaching fundraising goals.
- Help educate and raise awareness among alumni and current students about the importance of the AAF to the university.
- Serve as a sounding board and provide feedback for AAF messaging and solicitation plans.
- Ensure full membership of the AAF Board of Directors.
- Assist staff in identifying and recruiting new volunteers.
- Communicate the quarterly or annual progress of the AAF.
- Approve volunteer policies and the volunteer handbook. Review of the volunteer handbook should take place on a biannual basis.

HAMLINE’S COMMITMENT TO YOU

As a volunteer, we commit to providing you with frequent communication, including “insider information” that will keep you “in the loop” on university events, as well as prompt response to your questions or concerns. We commit to providing ample resources to assist you in your role as a volunteer in the form of trainings, one-on-one communication, or printed information.
STEWARDSHIP AGENT JOB DESCRIPTION
Alumni Annual Fund

TITLE: Stewardship Agent

OBJECTIVE: The Stewardship Agent is responsible for helping Annual Giving Programs reach its donor and dollar goals all in an effort to make Hamline an even better place for our students and enhance the value of the degree for our alumni. This role is focused on keeping donors and alumni engaged following their 50-year-reunion.

APPOINTED BY: Annual Giving Programs Staff and AAF Board of Directors

EXPECTATIONS:
1. Make an annual gift at a level comfortable for you.
2. Thank donors from your class on a monthly basis via mail, email, or phone call with the goal of retaining donors year after year.
3. Help to keep your classmates engaged with Hamline. Encourage event attendance, share Hamline news and the impact of gifts, etc. with a goal of retaining existing donors and maintaining alumni engagement after the 50-year-reunion.
4. Serve as an ambassador for Hamline. Report class notes and alumni updates such as changes of address, marital status, etc.
5. Protect the confidentiality of donor information and sign confidentiality agreement.

TIME COMMITMENT:
1. One or two hours per month to write thank-you notes/emails to donors.
2. One or two hours per month to read and report updates from Hamline and/or attend events on campus.

TERM:
1. In concert with the Assistant Director of Annual Giving Programs, mutually evaluate experience at the end of the two-year term and determine whether or not to renew for another two-year term. There is no limit on the number of consecutive terms served.
2. Serve at least two years as a Stewardship Agent, and assist in appointing a replacement at the end of the term.

HAMLINE’S COMMITMENT TO YOU:
1. Monthly or bimonthly giving reports will be mailed to Stewardship Agents along with postcards and stamps, to ensure prompt acknowledgment of gifts.
2. Frequent communication about Hamline happenings, insider updates, and prompt response to your questions or concerns.

I have read and understand the Stewardship Agent job description. I will serve in this role for a minimum of two years.

Name ___________________________ Class Year ______ Date _____________
CLASS AGENT JOB DESCRIPTION
Alumni Annual Fund

TITLE: Class Agent

OBJECTIVE: Class Agents are responsible for helping Annual Giving Programs reach its donor and dollar goals all in an effort to make Hamline an even better place for our students and enhance the value of the degree for our alumni.

APPOINTED BY: Annual Giving Programs Staff and AAF Board of Directors

EXPECTATIONS:
1. Make an annual gift at a level comfortable for you.
2. Send handwritten or emailed thank-you notes to classmates who make gifts. Do not mention the amount of the gift or make a statement that would indicate you have knowledge of the amount of the gift.
3. Serve as an ambassador for Hamline. Report class notes and alumni updates such as changes of address, marital status, etc. Promote Hamline in your social networks. Identify classmates who might be capable of a major, planned, or corporate matching gift.
4. Serve as a fundraiser for your class or peer group. This could include outreach by phone, email, social media, or in person.
5. Protect the confidentiality of donor information and sign confidentiality agreement.

TIME COMMITMENT:
1. One or two hours per month to write thank-you notes/emails to donors.
2. One or two hours per month to read and report updates from Hamline and/or attend events on campus.

