CFRE®

CFRE International

CANDIDATE HANDBOOK

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Welcome to the CFRE Programme

Certified Fund Raising Executive (CFRE) International is pleased to welcome you to the certification process. As stewards of the public trust, CFRE International certifies fundraising professionals who demonstrate the knowledge, skills and commitment to the highest standards of ethical and professional practice in serving the philanthropic sector.

CFRE International fulfils this mission by establishing and administering a voluntary certification process based on current and valid standards that measure competency in the practice of philanthropic fundraising.

In furtherance of its mission, CFRE International promotes voluntary certification, in dialogue with government and other bodies globally, as the preferred alternative to licensure and/or government regulation.

Benefits of the CFRE Programme

By becoming a CFRE, you are joining thousands of other dedicated professionals in enhancing the status and credibility of the profession.

1. Certification grants you more credibility. Certification serves as an impartial, third-party endorsement of your knowledge and experience against international standards in philanthropy. It adds to your credibility as a fundraiser and sets you apart from other professionals.

2. Certification can improve career opportunities and advancement. CFRE certification can give you the “edge” when being considered for a promotion or other career opportunities. CFRE certification clearly identifies you as an employee who has demonstrated mastery of fundraising principles and techniques based on accepted best practices.

3. Certification prepares you for greater on-the-job responsibilities. CFRE certification is a clear indicator of your willingness to invest in your own professional development. Certified professionals are aware of the constantly changing environment around their profession and possess the desire to anticipate and respond to change.

4. Certification improves skills and knowledge. Typically, achieving CFRE certification requires training, study and “keeping up” with changes. CFRE certification showcases your individual mastery by confirming proficiency and knowledge in the field. CFRE certification also requires recertification every three years, proving you stay ahead of the curve in fundraising.

5. Certification may provide for greater earnings potential. Many fundraising professionals who have become CFRE certificants experience salary and wage increases based on their certification status. In addition, CFRE certificants are in high demand internationally.

6. Certification demonstrates your commitment to the fundraising profession. Receiving CFRE certification shows your peers, supervisors and, in turn, donors your commitment to your chosen career and your ability to perform to set standards.

7. Certification enhances the profession's image. CFRE certification programme seeks to grow, promote and develop certified professionals, who can stand "out in front" as role models in the fundraising field.

8. Certification reflects achievement. CFRE certification is a reflection of personal achievement because the individual has displayed mastery of his or her field by meeting requirements and standards set in philanthropy.

9. Certification builds self-esteem. CFRE certification is a step toward defining yourself beyond a job description or academic degree while gaining a sense of personal satisfaction.

10. Certification offers greater recognition from peers. As a CFRE certificant, you can expect increased recognition from your peers for taking that extra step in your professional career.

As a professional fundraising executive, you deserve to be recognised and appreciated for what you do. And like most professionals, you want to become better at it. You look for opportunities for on-going meaningful professional development, and practical ways to evaluate your own work that will help you grow. This is one reason the CFRE credential was created.

About CFRE International

Founded in 2001, CFRE International is the certifying agency responsible for the governance and administration of the only universal, baseline credential available to fundraising professionals.

The CFRE credential was first awarded in 1981 by what was then the National Society of Fund Raising Executives (NSFRE), now the Association of Fundraising Professionals (AFP). In 1983, the Association for Healthcare Philanthropy (AHP) established a certification program, awarding the Certified by the Association for Healthcare Philanthropy (CAHP) designation. In 1996, NSFRE and AHP, merged their certification programs and helped found CFRE International as an objective body dedicated to setting standards in philanthropy.

CFRE International's Board of Directors, elected by the current certified population in good standing, is responsible for establishing eligibility criteria, examination content, passing scores, recertification requirements, and if necessary, revoking the credential.

Certificants continue to obtain current professional development information, explore new knowledge in specific content areas, master new fundraising related skills and techniques, and conduct professional practice in an ethical and appropriate manner through mandatory recertification.

Certificants are personally and professionally invested in their community. Through participation in professional associations and/or community organizations (i.e., local church, youth groups, service clubs, etc.), members are active volunteers who care about their community.

CFRE certificants must agree to uphold the *Donor Bill of Rights* and abide by *CFRE International Accountability Standards* and the *International Statement of Ethical Principles in Fundraising.*

The program is open to any eligible fundraising executive regardless of membership affiliation. The program consists of an assessment of an eligible candidate's professional practice, fundraising accomplishments, continuing professional education, and service to the profession and/or other not-for-profits as evidenced through a comprehensive written application. In addition, each candidate's mastery of fundraising principles and techniques will be measured by a written examination.

One of the greatest strengths of CFRE International is its collaborative efforts. By creating a single credentialing programme endorsed and supported by various associations within the profession, the CFRE credential provides the public and employers with a single mark of professionalism.

CFRE International adheres to the highest standards by bench-marking its practices against standards set for certification programmes. The National Commission for Certifying Agencies (NCCA) of the National Organisation for Competency Assurance (NOCA) has established criteria for certification agencies. In 2009, CFRE International received NCCA accreditation in the United States.

Applying for Your CFRE

You must submit a completed application in order to determine whether you are eligible to test. To apply for the CFRE credential, you must complete the following steps:

1. Your application must be submitted online by the posted application deadline, listed online at http://www.cfre.org/apply/exam-schedule/ Applications submitted after the deadline will automatically be considered for the next testing period.
2. Within 7 business days your application will be reviewed for compliance with necessary requirements. If there are questions while reviewing your application, you will be contacted via email for additional information. Candidates will be sent Authorisation to Test notices via email as their applications are approved.
3. After receiving the Authorisation to Test, you may go online to schedule your exam within the requested testing window.

Eligibility Requirements

In order to become a Certified Fund Raising Executive (CFRE), you must submit an online application which meets the requirements in each of the following three categories; you must receive a passing score on the CFRE examination; you must agree to uphold the *International Statement of Ethical Principles in Fundraising*, the *Donor Bill of Rights* and the *CFRE Accountability Standards*; and pay all appropriate fees. Candidates must meet all requirements at the time they sit for the examination. The requirements of the written application are as follows:

Education – 80 points

You receive one (1) point toward this category for every one (1) hour of attendance at educational programmes during the past five (5) years. For more information on which educational programmes count, please see the section below on Continuing Education Credits.

Professional Practice – 36 points

You earn one (1) point for each month of employment as a professional member of a fundraising staff or as a fundraising consultant to not-for-profit organisations. At least fifty percent (50%) full time or one hundred percent (100%) half time of job duties and responsibilities assigned to fundraising activities, resource development and/or the management of fund development which results in generation of philanthropic support CFRE defines half time employment as ½ full time employment (FTE) or greater.

These points can be accumulated for employment during the past five (5) years, which allows for employment gaps. You can earn one (1) point for any single month of employment – *you cannot earn more than one point for any single month.*

Note for Consultants: It is acknowledged that consultants do not typically work for clients in 40-hour-week time-blocks. Points may be earned for each singular month you were retained by client(s), regardless of whether you worked each day in that month.

Professional Performance – 55 points

Points in the Performance Category can be earned in three ways for activities that have taken place during the past five (5) years:

- One (1) point for each $25,000 in funds raised in US currency. Funds can be aggregated before points are calculated
- Five (5) points for each specific **Communications** activity or project with measurable outcomes or results which impacted your fundraising activities
- Five (5) points for each specific **Programme, Institutional or Financial Management** activity or project which impacted your fundraising activities

See below for examples of Management and Communications projects.

Continuing Education Credits

The goal of the certification process is to assure as much as possible the continuing competence of each Certified Fund Raising Executive (CFRE) and maintain the professional standard of those engaged in fundraising practice. Continuing education courses provide one of the main methods for keeping up with professional practice.

The purposes of the continuing education requirements established by the CFRE International are that CFREs continue to:

- obtain current professional development information
- explore new knowledge in specific content areas
- master new fundraising-related skills and techniques
- expand approaches to effective fundraising
- further develop professional judgment
- conduct professional practice in an ethical and appropriate manner

CFRE International recognises that the fundraising professional engages in lifelong development to maintain and improve knowledge and skills for competent practice. This includes continuous self-assessment to identify professional strengths and learning needs, establishment of short- and long-term goals for individual professional development, and selection of appropriate continuing education to meet these goals.

Candidates should choose those educational programmes that provide them with the most benefit, keeping in mind that the length and rigor of a programme contribute to its value. Advance planning for continuing education enables candidates to choose more appropriate courses and also to control expenses more effectively.

Candidates applying for ***Initial certification*** must document a **minimum of 80 points** in the Education category. Candidates applying for ***Recertification* OR *Inactive Status*** must document a **minimum of 45 points** in the Education category.

Candidates are awarded points for four types of continuing education activities:

- attending educational sessions
- presenting educational sessions
- service learning
- authoring

Attending Educational Sessions

For general attendance at workshops, seminars, conferences and in-service training, points are awarded according to the actual amount of time spent under instruction at a ratio of 1:1. Forty-five (45) – sixty (60) minutes of instruction = one education point; 1 semester credit = fifteen (15) points. Points are not awarded for sessions that are fewer than 45 minutes in length but can be pro-rated for sessions exceeding sixty (60) minutes (i.e., a session one hour and fifteen minutes in length = 1.25

pts.) The Application will not award more than seven (7) points per one (1) day of attendance at applicable continuing education sessions without accompanying agenda documentation.

A *minimum* of 20% of total education points must be earned from educational offerings given by presenters outside the candidate's institution. (*Example*: Courses taught by an outside speaker in the candidate's development office are applicable towards this 20%; a course taught by the candidate's Vice President for Development at the institution's annual retreat would not be applicable towards this 20 %.)

Presenting Educational Sessions

For presenting educational material at workshops, seminars, conferences, and in-service training, points may be earned as listed below. **Presentations on non-fundraising related topics or presentations related to professional responsibilities do not qualify for continuing education points.**

Candidates who present *previously developed* materials – whether developed by an outside organisation or by themselves – receive points for these activities according to the actual amount of time spent providing instruction at a ratio of 1:2. The awarding of double points is in recognition of the additional time required to prepare and refine presentation materials for a session or programme.

Candidates who *research, develop, prepare and present new educational sessions from scratch* receive points for these activities according to the actual amount of time spent providing instruction at a ratio of 1:3. The awarding of triple points is in recognition of the additional time required to research, develop learning objectives, prepare and present brand new presentation materials for a presentation or programme.

Candidates may only report a particular presentation one (1) time per year. A maximum of thirty-six (36) points for presenting sessions or authoring materials is permitted.

Education points are not awarded for coordinating educational programmes if the candidate does not present.

Service Learning

Candidates may earn education points for time spent volunteering. Points are awarded at a rate of 2 per year for each ongoing volunteer leadership role and 1 per year for each instance of general volunteer service. **A maximum of 10 points will be counted in this category.**

Authoring

Points for authoring published materials are awarded on a sliding scale. Published materials must be a fundraising-related article, chapter, book, or dissertation. ***Self-published materials, or materials produced as part of employment or professional responsibilities do not qualify for continuing education points***. All materials submitted for points must have been published since the candidate's last certification/recertification.

Published articles must cover a fundraising-related topic as outlined in this policy and must be a minimum of 500 words in length. 5 points will be awarded for each article. Candidate's name must appear as the article's author or co-author and a full bibliographic citation and copy of the article must be provided. Blog posts are not considered articles.

Book Chapters must cover a fundraising-related topic as outlined in this policy. 15 points will be awarded per chapter. Candidate's name must appear as the chapter's author or co-author and a full bibliographic citation must be provided, along with a photo copy of pages showing candidate's attribution for the chapter.

Published books must cover a fundraising-related topic as outlined in this policy. 30 points will be awarded. Candidate's name must appear as the article's author or co-author and a full bibliographic citation must be provided, along with a photocopy of citation page showing candidate's attribution for authorship.

A maximum of thirty-six (36) points for presenting sessions or authoring materials is permitted.

Fundraising Course Content

Continuing Professional Education activities reported to CFRE International must be in subject areas covered on the CFRE Text Content Outline.

- Current and Prospective Donor Research
- Securing the Gift
- Relationship Building
- Volunteer Involvement
- Management
- Accountability

Non-Fundraising Content

CFRE International recognises that certain continuing education opportunities, while not directly fundraising related, will enhance your performance as a fundraising professional. Examples of such courses include: technology training, software package training, human resource principles, and personal development such time management skills.

Such topics are applicable for a maximum of 1/ 8 of the total points required for certification or recertification. This is a maximum of ten (10) points for Initial Certification and five (5) points for Recertification.

Source of Course Work

Individual CFRE certificants are responsible for determining whether a programme meets requirements and qualifies for continuing education points. Only courses, workshops or seminars that meet these requirements should be reported on certification applications. Reported programmes should:

- Update or enhance professional knowledge and skills required for competent performance at the 5-year level.
- Present current and correct content as documented in the body of professional knowledge and best practice.
- Foster mastery of new knowledge required at the 5-year practice level.
- Assist in self-assessment of knowledge and skills.
- Provide opportunities for interdisciplinary learning, professional growth and development.
- Further develop professional judgment and promote professional practice in an ethical and appropriate manner.
- Be developed and conducted by persons or organisations qualified in the subject matter and in instructional design.
- Be an organised educational activity offered by a college, university, association, non-profit or for-profit entity. Educational activities may include electronic media, audio or video tapes of previously presented, formal educational programmes.

Self-Study programmes may be eligible for points. Acceptable self-study programmes are defined as courses using 1) printed material, 2) periodicals, 3) audio/video cassettes, or 4) electronic media, **each with accompanying test**. However, audio/video cassettes or on-line presentations of previously presented, formal educational programmes are eligible.

Activities such as reading trade publications, membership magazines, and newly released fundraising books are an expected part of the daily activities of the calibre of professionals who become Certified Fund Raising Executives. Keeping abreast of current fundraising literature is a valuable experience but is not considered continuing education for the purposes of certification or recertification.

Candidates can obtain course work from any number of sources. No particular course providers are required, however all reported course work must be substantiated by proof of attendance and/or completion in accordance with the Document Verification Policy.

Alternatives to Course Work for Recertification

At any time, to satisfy the Education Point requirement for recertification, a candidate can take the current form of the written examination. The candidate must receive a passing score in order for the exam to be accepted in lieu of course work. Candidates must submit a request in writing to take the examination for this purpose and must pay the current fee for an initial certification application.

Examples of Management and Communications Projects

Below are examples of actual Management and Communications Projects accepted by CFRE International for points on the CFRE application. They are intended to inform candidates of the type of submission CFRE expects and to aid candidates in the development of their own submissions. Questions about Communications and Management Projects should be directed to the CFRE International staff.

Management Projects

Project 1

Description of Activity*:* ***** College did not have written gift acceptance policy which was creating confusion and conflicting “official” statements. The goal of this project was to provide the college, primarily the Development and Finance offices, with guidance on gifts.

Materials/Strategy Used: I requested gift acceptance policies from several other institutions. I also contacted CASE and AFP for information on gift policies. After analyzing these examples, I drafted a gift acceptance policy that followed legal and ethical guidelines and was appropriate for ***** College. The draft was presented to Vice President of the College and the planned giving officer; the final draft was approved by the Board of Trustees in June 2002.

The policy was reproduced for every staff member in every office that worked with donors or potential donors. A detailed table of contents covered: coordination of appeals for funds; processing and acknowledging gifts and pledges; types of gifts to be marketed and accepted; use of gifts; donor recognition; and other general policies.

Having a written gift policy has expedited the processing of gifts because many questions are answered in the policy and most processing has become routine. For more complicated gift acceptance issues as described in the policy, the Gift Acceptance Committee, established by the policy, is convened.

Outcome/Results Achieved: The primary purpose of the written policy on gift solicitation and acceptance is to ensure that ******* College can respond quickly and appropriately to all gift offers. A secondary goal is to maintain in one location, master copies of disclosure statements and other important documents that may be required by state and federal regulatory authorities.

The written policy ensured that the College was meeting its obligations to its donors, the public and the law through systemized documentation. Before the written policy was implemented, the information was maintained in a haphazard manner. The systems of the new written policy will enable statistical analyses to be conducted to support more sophisticated solicitations to individual donors, corporations and granting agencies.

Project 2

Description of Activity: Consolidation of ****** University Funding Requirements

Stated Purpose/Goal: To simplify the identification of funding requirements from university program managers in such a way that we could facilitate decisions on determining spending rates and also reduce the frequency of withdraws from invested funds.

Materials/Strategy Used: Prepared a consolidated spreadsheet of requests from the previous year and, with the Board’s endorsement, requested that the university president poll university program managers in the spring of each year. A comprehensive report of anticipated funding requests that would require that we withdraw funds from the investment pool would be developed.

Outcome/Results Achieved: Instead of piece-meal submission of requests during the year, the Board is now able to act on the basis of one report each spring to approve a spending rate ad amounts for each endowment. This is done in sufficient time for us to then prepare a schedule of distributions that spaces withdrawals across the school year thereby permitted minimal incursions into the investment pool and providing the financial consultant a timeline for those distributions.

Project 3

Description of Activity: I implemented a program which integrated management of all capital campaign solicitation activity for a medium sized church.

Stated Purpose/ Goal: To correlate the capital campaign solicitation materials and tracking system so as to meet the different needs for multiple donor solicitation techniques and giving mechanisms among this economically, racially, and politically diverse congregation.

Materials/Strategy Used: Specialized training for solicitation volunteers enabled to utilize a uniform donor pledge card for a variety of types of contributors while the pledge card with information with ancillary materials as needed.

Outcomes/Results Achieved: The campaign exceeded its goal for many positive reasons but, among them was the utilization of the training and materials which facilitated over 30 gifts of appreciated stock! The key administrative secretary was able to track all types of gifts and give the campaign leadership clear reports on campaign activity in all campaign divisions.

Communications Projects

In this category, points are awarded for a major achievement in the communications field (such as an effective public relations program, a newsletter implemented to increase donor relations, or a marketing activity) that proved critical to the success of a fundraising effort.

Project 1

Description of Activity: Series of articles on wills in the donor newsletter of ***** College entitled "The Educated Philanthropist."

State Purpose and Goal: To provide education to donors about the importance of making a will and the ability to make a bequest to ****** College through such a document.

Materials/Strategy Used: The articles provide practical steps for completing a will. The first article outlined the preparatory steps to take prior to the first meetings with the professional advisors that would draft the document. The second article dealt with common questions and myths about wills and the benefits of creating such a document and a charitable legacy. The third article presented a glossary of terms in order to 'demystify' the vocabulary of estate planning and included sample bequest language.

Outcome/Results Achieved: To date two people used the articles to walk themselves through the process of completing their wills and including ***** College. We have used the articles as standalone inserts in our planned giving portfolio. They have been mailed or used in face to face solicitations on 17 occasions. They are in the process of being reprinted for the coming year.

Project 2

Description of Activity: Golf Course Newsletters: two letters were used in order to promote participation of corporate sponsors in the annual golf tournament. One was sent prior to the event and one following. Pre-event newsletter profiled the organization and post event newsletter recognized sponsors and published results.

Stated Purpose/Goal: to increase net revenue of tournament by 25% in 1999

Materials/Strategy Used: pre-event newsletter mailed to all current corporate sponsors and mailing list of 1500 key business areas. It also included a registration form. Additional publicity would hopefully bring new sponsors.

Outcome/Results Achieved: net tournament proceeds went from $32,000 to $77,000.

Project 3

Description of Activity: While COO of *****Development Foundation, I planned and executed series of Estate Planning/Planned Giving seminars for the community as means of initiating that program for******.

Stated Purpose/Goal: To establish relationships with regional professionals who advised donors regarding estate plans. To place educational and transactional materials in the hands of potential donors and financial planners. To increase awareness of ****** as vehicles for donors to achieve their own financial goals while simultaneously helping the community meet its healthcare service needs.

Materials/Strategy Used: Set up a series of early morning breakfasts for the community's "financial gatekeepers" (CPA's, lawyers, bank trust officers, financial planners) and later morning meetings for retirees. Each group received materials especially tailored to their needs that explained how ****** could be used to achieve their financial and charitable goals.

Outcome/Results Achieved: Attendance by professionals and retirees exceeded our expectations. All three stated purposes were met and ******were positioned top-of-mind as potential planned giving vehicles and the presentations effectively launched ******'s Estate Planning Program. In the ensuing months, we did receive more calls from local lawyers inquiring about some specifics for transactions. Due to the confidential nature of establishing estate plans however, and due to the long term nature of the estate plan's fruition, we were not able to directly track any specific seminar to a specific gift. The consensus among the senior ******staff was that the seminars had a positive "seeding" effect for increased planned gifts from the community.

Project 4

Description of Activity: Coffee Break Project: direct mail campaign in which a small box was mailed to a group of former donors. Inside the box were two coffee mugs and a small gourmet coffee.

Stated Purpose/Goal: To encourage response to a follow up phone call to re-invoke former donors. Goals: re-establish contact with 15 donors and cover all costs with sponsorship contributions.