TERM:
1. In concert with the Assistant Director of Annual Giving Programs, mutually evaluate experience at the end of the two-year term and determine whether or not to renew for another two-year term. There is no limit on the number of consecutive terms served.
2. Serve at least two years as a Class Agent and assist in appointing a replacement at the end of the term.

HAMLINE’S COMMITMENT TO YOU:
1. Monthly or bimonthly giving reports will be mailed to Class Agents along with postcards and stamps, to ensure prompt acknowledgment of gifts.
2. Frequent communication and prompt response to your questions or concerns.

I have read and understand the Class Agent job description. I will serve in this role for a minimum of two years.

Name _____________________________ Class Year _________ Date ____________
AAF DIRECTOR/DECADE CAPTAIN JOB DESCRIPTION
Alumni Annual Fund

TITLE: AAF Director/Decade Captain

OBJECTIVE: The Alumni Annual Fund Board is responsible for helping Annual Giving Programs reach its donor and dollar goals all in an effort to make Hamline an even better place for our students and enhance the value of the degree for our alumni.

APPOINTED BY: Annual Giving Programs Staff and AAF Board of Directors

EXPECTATIONS:
1. All responsibilities required of Class Agents are required of AAF Directors/Decade Captains.
2. Regular attendance at Class Agent and AAF board meetings.
3. Serve as a role model for fellow Class Agents in your decade while supporting them through periodic communications and contact, sharing results with Annual Giving Programs staff. Serve as the class agent for those years with no Class Agent.
4. Serve as a sounding board, and provide feedback for AAF messaging and solicitation plans.
5. Approve volunteer policies and the volunteer handbook. Review of the volunteer handbook should take place on a biannual basis.
6. Assist with the recruitment of volunteers to the Alumni Annual Fund.

TIME COMMITMENT:
1. Attend 75% of Class Agent and Board meetings each year.
2. In addition to the Class Agent time commitment, one or two hours a month to review giving report updates and to be in touch with Class Agents in your decade.

TERM:
1. In concert with the Director of Annual Giving Programs, mutually evaluate experience at the end of the term and determine whether or not to renew for another two-year term. There is no limit on the number of consecutive terms served.
2. Serve at least two years as a Director/Decade Captain, and assist in appointing a replacement at the end of the term.

HAMLINE’S COMMITMENT TO YOU:
1. Monthly or bimonthly giving reports will be mailed along with postcards and stamps, to ensure prompt acknowledgment of gifts.
2. Frequent communication and prompt response to your questions or concerns, including “insider” information to ensure that you are “in the loop” on university events.

I have read and understand the AAF Director/Decade Captain job description. I will serve in this role for a minimum of two years.

Name _______________________________ Class Year __________ Date __________
AAF BOARD CHAIR JOB DESCRIPTION
Alumni Annual Fund

TITLE: AAF Board Chair

OBJECTIVE: The Alumni Annual Fund Board Chair is responsible for helping Annual Giving Programs reach its donor and dollar goals all in an effort to make Hamline an even better place for our students and enhance the value of the degree for our alumni.

APPOINTED BY: Annual Giving Programs Staff and AAF Board of Directors

EXPECTATIONS:
1. All responsibilities required of Class Agents and AAF Directors/Decade Captains are required of the Board Chair.
2. In collaboration with Annual Giving Programs staff, schedule, set agenda, and lead Board of Directors meetings.
3. Lead by example and serve as a resource for all Class Agents and AAF Directors/Decade Captains.
4. Review and approve drafts of meeting minutes.
5. Serve as ex-officio Director on College of Liberal Arts (CLA) Alumni Board.
6. Participate on volunteer handbook revision committee and other ad hoc committees as needed by the AAF Board of Directors.
7. Represent the AAF Board of Directors at events and in ad hoc university committees and meetings.
8. Assist in the nomination and orientation of the new incoming Board Chair.

TIME COMMITMENT:
1. Six to eight meetings (one to two hours in length) per year with Annual Giving Programs staff, conducted in person or over the phone.
2. Attend an average of four AAF board meetings and two Class Agent meetings per year.
3. Attend an average of four CLA Alumni Board meetings per year.
4. In addition to the Class Agent time commitment, two to four hours a month to review board meeting agendas and minutes and giving report updates, and to touch base with your Class Agents and other Decade Captains.