Materials/Strategy Used: The mugs and coffee conveyed the idea of two friends gathering over a cup of coffee to talk about the *****. Personal attention would hopefully break the ice of a cold contact.

Outcome/Results Achieved: 18 contacts were successfully achieved which later resulted in contributions. Coffee was donated by **** and $1,000 corporate sponsor fee covered packaging costs, postage and two mugs.

Project 5

Description of Activity and Stated Purpose: To increase the constituency of support a consultant to The Senior Center in Medium-Sized City, GA recommended that the Board of Directors cultivate children of aging parents to boost participation and fundraising.

Materials/Strategy Used: It was determined that civic minded women in their fifties would be a relevant target market. Several of the current Board members were sustaining members of the Junior League and used their contacts in this organization and the community to create the initial mailing list. These types of women are energetic volunteers and have the means and interest to be donors.

The objective was to increase our name recognition, provide information to the community about the Center's programs and services for the elderly, interest eligible volunteers, and interest potential donors.

The Board planned a luncheon. Board members contributed to the cost of the food; staff and Board members prepared the food; and a senior adult contributed the use of her home.

We developed the mailing list of about 100 women with input from the Board. I designed an attractive invitation. In the mailing we included information about the Center, past issues of our newsletters and a list of resources for the elderly.

Outcome/Results Achieved*:* Thirty-eight women attended the luncheon. From the attendance and resulting mailing contacts, one new corporate sponsor was realized and four speaking engagements were set up which will increase our name recognition, five new people volunteered and seven potential clients were added to our mailing list. In addition, all of the original 100 invitees were later solicited for a contribution and 20% responded with gifts totaling $380. The success of this project has encouraged the Board to have this become an annual event and to explore the possibility of an event for another target audience- an "I Remember Mama" brunch for men and their Mothers.

Project 6

Description of Activity: Presentation to Senior Faculty and Administration of ***** University

Stated Purpose/Goal: Provide information on fundraising policies and practices, investment practices and results to identify ways senior university leaders can improve their own fundraising

Materials/Strategy Used: Power Point presentation with handouts

Outcomes/Results Achieved: Deans of the College of **** and of ****** implemented some of the recommendations and increased their annual gifts by 15%. The College of ****** added an endowment as a direct result of follow-up suggested during the presentation.

Project 7

Description of Activity: A values based estate planning questionnaire was created for use in planned giving solicitation.

Stated Purpose/Goal: To establish a donor-focused model to be utilized in face to face solicitation of planned gifts.

Materials/Strategy Used: The questionnaire was based on research of publications through Scott Fithian's articles, workshops and book; articles on the Planned Giving Design Center; and documents for the ethical wills project. The questionnaire gave professional advisors and staff on the ***** Heritage Society Committee a set of phrases which they could realistically use when cultivating or soliciting planned gifts.

Outcome/Results Achieved: The questionnaire has been adapted for use to date with seven face to face solicitations. It became one of the reference handouts for use in two workshops on planned giving for the public with 47 combined registrants. Evaluations indicated that from 6 people cited the values based concept as a factor that set ****** College preferentially from other nearby charities.

Project 8

Description of Activity: While COO of ********Development Foundation, I planned and executed a series of estate planning/planned giving seminars for the community as means of initiating that program for *********.

Stated Purpose/Goal: To establish relationships with regional professionals who advised donors regarding estate plans. To place educational and transactional materials in the hands of potential donors and financial planners. To increase awareness of ******* as vehicles for donors to achieve their own financial goals while simultaneously helping the community meet its health care service needs.

Materials/Strategy Used: Set up a series of early morning breakfasts for the community's "financial gatekeepers" (CPA's, lawyers, bank trust officers, financial planners) and later morning meetings for retirees. Each group received materials specially tailored to their needs that explained how SCCMC & SCCDF could be used to achieve their financial and charitable goals.

Outcomes/Results Achieved: Attendance by professionals and retirees exceeded our expectations. All three stated purposes were met and ****** were positioned top-of-mind as potential planned giving vehicles and the presentations effectively launched *****'s estate planning program. In the ensuing months, we did receive more calls from local lawyers inquiring about some specifics for transactions.

Project 9

Description of Activity: Launched a new community-wide newsletter.

Stated Purpose/Goal: To modernize the outdated look of hospital materials, signage, etc. The effort was critical to enhancing credibility of the facility during the final years of a capital campaign and essential precursor to increased annual appeal solicitations.

Materials/Strategy Used: For the first time in the hospital's history, I utilized purchased targeted mailing lists for every zip code in the primary and secondary service areas. Thus we were able to reach all potential users of the facility and potential donors. We also utilized the newsletter to carry the annual report, non-individualized annual appeal pitch, and annual appeal reply envelope.

Outcomes/Results Achieved: Attendance at fundraising special events increased as did annual appeal donations. The hospital credited the increase to heightened awareness of the hospital and its programs.

Eligibility Documentation

Candidates are not required to submit back-up documentation of reported points at the time of application. Candidates are required to sign a disclosure statement attesting to the accuracy of the information provided.

CFRE International does reserve the right to request backup documentation to substantiate your claimed points at any time. Candidates are encouraged to keep copies of documentation AND of their completed application form. ***10% of all applications are randomly selected for audit every year.***

The verification requires applicants to furnish completed copies of their:

1) Continuing Education documentation (including: date(s) of the continuing education activity; name of activity organiser (acronyms not acceptable); title of the session(s) attended; session topic(s); total number of contact hours; name/title of presenter/activity coordinator and proof of attendance in the form of a certificate or receipt)
2) Employment verification contact information (i.e., name and telephone number for supervisor or human resource department from all reported employment. Consultants should supply same for a variety of clients.)
3) Proof of dollars raised, communications projects, or management projects through annual reports or other official documentation.

CFRE International reserves the right to request additional information related to the recertification process. Materials may be requested as far back as three (3) years.

Reported information which cannot be verified, through required documentation or employer contacts, will not be applicable toward necessary points on the candidate's application.

Candidates for initial certification and recertification will be pre-selected for audit through a database process. Applications from candidates selected for verification will not be reviewed. Once the application has been received, these candidates will be sent an email informing them that they have been selected and requesting that all required information be submitted within 30 days.

Initial certification applicants who submit incomplete or non-verifiable information may choose an alternate testing window when required information is verified. Once the application is approved, candidates will have one (1) year from the approval date to sit for and pass the exam.

Recertification applicants who submit incomplete or non-verifiable information shall automatically be deferred into their six (6) month grace period. All information submitted by candidates for recertification shall be verified within the six (6) month grace period allotted or the candidate's certification shall expire and be removed.

Denial of Eligibility

Eligibility for the Certified Fund Raising Executive (CFRE) Programme may be denied when:

- any part of the application is incomplete or illegible
- documented information does not meet the necessary point requirements
- the application does not contain correct fees

When an application is denied for eligibility reasons, the candidate will be notified in writing of the reasons. The candidate will have every opportunity to correct and submit whatever documentation is necessary to properly complete the application process and meet the minimum eligibility requirements. The original application is valid for a one (1) year period.

Appeal of Denial of Eligibility

Candidates who fail to meet the eligibility requirements may appeal the decision of the denial to CFRE International under specific conditions. The applicant shall submit a written notice of appeal via a traceable mail service to the CFRE International office no more than 7 days following receipt of notice of denial.

In the written notice of appeal, the applicant shall submit additional, written, factual documentation to support his/her appeal with an explanation of why he or she believes the reviewer erred in his/her decision. The applicant shall bear the burden of proving the denial of eligibility was based on erroneous factual determination of the reviewer.

Candidates view the policy on the CFRE website at www.cfre.org or should contact the CFRE International office for the complete policy concerning the appeal of denial of eligibility.

Refund Policy

Payment is seen as a contract between CFRE International and the candidate for Application review, and for testing with Initial Certification candidates. Refunds and/or requests to withdraw an Application can only be requested by the candidate. Refunds will only be issued to the payment of record.

Candidates for Initial Certification who wish to request a refund must submit the request in writing within 30 days of submission of their application, and include the candidate's full name, address and signature. Written email correspondence is acceptable. A refund of fees paid less the current **refund** processing fee will be made. After the refund is processed the application will be closed and the eligibility period will no longer be valid.

Candidates for Initial Certification who wish to withdraw an application may submit the request in writing at least 30 days before the eligibility period expiration date or one year from the original payment date and include the candidate's full name, address and signature. Written email correspondence is acceptable. Within 120 days of the payment date, a refund of fees paid less the current **withdrawal** processing fee will be made. Beyond 120 days CFRE may require the candidate to sign documentation confirming that they hold the payment of record. After the refund is processed the application will be closed and the eligibility period will no longer be valid.

If a candidate has already received an Authorisation to Test (ATT) email, and a request for refund is made, cancellation and refund will be issued only following the exam date for which the candidate applied and it is verified that the candidate did not test. ALL requests for cancellations and refunds must be in writing and signed by the applicant.

CFRE will NOT provide a refund if your one-year eligibility period has expired and the exam has not been scheduled, or if the exam was scheduled and the candidate failed to show.

Candidates for Recertification may withdraw their applications and seek a refund within 7 business days of the initial payment date. If a candidate wishes to withdraw an application, the request must be submitted in writing and include the candidate's full name and address. Written email correspondence is acceptable. A full refund will be issued, less the current **refund** processing fee.

Extension of Eligibility

If a candidate fails to sit for and pass the CFRE Examination within their eligibility period, they may file a request to extend that period by completing an Extension Form and paying an Extension fee. Extension candidates may also be required to pay an Exam Reschedule fee and a Re-Issue ATT Fee. Candidates must apply for an extension within 1 year of their Application Expiration date. If a Candidate is granted an extension, but fails to sit for and pass the exam within 1 year of their initial Application Expiration date, they will be required to submit a new initial application, along with all relevant application fees.

Fees

All fees must be paid by check, money order, or Visa, MasterCard or American Express credit card in ***US Dollars***. Make your check or money order payable to CFRE International. Fees below apply to January 1 through December 31, 2016.

Initial Application and Examination Fee

$875 (USD) Individuals Not a Member of a Participating Organisation

$700 (USD) Members of Participating Organisations

Individuals who are members of any of the Participating Organisations listed on the application and may apply to CFRE International at the reduced fee, as a benefit of your professional association's participation in with CFRE International. *Membership affiliation must be indicated and will be verified*.

Individuals who are not members of, **or who do not indicate membership with**, one of the Participating Organisations or are unaffiliated at the time of application must pay the non-member rate.

Reactivation of Authorisation to Test

$135 (USD) – All Candidates

If a candidate fails to appear for the testing appointment, does not cancel or reschedule the testing appointment with the testing centre at least 48 hours in advance of the testing appointment AND does not notify CFRE International in writing of the emergency event within seven (7) business days of the event, ALL fees are forfeited. Candidates in this situation can reactivate their Authorisation to Test for this amount without resubmitting a new application, provided the application has not expired.

Re-Examination Fee

$375 (USD) Candidates not achieving the required passing score on the examination may re-take the exam for this fee.

Extension Fee

$150 (USD) for a 6-month extension on an initial application. Recertification applications cannot be extended.

Recertification Application Fee

$489 (USD) Individuals Not a Member of a Participating Organisation

$389 (USD) Members of Participating Organisations

Individuals who are members of any of the Participating Organisations listed on the application and may apply to CFRE International at the reduced fee, as a benefit of your professional association's participation with the CFRE International.

Individuals who are not members of, **or who do not indicate membership with**, one of the Participating Organisations or are unaffiliated at this time must pay the non-member rate.

Service Fees

Change to Testing Window - $35

Late Recertification Application - $50

Payment submitted by check - $50

Payment submitted in non-US currency - $50

Application Withdrawal Administrative fee -$300

About the CFRE Examination

The CFRE Examination is designed as a practice-based exam for practitioners to assess mastery of the six core knowledge areas, as detailed in the Test Content Outline. The Examination is neither designed nor intended to cover any particular aspect of the fundraising process in depth.

The examination consists of 200 multiple- choice questions. (25 of these questions are pre-test items and do not affect a candidate's score.) Candidates are presented with a question and are asked to choose the correct answer from the four options provided. Only one answer is correct. There are no "trick" questions on the examination. There is no penalty for guessing.

Each candidate is allowed a maximum of four (4) hours to complete the exam.-Currently, the CFRE examination is offered in English only.

Preparing for the CFRE Examination

The CFRE Examination is intended to assess your mastery of the body of knowledge required to perform fundraising tasks. The knowledge and tasks that are being tested are based on current fundraising practice – or what tasks professionals perform on the job. It is testing what are commonly accepted as best practices around those tasks –not how your organisation or you personally carry out those duties.

The CFRE Examination is a generalist exam and does not focus on any one area of fundraising. Rather, it expects that you will have a basic working knowledge of a variety of fundraising techniques and practices. However, if you have not had experience in one specific area of fundraising (e.g., special events) that alone should not cause you to be unsuccessful on the exam.

No two candidates come to the exam with the same knowledge base. Since experience and educational backgrounds are unique, these differences must be taken into consideration when determining a study method. Because the exams measure mastery of the application of the fundraising body of knowledge, it is impossible to train or teach to the exam. The best preparation is to understand the fundraising knowledge requirements (see the *Test Content Outline* which follows) and their application to fundraising practice.

A fundraising professional who has met the eligibility requirements to sit for the examination should have the knowledge needed to take and pass the examination. You might want to review the *Test Content Outline* for topics or subtopics with which you are less familiar. If you find a particular area with which you are not familiar or comfortable, that would be an area on which to focus your study or review. Or, you may want to do a surface review of all the content areas, even those you believe you know well.

Because of the nature of the exam, there is not one comprehensive source to go to in order to study.

One way to review is to select a book off the Resource Reading List that covers the topics you have identified. Many publications on the list have a great deal of overlap, so select a publication that you may already have on your bookshelf, or that you can borrow from a colleague. Or, select a chapter from within a comprehensive book.

Some candidates find it helpful to form study groups, asking questions of each other and covering a wide variety of topics. CFRE International does not, however, coordinate such groups.

If you have time, take a workshop or attend a conference session on that topic. Professional education courses that cover fundraising topics will add to your knowledge base and therefore will help you on the exam. **However, CFRE International does not sponsor or endorse any educational courses – even if they say they are a "prep" or "review" course for the CFRE Exam.**

Courses titled this way are at the discretion of the organisation offering the course. Those creating the course **have not** had any inside information about the exam. Participation in these courses may help you learn or review topics covered on the exam, but you should not expect them to directly cover exam content.

Following are Seven Steps to Preparing for the CFRE developed by Peter Taylor, (CFRE 2001-2010) from Edmonton, AB.

STEP 1: Assess your own professional experience:

Read *carefully* through the "Test Content Outline" description provided in this booklet. Compare the detailed description of skills and tasks, plus the proportion of questions, to your own professional fundraising experience. Rate your relative skill level and experience on a relatively simple scale of 0-5 (0 = no experience) as an indicator as to how prepared you are, and where to invest more of your study focus in preparing for the exam.

STEP 2: Start early and plan ahead:

You must complete and submit your detailed application 60 days before the exam, and it will take you a number of hours to complete the form. *Don't* leave this until the last moment! Focus some learning time reading in every category but spend extra time reading in those categories where your experience is limited. Match your study efforts in relation to the time you have available and the specific study needs you have identified for yourself. Every exam candidate will answer the same number of questions in every category.

STEP 3: Schedule Your Study Time:

If you decide to set up a study group, your weekly meeting will take about two hours on one evening every week. Schedule flexible blocks of time into your day timer. The key is not to memorise what you read but to understand philanthropic theory behind best practices in each knowledge category area to supplement your experience in answering questions on the exam. Read at night, read on the subway, read over lunch, but read, Read, READ! This is not an easy exam!

STEP 4: Assemble your study notes in a binder:

It may help you to organize your study notes, articles, book summaries, etc. in a binder using either the eight topics of the study manual modules, or the six exam categories, or your own index. Let your experience guide you in your strongest areas and focus more time in your weaker areas in relation to the relative value that each area will be to you on the exam.

STEP 5: Choose the books that are right for YOUR study plan:

Stick to the CFRE International recommended reading lists on the website. These books are on the list because they reflect the best practices that underpin the job analysis.

STEP 6: Stick to your study group's plan:

Pick a regular night and show up on time. Each of you has the same goal and everyone has something to offer. Sharing reading and exchanging book notes is a great way to lighten the load. Study groups foster friendships and provide an incentive to stay focused on your collective goal. Complete, don't compete.

STEP 7: Don't Panic!

Follow the excellent pre-exam advice that CFRE International provides and come to the exam well-rested and prepared. Approximately 75% of candidates are successful on their first exam attempt.
Peter Taylor, (CFRE 2001-2010)

Test Content Outline

Candidates can review this outline to assist them in identifying knowledge areas with which they are familiar and those areas which may require some review. If a candidate identifies an area where review is needed, chapters or publications from the Resource Reading List can be selected to help in that review.

I. Current and Prospective Donor Research (14% of total scored items)

1. Develop a list of prospective donors by identifying individuals, groups and entities, such as foundations, corporations, and government agencies, with the linkage, ability, and interest to give in order to qualify prospective donors for further research and cultivation.
2. Implement and utilise a secure data management system to ensure data privacy, store information on current and prospective donors, and enable segmented retrieval and analysis.
3. Collect and analyse current and prospective donor information including demographics, psycho-graphics, interests, values, motivations, culture, ability, giving and volunteer history, relationships, and linkages to select potential donors for particular projects and fundraising programmes.
4. Rate current and prospective donors on linkage, ability, and interest to prioritise and plan cultivation and solicitation.
5. Communicate and validate relevant donor information with key organisational stakeholders to establish a plan of action for engagement, cultivation, solicitation, and stewardship.

KEY KNOWLEDGE AREAS FOR THE ABOVE TASKS:

- Indicators that identify trends and define characteristics such as socioeconomic status, giving history, generation, gender, and cultural of a constituency
- Donor acquisition and retention principles
- Sources and of financial support such as individuals, corporations, grant-making bodies, foundations, governmental agencies, and gaming
- Types of information needed to identify prospective donors and determine specific fundraising strategies
- Donor profile components
- Indicators of donor's ability to give, linkage, and interest
- Donor giving patterns such as recency, frequency, renewal rates, and value
- Data analysis techniques such as statistical analysis, data mining, and segmentation
- Data gathering techniques such as surveys, focus groups, interviews, and social networking
- Elements of a comprehensive data management system including data capture, storage, retrieval, maintenance, and security
- Prospective donor screening, qualifying, and rating methods
- Motivations, practices, and policies of various funding sources
- Prospective donor information sources such as people, written or published sources, and electronic or online sources, and their uses and limitations

- Elements or components of a fundraising programme, including annual giving, capital/major giving, and planned giving/legacies
- Relationships between and among annual giving, capital/major giving, and planned giving/legacies programmes
- Market research components and uses
- Privacy legislation and regulation
- Ethical use of data
- Elements of engagement, cultivation, solicitation, and stewardship plans

II. Securing the Gift (23% of total scored items)

1. Develop a case for support by involving stakeholders in order to communicate the rationale for supporting the organisation's mission.
2. Identify solicitation strategies and techniques appropriate to current and prospective donor groups.
3. Develop and implement specific solicitation plans for the involvement of individual donors, donor groups, and/or entities.
4. Prepare donor-focused solicitation communications in order to facilitate informed gift decisions.
5. Ask for and secure gifts from current and prospective donors in order to generate financial support for the organisation's mission.

KEY KNOWLEDGE AREAS FOR THE ABOVE TASKS:

- Psychology of giving
- Sociological and cultural influences on giving
- Elements of an effective case
- Case statement construction
- Elements of an effective solicitation plan
- Types of gifts such as cash, securities, trusts, property, and gifts in kind
- Solicitation strategies and their effectiveness with different donor groups
- Components and uses of feasibility/planning studies
- Negotiation techniques
- External factors that may affect the viability of the organisation and its programmes and services
- Donor motivations, barriers to giving, and giving behaviour
- Peer relationship principles and their application to fundraising
- Fundraising programme evaluation standards, procedures, and methods including benchmark calculations such as cost of fundraising, ROI, fundraising metrics, average gift, and response rates
- Gift agreements and payment structures for contributions such as outright gifts, pledges, and instalments
- Communication methods and messages to reach target audiences
- The use of prospect research to inform cultivation and solicitation strategies
- Fundraising techniques and programmes such as:

    - Direct marketing (for example, mail, telephone, electronic, direct response television [drtv], direct dialogue)
    - Special events (for example: dinners, walk-a-thons, tournaments, auctions)
    - Grant proposal writing (for example: foundations, corporations, government)
    - Corporate sponsorships, partnerships, and cause-related marketing
    - Gift planning such as bequests, legacies, and trusts
    - Major gifts
    - Memorial and tribute gifts
    - Capital and endowment campaigns
    - Membership and alumni programmes
    - Gaming and lottery programmes
    - Workforce and payroll giving/federated campaigns
    - Community, peer-to-peer, and third-party fundraising
- Involvement of donor advisors, consultants, and legal and financial experts
- Use of electronic media such as web sites, email, text messages, and social media