TERM:
1. Serve a minimum of two years as AAF Board Chair and assist incoming chair in his or her transition, with a maximum service of two consecutive terms (four years).
2. In concert with the Director of Annual Giving Programs, evaluate experience at the end of the first term and determine whether or not to renew for the second two-year term. At the time of transition of board chairs, the outgoing board chair will assist in the on-boarding of the new incoming board chair during the months of May through August as the new board chair prepares for the first board meeting of the fiscal year.

HAMLINE’S COMMITMENT TO YOU:
1. Prompt and thorough communication from Annual Giving Programs staff assisting you in your leadership role.
2. Opportunities to serve on university-wide committees.
3. Monthly or bimonthly giving reports will be mailed along with postcards and stamps, to ensure prompt acknowledgment of gifts.
4. Frequent communication and prompt response to your questions or concerns, including “insider” information to ensure that you are “in the loop” on university events.

I have read and understand the AAF Board Chair job description. I will serve in this role for a minimum of two years.

Name ________________________________ Class Year _________ Date ______________
HAMLINE UNIVERSITY
AAF BOARD OF DIRECTORS
CONSTITUTION

I. Name, Status, and Relationship: The name of the organization shall be the Hamline University Alumni Annual Fund Board of Directors. The board represents the AAF Stewardship Agents and Class Agents. This board is affiliated with the Alumni Association Board of Directors.

II. Board of Directors: The board shall be governed by 12-16 directors who serve as Decade Captains for the AAF, plus as many as five non-voting ex officio directors. Two Decade Captains will represent each decade. Additional board members may be added to reflect the goals and priorities of the AAF or the university. The Vice President for Development and Alumni Relations, the Director of Annual Giving Programs, and the Assistant Director of Annual Giving Programs shall be voting ex officio directors. The board shall approve the addition of additional ex officio directors with a majority vote.

III. Objective: The Alumni Annual Fund Board is responsible for helping Annual Giving Programs reach its donor and dollar goals all in an effort to make Hamline an even better place for our students and enhance the value of the degree for our alumni.

IV. Meetings: The AAF Board of Directors shall meet as needed, but at least two times per year. Purposes of the meetings include: policy setting, idea generating and brainstorming, communicating the objectives of the AAF, communicating the progress of the AAF, goal setting, voting, and accepting recommendations for and/or helping to choose new Decade Captains.

A quorum for the transaction of business at any board meeting shall consist of more than 50% of the directors, including ex officio directors. A quorum is needed to vote on a new directors and new board chairs. The affirmative vote of a majority of directors shall be necessary to take action. All directors (including ex officio directors) shall be voting members.

V. Nomination of New Directors: The Board shall approve the nomination of new directors with a majority affirmative vote.

VI. Terms of Service and Departure from Role: Directors will serve two-year renewable terms. After two years of service, each Director will evaluate their participation on the board in conversation with the Annual Giving Programs staff. If the Director wishes to continue on the board, they will recommit for another two-year term. Otherwise, the Director will depart from his or her role. He or she may choose to continue serving in the role of Class Agent, which requires a commitment to a two-year term in that particular role.
VII. **Election of Board Chair:** The board of directors, with support from the Annual Giving Programs staff, shall elect a chair from its membership at its regular spring meeting. The nomination process will be confidential, and the Director of Annual Giving Programs will have the first right of refusal of any candidate. The AAF board will vote on candidates, electing a chair with a majority vote. The chair, or their designee, will serve as an ex officio member of the CLA Alumni Board of Directors. Other officers may be elected by the board as needed.

Each board chair will serve a minimum term of two years, with the option of serving two consecutive terms, with a maximum service time of four consecutive years. The term of service will run on the fiscal year (July 1 – June 30). At the time of transition of board chairs, the outgoing board chair will assist in the on-boarding of the incoming board chair during the months of May through August as the new board chair prepares for the first board meeting of the fiscal year. An individual may serve as a board chair more than once, given at least a two year break from the role.