III. Relationship Building (26% of total scored items)

1. Initiate and strengthen relationships with constituents through systematic cultivation and stewardship plans designed to build trust in, and long term commitment to, the organisation
2. Develop and implement a comprehensive communications plan to inform constituents about the organization's mission, vision, and values, financial and ethical practices, funding priorities, and gift opportunities
3. Promote a culture of philanthropy by broadening constituents' understanding of the value of giving
4. Acknowledge and recognise donor gifts and engagement in ways that are meaningful to donors and appropriate to the mission and values of the organisation

KEY KNOWLEDGE AREAS FOR THE ABOVE TASKS:

- Elements of a cultivation plan
- Components of a comprehensive communications plan
- Donor acquisition and renewal strategies
- Communication methods and messages to reach target audiences
- Oral and written communication techniques
- Components and uses of active listening
- Aspects of nonverbal communication such as body language and eye contact
- Interpersonal communication (for example, trust building, team building)
- External spheres of influence such as corporate, governmental, social, civic, professional, and religious affiliations and their interrelationships
- Methods for optimizing relationships between and among constituencies
- Relationship between philanthropy and fundraising
- Benefits of fundraising programmes for organisations
- Using incentives such as member benefits, special invitations, premiums, and naming rights
- Stewardship techniques such as recognition and impact reporting

- Use of electronic media in relationship building
- Definition of a culture of philanthropy

IV. Volunteer Involvement (8% of total scored items)

1. Identify organisational readiness and opportunities to engage volunteers.
2. Create structured processes for the identification, recruitment, orientation, training, evaluation, recognition, retention and succession of volunteers.
3. Develop specific role descriptions and terms of commitment to empower and support volunteers and enhance their effectiveness.
4. Engage various types of volunteers (for example, board, programme, campaign) in the fundraising process to increase organisational capacity.
5. Participate in recruiting experienced and diverse leadership on boards and/or committees to ensure these groups are representative of, and responsive to, the communities served.

KEY KNOWLEDGE AREAS FOR THE ABOVE TASKS:

- Personality types and attributes
- Volunteer roles in fundraising
- Components and uses of volunteer role descriptions and term commitments
- Skills training and competency development methods
- Strategies for optimizing volunteers' time and talent
- Volunteer recruitment, orientation, training, management, motivation, retention, recognition, and evaluation techniques
- Governance principles and models for not-for-profit organisations
- Value of diversity and community representation
- Respective roles of volunteer board members and staff with respect to governance and management
- Trends and preferences in volunteering
- Organisation's structure, functions, and culture

V. Leadership and Management (19% of total scored items)

1. Demonstrate leadership that advances fundraising practice.
2. Advocate for and support a culture of philanthropy and the advancement of fundraising across the organisation and its constituencies.
3. Ensure that sound administrative and management policies and procedures are in place to support fundraising functions.
4. Participate in the organisation's strategic planning process to ensure the integration of fundraising and philanthropy.
5. Design and implement short-and long- term fundraising plans and budgets to support the organisation's strategic goals.
6. Employ marketing and public relations principles and tools to support and grow fundraising programmes.

7. Conduct ongoing performance measurement analysis of fundraising programme using accepted and appropriate standards and metrics in order to identify opportunities, resolve problems, and inform future planning.
8. Recruit, train, and support staff by providing professional development opportunities and applying human resource principles to foster professionalism and a productive, team-oriented work environment.
9. Utilise external services as needed to optimise the efforts of the fundraising function.

KEY KNOWLEDGE AREAS FOR THE ABOVE TASKS:

- Components and uses of mission, vision, and values statements
- Strategic and action planning methods
- Fundraising programme evaluation standards, procedures, and methods
- Policy and procedure development and evaluation
- Elements of a fundraising plan
- Role of fundraising in the strategic planning process
- Impact of organisational structures and team dynamics on the effectiveness of fundraising programmes
- Methods for ensuring the integrity of data management and record-keeping systems
- Components and uses of development audits
- Financial management including budgeting, financial statements, and audits
- Use and application of market research
- Marketing and public relations principles
- Methods for assessing the organisation’s impact on the community
- Training resources appropriate to the different fundraising programme elements
- Human resource management principles, strategies, and practices
- Fundraising roles, job design, and structure
- Culture and definition of philanthropy
- Tools to assess the need for contracted services or other resources
- Techniques for selecting, evaluating, and managing contracted services
- Principles of managing meetings
- Methods and strategies for managing change
- Principles of effective leadership
- Sources of historical and contemporary information about philanthropy and fundraising
- Concepts of organisational development

VI. Ethics, Accountability and Professionalism (10% of total scored items)

1. Ensure that all fundraising activities and policies comply with ethical principles and legal standards and reflect the values of the organisation and the community.
2. Communicate principles of ethical fundraising to stakeholders to promote ethical practices and strengthen a culture of philanthropy.
3. Promote ethical fundraising as a crucial component of philanthropy to strengthen the non-profit sector and support the sector’s role as a pillar of civil society.

4. Clarify, implement, monitor, and honour donors' intent and instructions regarding the use of gifts.
5. Ensure that allocations of donations are accurately documented in the organisation's records.
6. Report to constituents the sources, uses, impact, and management of donations to demonstrate transparency and enhance public trust in the organisation.
7. Participate as an active and contributing member of the fundraising profession through activities such as mentoring, continuing education, research, and membership in professional associations.

KEY KNOWLEDGE AREAS FOR THE ABOVE TASKS:

- Laws and regulations affecting not-for-profit organisations, including interactions with stakeholders such as donors, staff, and volunteers
- Legal and ethical practices related to donor record maintenance, gift accounting, financial management, and audit trails
- Methods of recording, receipting, recognising, and acknowledging gifts
- Elements of gift acceptance policies
- Element of gift agreements
- Accounting and investment principles for not-for-profit organisations
- Organisational transparency, including methods of reporting fundraising performance, outcomes, and impact to constituencies
- Donor Bill of Rights/Donors' Charter and International Statement of Ethical Principles in Fundraising
- Personal privacy and information protection
- Ethical principles relevant to cultivating, securing, and accepting gifts
- Methods and processes for ethical decision making
- Continuing professional development opportunities in fundraising such as professional organisation membership, mentorship, research, committee involvement, and sources of continuing education
- Mentorship principles
- Professional organisations' roles and resources to support advocacy
- Appropriate avenues for advocacy

Resource Reading List

Many fundraising professionals wonder which publications they can read in order to prepare them for the examination. In studying for your CFRE examination, you will probably seek out some resource materials and other references to read.

The publications on the Reading Resource List are all widely available and provide information on current, commonly accepted fundraising practices. These references have been identified as being the most comprehensive and most closely related to information covered on the examination.

It is not intended that each candidate read every publication on the Resource Reading List. Rather, this list is provided as a guide for candidates who are seeking sources of information on particular subject areas, or general overview texts. The books listed are also those that were frequently used by item writers and reviewers during item development for this examination. However, reading any or all of the publications on this list does not guarantee you will do well on the examination.

While this reference list is provided by CFRE International, and each examination item is drawn from facts that can be substantiated by professional texts, the exam is not intended to be an assessment of your knowledge of literature. Additionally, there is no single reference, or small group of references, that are associated with most of the questions on any given exam form. The best advice is to review a basic, widely used reference. You may then wish to seek additional information not covered in that publication.

Comprehensive Resources

These resources are comprehensive in nature, covering each of the six CFRE knowledge domains: Current and Prospective Donor Research, Relationship Building, Securing the Gift, Volunteer Involvement, Leadership and Management, and Ethics and Accountability.

Fundraising Basics: A Complete Guide, 3rd ed. (2009) by Barbara Kushner Ciconte and Jeanne G. Jacob

Excellence in Fundraising in Canada (2011) by Guy Mallabone

Achieving Excellence in Fundraising, 3rd ed. (2010) by Eugene R. Tempel, Timothy L. Seiler, and Eva E. Aldrich

Complete Resource Reading List

Each of these resources covers one or more of the six Knowledge Domains of the CFRE exam. Knowledge Domain Codes contained in the table are the following:

KD1 = Current and Prospective Donor Research	KD4 = Volunteer Involvement
KD2 = Securing the Gift	KD5 = Leadership and Management
KD3 = Relationship Building	KD6 = Ethics and Accountability

Title	Domains
Ahern, Tom and Simone Joyaux. ***Keep Your Donors: The Guide to Better Communications & Stronger Relationships.*** New York: John Wiley and Sons, Inc., 2008.	KD1, KD2, KD3, KD6
Fredricks, Laura. ***Developing Major Gifts: Turning Small Donors into Big Contributors.*** Sudbury, MA: Jones and Bartlett Learning, 2006.	KD2, KD3
Grace, Kay Sprinkel. ***Beyond Fund Raising, 2nd ed.*** New York: John Wiley and Sons, Inc., 2005.	KD1, KD2, KD3, KD4, KD5
Hart, Ted and James M. Greenfield, Pamela M. Gignac and Christopher Carnie. ***Major Donors: Finding Big Gifts in Your Database and Online.*** New York: John Wiley and Sons, Inc., 2006	KD1, KD2, KD5, KD6
Hart, Ted, Steve MacLaughlin, James M. Greenfield, and Philip H. Geier, Jr. ***Internet Management for Nonprofits.*** New York: John Wiley & Sons, Inc., 2010.	KD1, KD2, KD3, KD4, KD5
Hogan, Cecilia. ***Prospect Research: A Primer for Growing Nonprofits, 2nd ed.*** Sudbury, MA: Jones and Bartlett Learning, 2007.	KD1
Joyaux, Simone P. ***Strategic Fund Development: Building Profitable Relationships That Last, 3rd ed.*** New York: John Wiley and Sons, Inc., 2011.	KD2, KD3, KD4, KD5, KD6
Kihlstedt, Andrea. ***Capital Campaigns: Strategies That Work, 3rd ed.*** Sudbury, MA: Jones and Bartlett Learning, 2009.	KD1, KD2, KD3, KD4
Pettey, Janice Gow. ***Ethical Fundraising: A Guide for Nonprofit Boards and Fundraisers.*** New York: John Wiley and Sons, Inc., 2008	KD2, KD3, KD6
Rosen, Michael J. ***Donor-Centered Planned Gift Marketing.*** New York: John Wiley & Sons, Inc., 2011.	KD1, KD2, KD3,

Testing Guide

Your CFRE application is valid for 12 months after it is approved. You must take and pass the CFRE exam during this time frame. If you do not, you will need to submit a new initial certification application and fee.

Scheduling Your Exam

The CFRE exam is administered by Pearson VUE and its partners. Please schedule your testing appointment with Pearson VUE in accordance with the instructions below. We encourage you to schedule your exam as soon as possible to ensure the most convenient location, date, and time for your appointment.

- The CFRE Exam is available worldwide at Pearson VUE Authorized Test Centres. You will be able to select the available centre of your choice when you schedule your appointment with Pearson VUE through its website or call centre.
- Most testing centres are open Monday through Saturday and many have evening hours. The test duration is four (4) hours, with additional time for a computer tutorial before the test begins. You will be making your own personal testing reservation and may be testing with people from a variety of different professions.

Appointment Scheduling Procedures

1. Log in to your account at My CFRE(https://cfre.secure.force.com) on the CFRE International website to verify your name and contact information.

- Your first and last name, as entered in your contact information at My CFRE, must match your government-issued photo identification document (ID).
- Your contact information will be used for all subsequent correspondence from CFRE, including sending your certificate when you pass.

2. The following information is needed to schedule your exam online with Pearson VUE:

- A valid e-mail address (for receiving your testing appointment confirmation)
- Email received from Pearson VUE with account information
- Your name as listed on your government-issued photo ID
- Name of the Examination Sponsor: CFRE International
- Your daytime telephone number

3. Go to the Pearson VUE website (www.pearsonvue.com/cfre) to schedule your appointment.

- Select "Sign In" and follow the instructions. You must sign in as a Returning User using the login and password provided by Pearson VUE via email.
- You will be able to obtain driving directions and a map from the scheduling page. Pearson VUE Technology Centres are located near convenient parking.

If necessary, you may also schedule by telephoning Pearson VUE Customer Service. Phone numbers for your region can be located on the Pearson VUE website at www.pearsonvue.com/cfre/contact.

In the United States and Canada, operators are available Monday through Friday from 7:00 AM to 7:00 PM Central Time (US). Outside of this region, operators are available Monday through Friday from 9:00 AM to 6:00 PM in local time. If scheduling by phone, please determine your preferred testing centre location using the Pearson VUE website before scheduling the testing appointment.

Confirming Your Appointment

- When you register with Pearson VUE, you will receive an e-mail with your appointment details and confirmation number. Please print a hard copy of your confirmation for your records.
- It is the candidate's responsibility to verify that the correct date, time and place have been requested.

Cancelling and Rescheduling Appointments

If you need to cancel or reschedule your testing appointment, you must take one of the following steps:

- Sign in to your account on the Pearson VUE website (www.pearsonvue.com/cfre).
- Contact Pearson VUE Customer Service (www.pearsonvue.com/cfre/contact).
- For either method, please have your appointment confirmation number available.

All appointments cancelled less than 48 hours prior will forfeit the full exam fee and be required to obtain a new eligibility.

Please contact the CFRE Certification office for complete details of this policy.

Problems with Pearson VUE Scheduling

If you have difficulty scheduling your appointment with Pearson VUE, please e-mail CFRE International at succeed@cfre.org or call CFRE International during normal business hours at +1 703 820 5555.

On Exam Day

- The length of the exam is 200 items. Twenty-five of these are pre-test items and will not affect your score.
- Candidates are given four (4) hours to complete the examination.
- You will have the opportunity to take a tutorial once you arrive at the testing centre to familiarize yourself with the computer screen. Tutorial time does not count toward the timed portion of your exam.

Arriving at the Testing Centre

1. Please plan to arrive at the testing centre at least thirty (30) minutes prior to the scheduled examination time.

2. You will need to show two (2) forms of identification including one (1) government-issued photo ID with signature. All forms of identification must be original (no photo copies), valid (unexpired) and issued by either your county of citizenship, or by the country in which you are testing. **The first and last name on both of the IDs that are presented must match exactly with the first and last name used during the application and registration process**. You cannot be admitted without the required identification.

- Acceptable forms of government-issued photo ID with signature include: passport, driver's license, military ID, identification card (national/state/province identity card), alien registration card, etc.
- Acceptable forms of secondary ID include: credit card, original Social Security card, original school identification, identification with printed name and signature, or identification with name and recognizable photo.

3. You will be required to sign the roster upon entry to the test centre.

4. All Pearson VUE Testing Centres have personal lockers with keys available for all candidates for storing personal belongings while taking the exam. Candidates will not be permitted to bring any belongings into the testing room.

- Such items include but are not limited to: outerwear, hats, food, drinks, purses, briefcases, notebooks, pagers, watches, cellular telephones, recording devices, and photographic equipment.
- Weapons are not allowed at any Pearson VUE Testing Centre.
- You will be asked to empty and turn your pockets inside out prior to every entry into the test room to confirm that you have no prohibited items.

Security at Testing Centres

Please be advised that it is a violation of CFRE International's Accountability Standards to discuss or disclose examination questions and answer choices with others. This includes and is not limited to test preparation companies, participating on listserv or chat room discussion about examination content, former classmates, work colleagues, etc. Violators will be subject to possible invalidation of examination results, termination of the participation in the CFRE Programme, and/or other appropriate disciplinary action.

Candidate Rules

All candidates are required to sign a Candidate Rules Agreement at the testing centre. These rules are listed as follows. Should you have any questions at the testing centre regarding these rules, please alert the test administrator on duty.

Pearson VUE Candidate Rules Agreement

- I will not take the following types of personal items into the testing room: cellular phones, hand-held computers/personal digital assistants (PDAs) or other electronic devices, pagers, watches, wallets, purses, hats (and other head coverings), bags, coats, books and notes. Studying is not allowed in the test center.
- I will store these items in a secure area indicated by the administrator. Cellular phones, pagers, and other electronic devices must be turned off prior to placing them in the designated secure area. The testing center is not responsible for lost, stolen or misplaced personal items.
- If I am given an erasable noteboard or exam-specific materials, I will not use them until after the exam has started. I will not remove these items from the testing room at any time during the exam, and I will return them to the administrator immediately after the exam.
- The administrator will log me in to my assigned workstation, verify that I am taking the intended exam and start the exam. I will sit in my assigned seat until escorted out by a Test Administrator. I understand that eating, drinking, smoking, chewing gum and making noise that creates a disturbance for other candidates are prohibited during the exam.
- The administrator will monitor me continuously while I take my exam. The session may be videotaped or otherwise recorded for security or other purposes.
- If I experience problems that affect my ability to take the exam, I will notify the administrator **immediately**.
- The administrator cannot answer questions related to exam content. If I have questions of this nature, I will contact the exam sponsor after I leave the testing center.
- Break policies are established by the exam sponsor. Some exams may include **scheduled breaks**, and instructions will appear on the computer screen at the appropriate time; whether or not the exam timer stops depends on the sponsor's policy. If I take an **unscheduled break** at any other time, the exam timer will **not** be stopped. The administrator will set my workstation to the break mode, and I will take my ID with me when I leave the room. The administrator will check my ID before I return to my seat and will then restart my exam.
- While I am taking a **scheduled break,** I am permitted to access personal items that I stored during the exam. While I am taking an **unscheduled break**, I am NOT allowed access to personal items other than medication required at a specific time and with the approval of the test administrator. Items not permitted include but are not limited to: cellular phones, exam notes and study guides, unless specifically permitted by the exam sponsor.
- I will not try to remove copies of exam questions and answers from the testing center, and I will not share or discuss the questions or answers seen in my exam with other candidates.
- After the exam ends, the administrator will come to my workstation and ensure my exam has ended properly. The exam sponsors **may** display my score on the screen after the exam or

may provide a printed score report. If a printed score report is provided, I will receive it **after** returning the erasable noteboard and other materials to the administrator.

Your Privacy – Your exam results will be encrypted and transmitted to Pearson VUE and to the exam sponsor. The testing center does not keep any information other than when and where your exam was taken. The Pearson VUE Privacy Policy Statement provides additional information regarding this; you can obtain this by visiting the Pearson VUE Web site (www.pearsonvue.com) or by contacting a Pearson VUE Call Center.

Candidate Statement: *By signing below or providing a digital signature, I give Pearson VUE my explicit consent to retain and transmit my personal data and test responses to Pearson VUE and to the exam sponsor (either of which may be outside of the country in which I am testing). I understand the information provided above and agree to follow the Rules. If I do not follow the Rules, or I am suspected of cheating or tampering with the computer, this will be reported to Pearson VUE and the exam sponsor, my exam may be invalidated, the sponsor may take other action such as decertifying me, and I will not be refunded my exam fee.*

Additional information

- Testing sessions will be videotaped and audio-monitored. If, for any reason, you leave the testing room, you will be required to sign out as well as sign back in and re-show your identification. Your time out of the testing room is recorded on the log sheet.
- All centres have easily accessible restrooms and water available outside the testing room which you can access at any point during your examination period.
- Should you require access to medication or a snack during the examination period, you must request a special accommodation with CFRE International.

For more information concerning Computer-Based Testing (CBT), please refer to the Frequently Asked Questions (FAQ) (www.cfre.org/about/faqs) on CFRE International's website.

Late and Missed Appointments

If you are more than fifteen (15) minutes late for your appointment, you will not be admitted. Late admission is at the discretion of the Pearson VUE and its partners.

If you miss your appointment, you will not be automatically rescheduled with Pearson VUE. You must contact CFRE International at succeed@cfre.org to obtain a new authorisation. You will be required to pay a reactivation fee.

If you do not schedule a testing appointment for the Testing Window you selected in your application, or, if you miss your scheduled appointment, a new authorisation cannot be generated until reports for the missed Testing Window are processed.

Your Preliminary Score

- Upon exiting the examination room at the testing centre, you will receive a pass/fail score report.

- Candidate scores are reported on a scale of 200 – 800. Candidates must receive a score of at least 500 in order to be certified.

If You Have Problems at the Testing Centre

If you go to your scheduled appointment and find that you are unable to test due to technical or personnel difficulties at the testing centre, and you are not rescheduled promptly by Pearson VUE, please call CFRE International immediately. If your difficulty occurs over a weekend, please leave a message.

Exam Scores

One point is granted for each correct answer. There is no penalty assessed for an incorrect answer; points are scored only for correct answers.

The "passing point" for each examination has been set according to accepted practices for standardised testing. CFRE International uses the widely accepted Modified Angoff method. Scores are reported as a scaled score between 200 and 800. A candidate must achieve a score of at least 500 in order to be certified.

Candidates will be provided with information on the maximum score available and their score in relationship to that maximum. In addition, candidates will be provided with their performance on the exam across each of the six major categories. A candidate scoring below the minimum score has not been successful on the exam and cannot be certified.

The exam is not scored on a curve. There are not a predetermined number of candidates permitted to pass. Your score does not depend on the other candidates who are testing with you that day.