VII. **Amendment of Constitution:** This Constitution may be amended at any meeting of the Hamline University AAF Board of Directors. Adoption of the amendment shall require a majority vote of the board members.
PROTECTION OF CONTACT INFORMATION

The Annual Giving Office does not sell or trade the contact information maintained on the university’s institutional database for any purpose. Protecting the privacy of our constituency is a top priority and is considered an obligation of the university.

In an effort to maintain an effective record of contact information, the university will occasionally partner with select firms to update addresses or telephone numbers. Examples of this include the production of an alumni directory as well as targeted market research. Any firm hired to provide services that require the submission of any electronic record from the university will be required to sign a binding contract ensuring the confidentiality of this information. Information will be restricted in use to the sole purpose agreed upon by the university and the firm. No firm will be permitted to sell this information, or to use it in any manner outside of the parameters described in a legally binding contract. The university’s legal counsel will review all contracts of this nature to ensure that confidentiality of data is guaranteed.

Just as outside firms are restricted from using university data for other purposes, the university asks you to protect and not to use for profit or personal gain any personal information to which you have access.

The Annual Giving and Alumni Relations Offices receive requests from alumni for contact information of other alumni via mail, phone, fax, or e-mail on a regular basis. Staff members who assist with these requests require the individual placing the request to prove his/her identity by answering certain questions. If the questions are not satisfactorily answered, the request will not be granted.

Alumni directories, either paper or electronic, listservs, and class letters are for official university use, and for individual communication between alumni only. Use of personal information for any other purpose is strictly prohibited and constitutes misappropriation of property. Misappropriation includes but is not limited to: reproducing and storing in a data retrieval system by any means and photocopying or using the addresses or other information for any private, fundraising, commercial, or political mailing.

If you are contacted by an organization or business that implies, directly or indirectly, that your information was provided by Hamline University, please contact the Alumni Relations Office at (651) 523-2015.
CONFIDENTIALITY AGREEMENT

**Purpose:** To provide Alumni Relations and AAF volunteers guidelines regarding dissemination and disposal of confidential information.

**Guidelines:**
1. Information provided to volunteers is strictly confidential. This information is to be used by volunteers only in the performance of their duties as Stewardship Agents, Class Agents, Decade Captains, class reunion committee members, and/or reunion planning volunteers for Hamline University.

2. Information shared with volunteers will be in reference to their class only. In the case of Decade Captains, information will be in reference to the decade in which their class year falls.

3. Information may not be transferred to any outside party.

4. Proper disposal of confidential information includes shredding or returning the material to the Annual Giving Programs staff. Confidential information should be kept no longer than one calendar year.

5. All Class Agents, Stewardship Agents, Decade Captains, class reunion committee members, reunion planning volunteers, student callers, alumni house student workers, Annual Giving staff, and other parties involved in alumni communications are required to adhere to this policy.

Name: __________________________ Class Year: ______ Date: ______________
GENERAL INFORMATION

Toll-free Phone Number  800-767-5585
Web Address for Giving Information  www.hamline.edu/aaf
Online Giving Site  www.hamline.edu/giving
General Giving Email Address  giving@hamline.edu
Hamline Direct  www.hamline.edu/hamlinedirect
Matching Gift Information  www.hamline.edu/matchinggift

ONLINE RESOURCES
(Available at www.hamline.edu/ClassAgentTools)

- Hamline Fast Facts
- Development and Alumni Relations Staff Listing
- Alumni Annual Fund FAQs
- Current Class Agent Goals
- Current Class Donor Goals
- Donor Participation Reports
- Alumni Volunteer Summit PowerPoint
- Class Agent Solicitation Training Notes
- How to read your Monthly Class Agent Thank You Report
- Why do we send thank you notes? (includes suggested text for thank you postcards)
- Solicitation Resources
  - Responding to objections
  - Sample solicitation email
  - Sample solicitation letter
  - Sample solicitation phone conversation