Note: *The passing point set for the exam cannot be appealed. To score one point below the passing point is to fail the exam; to score at the passing point or higher is to pass the exam. A score higher than the passing point is not an indication of a higher proficiency in the subject matter.*

Official Notification of Certification Status

Within two (2) business days after receiving your scores from the professional testing agency, you will receive official notice via email of your certification status from CFRE International.

Once you receive this official notice of the award of the designation, you are entitled to use the initials "CFRE" after your name. You may also state that you are a "Certified Fund Raising Executive." Specific guidelines for such use are outlined in the *Style Guide for Use of the CFRE Marks*.

You will also receive a certificate signifying your achievement after the close of the testing window.

If you do not receive a passing score on the examination, you will be sent information on how to register to retake the examination.

Re-Taking the Exam

If necessary, a candidate may retake the CFRE Examination by completing a Re-examination Registration Form. Candidates must wait 30 days before sitting for the exam again. If necessary, candidates can sit for the exam a third time, provided they do not exceed their one (1) year eligibility period.

Candidates who pass the exam are not permitted to take the exam to obtain a higher score.

Challenging Exam Results

There is no appeal for failing the CFRE examination.

Following completion of the exam, candidates may submit, in writing, comments on any exam question(s) they believe contain errors in content. All comments must be sent in writing to CFRE International within seven (7) days of the completion of the exam. CFRE International will not respond to challenges received more than seven (7) days following a test date.

These comments should include a justification and reference source from the current Resource Reading List for documentation of why the item should be non-scored.

Appeal Policy and Procedure

An appeal procedure is available to any individual (Appellant) who has applied for or received CFRE certification/recertification and who wishes to contest any adverse decision or proposed action affecting his or her application for certification/ recertification status. A copy of this appeal procedure is issued to each applicant, and again to each appellant, along with the written notice of the adverse decision or proposed action. Any individual who does not file a request for an appeal within the required time limit shall waive the right to appeal. Candidates may not have access to the examination form, answer sheet, or answer key.

Initial Appeal

A request for review and consideration must be submitted in writing to CFRE International within seven (7) days of notification of application ineligibility or test administration. The request must be sent by a form of delivery which ensures a return receipt. The request must state the reasons why the decision is being contested and shall set forth any new or additional information to be considered by CFRE International.

President and CEO Action

The CFRE International President and CEO will review and act on a properly filed request for review within thirty (30) days of receipt of the request. The President and CEO will review the appeal against the policies of CFRE International.

Notification of Appellant

The appellant will be notified of the decision of the President and CEO and the reasons therefore within thirty (30) days following the date of receipt of the appeal request.

Notification will be sent by a form of delivery which ensures a return receipt.

The appellant may stop the appeal procedure at this point or may choose to appeal further. If no further appeal is initiated, the action of the President and CEO becomes final.

Filing a Second Appeal to the Appeal and Grievance Committee

The request for appeal must be submitted to the CFRE Appeal and Grievance Committee within thirty (30) days following the date on which the adverse decision of the President and CEO was received by the appellant. It must be sent in writing by a form of delivery which ensures a return receipt. The appeal request must state the reasons why the appellant is contesting the decision. No new information or materials may be submitted at this time. Only materials submitted to or considered during the initial review of the appeal shall be considered by the Appeal and Grievance Committee in ruling upon the appeal.

Committee Action

The Appeal and Grievance Committee will review and act on a properly filed request for appeal no later than the next regularly scheduled board meeting. The Appeal and Grievance Committee may conduct its review by teleconference. The Appeal and Grievance Committee may decide to uphold the original decision on the appeal, or may take other appropriate action with regard to the appellant's request. The decision of the Appeal and Grievance Committee may not be appealed.

Notification of Final Decision to Appellant

Upon any decision becoming final, the appellant shall be notified in writing within thirty (30) days by a form of delivery which ensures a return receipt.

Exceptions to the Right of Appeal

1) Failure of the certification examination may not be appealed.
2) The existence of an eligibility requirement may not be appealed. This policy provides for appeal of the interpretation of the eligibility requirements in individual applicant’s circumstances.

3) Testing conditions may not be appealed if the appellant has not lodged a complaint with the testing centre before leaving, or contacted the testing agency or CFRE on the same day the test occurred.

Cancellations or Failure to Appear for a Scheduled Exam

If a candidate is unable to attend a scheduled examination, the candidate must notify the test delivery vendor to reschedule or cancel the testing appointment **at least three (3) business days before the scheduled testing appointment.**

The rescheduled testing appointment must still fall within the original eligibility period stated in the candidate's first Authorisation to Test (ATT) letter. The full exam fee from the original testing appointment will be applied to the new exam date if proper notification is made.

Candidates **WILL NOT** be able to change a reservation if it is less than three (3) full business days before the scheduled testing appointment. If a candidate does not reschedule or cancel his/her testing appointment within these guidelines, the candidate will forfeit all fees.

If the candidate wishes to take the exam at a later date, the candidate will be required to submit a current application and all applicable fees.

There are five (5) acceptable reasons for not rescheduling or cancelling an appointment to test within these guidelines. If a candidate's reason is accepted, the candidate will be allowed to reschedule the appointment to test, free of charge, for one time only.

The candidate must send notice of the reason, in writing, to the offices of CFRE International within seven (7) business days of the testing appointment. CFRE International reserves the right to request additional evidence to support a candidate's reason for not rescheduling or cancelling the testing appointment according to the guidelines.

Acceptable reasons for failure to reschedule or cancel less than three (3) full business days before the testing appointment:

1) Serious illness of either the candidate or an immediate family member;
2) Death in the immediate family;
3) Disabling traffic accident;
4) Court appearance or jury duty; or
5) Unexpected military duty call-up

Accommodations for Candidates with Disabilities

CFRE International is committed to ensuring that all eligible candidates with disabilities or impairments, regardless of country of residence, are given the opportunity to meet certification requirements. For candidates with disabilities or impairments, CFRE International shall endeavour to make reasonable accommodations. These accommodations shall be within the provisions of the

Americans with Disabilities Act (42 USCG Section 12101, et.seq.) and Title VII of the Civil Rights Act, as amended (42 USC 2000e, et.seq.), or comparable legislation in the country in which the candidate is testing, in accommodating candidates who, because of a disability or impairment, need special arrangements to enable them to take an examination.

In order to request Special Accommodations, candidates must complete the Request for Special Accommodations form and supply a letter from a licensed physician, optometrist, social worker, psychologist or other appropriate professional (including title, credentials, address, and telephone number on his/her letterhead). This letter should describe the nature of the functional limitation as it applies to taking a standardized, multiple-choice examination and the specific accommodations needed for testing. If approved by CFRE International, these accommodations will be provided at no additional charge to the candidate.

Requests for Special Accommodations must be made at the time of application, and no later than sixty (60) days prior to the desired examination date. Standard Provisions for ensuring test security shall remain in force.

Recertification

Because fundraising, resource development, and management are dynamic and rapidly changing fields, individuals are awarded certification for a three (3) year period.

In order to remain certified, candidates must apply for recertification at the end of each three (3) year period.

Candidates are required to meet requirements in the Education, Professional Practice, and Professional Performance categories. These requirements are designed to show evidence of on-going practice in the fundraising profession and to provide CFRE International with a way to measure continued competence in the field.

Candidates for recertification do not need to retake the CFRE Examination. However, candidates may choose to sit for the current form of the CFRE Examination in lieu of the Education requirements of the Recertification application. Candidates must meet all additional requirements.

Notice of Recertification

Approximately six (6) months prior to the expiration of your certification, CFRE International will send you a notice of your need to recertify.

This notice will be sent to your email address on file with CFRE International. PLEASE be sure to include CFRE International in your change of address notifications.

However, it is the professional responsibility of each individual CFRE to be aware of his or her certification expiration date and to complete the application by the stipulated deadlines.

Candidates must submit recertification applications according to when they were originally certified:

Certified **March 1 due March 31**

Certified **June 1 due June 30**

Certified **September 1 due September 30**

Certified **December 1 due December 31**

Inactive Status

Individuals may request to be placed on Inactive Status for up to three years (one recertification period.)

Reasons for requesting Inactive Status include unemployment, maternity/paternity leave, illness, and education.

During the Inactive period, the individual is required to meet the Education requirements of the application so as to keep abreast of changes in the field.

To apply, individuals can select Inactive Status on the recertification application online. CFRE International will review the request along with the application.

The recertification application fee is not waived for the period a person is Inactive and is to be paid at the time recertification is necessary.

If the individual does not meet the continuing education requirements during the Inactive period, the individual's certification will expire. He or she will be required to begin the process again as a candidate for initial certification.

Style Guide for Use of the CFRE Marks

Proper usage of these marks is a crucial part of your communications to donors, your employer, organisation, or potential clients. When properly used, the marks represent professional standards for fundraising and demonstrate your commitment to upholding these standards.

Individuals who have been officially granted the CFRE credential are authorised to use the following marks in communications and collateral materials:

1. CFRE
    - Always use all capital letters
    - Never use periods

Correct: Karen Marquez, CFRE

Incorrect: Karen Marquez, C.F.R.E.

Incorrect: Karen Marquez, Cfre

2. Certified Fund Raising Executive
    - Always singular, never plural
    - First letters always capitalised
    - “Fund Raising” is two words

Correct: Steve Brown became a Certified Fund Raising Executive in 1993.

Correct: The hospital employs three people who hold the Certified Fund Raising Executive credential.

Incorrect: A group of certified fundraising executives are doing the presentation.

If you choose to use the CFRE logo on any of your materials, you are required to use the following logo guidelines:

The CFRE logo must appear in Pantone 696, 1807, or in black and white. No other colours or shadings are acceptable. Under no circumstances may the mark be altered, modified, hand-drawn, typeset, reproduced or electronically scanned in such poor quality as to distort or alter its appearance.

Authorised Use of the Marks for Individuals:

- On business cards
- On stationery
- Directory listings
- On brochures and signage, provided it is clearly linked to an individual(s) certified by CFRE International
- Display advertising, provided it is clearly linked to an individual(s) certified by CFRE International
- As meta-text of each web page belonging to an individual currently certified by CFRE International, provided the marks only appear once in the meta-text
- As a hyperlink on an individual’s web site if it is linked directly to CFRE International’s home page (www.cfre.org)
- Through CFRE lapel pin provided by CFRE International

Unacceptable Uses of the Mark:

The CFRE mark and its derivatives may not be used to imply CFRE International's sponsorship or endorsement of a company or firm (even when one or more members are certified).

Correct: Sampson Associates, Inc.
John Sampson, CFRE
Susan Sampson, CFRE
Mark West

Incorrect: Sampson Associates, Inc: Certified Fund Raising Executives

Incorrect: John Sampson, CFRE and Associates, Inc.

The CFRE mark and its derivatives may not be used to imply CFRE International's sponsorship or endorsement of a particular product or service, nor may the mark and/or its derivative be used as, or in, the name or title of products or services not provided directly by CFRE International. (Including but not limited to: educational programs, books, software tools, consulting services, etc..)

Correct: John Smith, CFRE

Correct: John Smith, Certified Fund Raising Executive

Incorrect: Royce Certified Fund Raising Executive Services

Incorrect: CFRE Donor Tracking Tool: *For the Busy Professional*

Incorrect: Stewardship Secrets for CFREs

The CFRE mark and its derivatives may not be used on promotional items except by CFRE International, which retains the sole right to produce, sell, or provide such items to other organisations for re-sale. An authorized lapel pin is provided directly to each certified individual when he or she becomes certified or is recertified.

It is not appropriate, under any circumstances, for an individual to represent him or herself as a candidate for certification, because this implies that the individual will receive certification. If a prospective employer requires verification of application for certification, CFRE International can provide this upon receipt of a written request to do so from the candidate.

Correct: Maria Markman

Incorrect: Maria Markman, CFRE (expected June 2002)

Incorrect: Maria Markman, who has applied to take the CFRE examination,

Incorrect: Maria Markman, who sat for the CFRE exam in April, Individuals who have previously held certification may list this accomplishment on a resume or a biographical statement as long as the statement clearly indicates the years during which the candidate held certification and does not imply in any way that a candidate is currently certified.

Correct: John Smith is President of Smith Associates, a consulting firm with 37 years of commitment to non-profit organisations in Memphis. Mr. Smith was a Certified Fund Raising Executive from 1983 – 1992.

Correct: John Smith (CFRE, 1983-1992)

Incorrect: John Smith, CFRE (1983-1992)

Individuals who have previously held certification may not imply in any way that a candidate is currently certified. The CFRE International certificate designating the individual as certified shall no longer be displayed. The individual shall not wear a CFRE lapel pin or ribbon whose use is reserved for currently certified individuals.

CFRE Accountability Standards

Introduction

CFRE International serves the public by offering a certification program that recognizes fundraising professionals who are committed to the highest standards of ethical and professional practice in the philanthropic sector. CFRE International establishes and administers a voluntary certification process based on current and valid standards that measure competency in the practice of philanthropic fundraising.

Because CFRE International is responsible for ensuring the integrity of the credentials awarded, the Board has adopted a set of accountability standards related to the certification process. These standards exist to protect the public from those who would seek to misrepresent their qualifications or their status as credentialed practitioners. All individuals applying to, or certified by, CFRE International must comply with these standards.

It is likely that most professionals certified by CFRE International will belong to one or more professional associations that have codes of ethics related to the profession and the practice of fundraising. CFRE International's Accountability Standards, in contrast, focus solely on actions and principles related to certification and the certification process.

However, in those instances wherein:

1. an individual holding the CFRE credential is disciplined or sanctioned for violation of the Code of Ethics or Standards of Practice of his or her professional association, or

2. any organisation involved in or connected to the profession, including regulatory agencies, takes action against the individual for reasons associated with professional misconduct, malfeasance, or unethical behaviour

then CFRE International will consider taking action. CFRE International is most likely to take action when an individual's action clearly violates the integrity of the profession and/or universally accepted values and standards for the profession. In nearly all such instances, an individual who violates a code of ethics that was signed voluntarily has breached the CFRE core values of honesty and integrity.

Preamble

CFRE International, through the certification process, promotes the integrity and quality of the fundraising profession. CFRE International also endorses the Donor Bill of Rights and encourages all Certified Fund Raising Executives (CFRE) to do the same.

Accountability Standards

As an applicant for certification or recertification from CFRE International, I submit that I subscribe to and am in compliance with the following accountability standards:

1. All information on my application for certification/recertification is accurate, truthful, and complete.

2. I will not make any claims regarding my certification status which are outside of the scope for which my certification has been granted, nor will I make statements concerning my certification status which are or which could be construed to be false or misleading. I will correct any such claims or misstatements immediately.

3. I will protect CFRE International's federal and/or international trademarks and use the CFRE designation only in the manner permitted by CFRE International. In addition, I will report to CFRE International any instances of misuse of the CFRE credential of which I become aware.

4. I will not transmit information regarding examination questions in any form at any time. Nor, will I accept or receive information regarding exam questions from any source other than CFRE International itself.

5. I will comply with all ethical and professional standards adopted by those professional organisations in which I hold membership.

Applicant Consent Statement

As an applicant for certification or recertification from CFRE International, I submit that I have read and understand the CFRE International Accountability Standards listed here and agree to be bound by them.

I understand that CFRE International reserves the right to verify any or all information on this application and that any incorrect or misleading information may constitute grounds for rejection of my application, revocation of my certification, or other disciplinary action. I authorize CFRE International, its officers, directors, employees, agents, and assigned examiners (the "designated parties") to review my application to determine whether I have met CFRE International's standards for certification. I agree to cooperate promptly and fully in any review of my certification by CFRE International, including submitting such documentation and information deemed necessary to confirm the information in my application. I indemnify and hold harmless CFRE International and its designated parties from the decision made on my application so long as such decision was made in good faith and does not constitute gross negligence by CFRE International or its designated parties.

I understand and agree that CFRE International may deny my eligibility to take the CFRE certification examination if any part of my application is incomplete or illegible, documented information does not meet the necessary point requirements, or the application does not include the correct fees.

I understand that I am to report to the testing location at least forty-five (45) minutes prior to the examination starting time. I understand and agree that I may not be permitted to enter the testing area if I arrive late for the examination and that I will not be granted additional time to complete the examination if I arrive late and am permitted to enter the testing area.

I understand that if I wish to have my application or examination scores formally appealed, I must make a written request for an appeal to CFRE International by a traceable mail service within thirty (30) days of receiving notice regarding my application or examination. If I fail to provide such written notice, I waive all further claims of examination review.

I acknowledge that I have read this application, Candidate Handbook, and CFRE International's certification standards, policies and procedures. I understand and agree that if I am granted the CFRE credential, it will be my responsibility to remain in compliance with all CFRE International certification standards and requirements, as well as supply any information needed for the assessment. I understand that CFRE credential has a three-year certification cycle and that, if I wish to maintain my certification, it is my responsibility to maintain valid certification status by complying with all recertification requirements and timely submitting such proof of compliance as is required by CFRE International.

I understand that the information relating to the certification process may be used for statistical purposes and for evaluation of certification programs. I further understand that the information for certification records will be treated confidentially.

I understand that my violation of any of the CFRE International accountability standards or my noncompliance with any of the terms of this Applicant Consent Statement may subject me to disciplinary action by any professional association to which I belong and by CFRE International, including but not limited to the denial or revocation of my certification credential, and to possible legal action. I understand that, should my certification be withdrawn, suspended or revoked, that I must discontinue all claims to the certification and return my certificate to CFRE International. I understand that I may not use the certification in such a manner as to bring CFRE International into disrepute, and not to make any statement regarding the certification which is considered misleading or unauthorized, nor may I use the certificate in a misleading manner. I also understand that if I act with behavior that is inconsistent with the integrity of the profession, I also may be subject to disciplinary action by any professional association to which I belong and by CFRE International, including but not limited to denial revocation of my certification credential

International Statement of Ethical Principles in Fundraising

Preface

Fundraisers work in many varied fields, countries and circumstances, but they share several fundamental values and practices: they work to make the difference, help others and save what is valuable, in fact to make the world a better place. It is for these reasons that fundraisers strive to identify and employ best practices.

It is the purpose of this Statement of Ethical Principles to foster the growth of a worldwide fundraising community dedicated to accountability, transparency and effectiveness. In this Statement we want to set forth what unites us in the way we practise our profession. Recognising that in many countries there already exist codes of conduct and standards of practice, the intent of this statement is to unify the global fundraising community behind a single universal declaration of fundamental principles.

Applied in different cultural settings, this Statement can provide guidance for initiating best practices in newly developing markets. It also provides a clear alternative to local customs which may not represent best practices. Adherence to this Statement should also advance the common purpose of assuring public trust in the non-profit sector while discouraging personal gain at the expense of donors and stakeholders.

A form of words has been incorporated within the statement in paragraph 5 where use of the words "**will**" and "**must**" indicate what is a mandatory requirement and "**should**" what is regarded as best practice by all organizations endorsing the statement. The statement recognises that fundraisers operate subject to many different jurisdictions and that they must observe the law of the jurisdiction in which they work. However, it is expected that fundraisers adhering to the principles of the statement should adhere to the most rigorous interpretation of the law (and of the Code of Ethics of their own Membership Association) applicable to an activity, whichever jurisdiction that activity derives from. Organizations and individuals who endorse this Statement are not necessarily abandoning existing codes or standards, but are announcing their interest in a global understanding of these fundamental principles.

<u>FIVE UNIVERSAL PRINCIPLES</u>
Five important principles for acting as a fundraiser:

Honesty: Fundraisers shall at all times act honestly and truthfully so that the public trust is protected and donors and beneficiaries are not misled.
Respect: Fundraisers shall at all times act with respect for the dignity of their profession and their organisation and with respect for the dignity of donors and beneficiaries.
Integrity: Fundraisers will act openly and with regard to their responsibility for public trust. They shall disclose all actual or potential conflicts of interest and avoid any appearance of personal or professional misconduct.

Empathy: Fundraisers will work in a way that promotes their purpose and encourage others to use the same professional standards and engagement. They shall value individual privacy, freedom of choice, and diversity in all forms.

Transparency: Fundraisers stimulate clear reports about the work they do, the way donations are managed and disbursed, and costs and expenses, in an accurate and comprehensible manner.

STANDARDS OF PRACTICE

These standards are presented with the recognition that fundraisers operate subject to many different jurisdictions and that they must observe the law of the jurisdiction in which they work. However, it is expected that fundraisers adhering to these standards of practice will, first and foremost, adhere to the most rigorous interpretation of the law, and of the Code of Ethics of their own membership association, applicable to an activity, whichever jurisdiction that activity derives from.

1. Fundraisers responsibility regarding **donations**.
   - Donations should be accepted if voluntary, in line with the goals of the organisation and will bring not more than reasonable costs related to the value of the donation.
   - Funds will be disbursed in accordance with the donor's wishes, if expressed.
   - Funds will not be raised for the personal financial gain of the fundraiser or the fundraising organisation the fundraiser works for.
   - Funds will be collected carefully and with respect of donor's free choice, without the use of pressure, harassment, intimidation or coercion.

2. Relationship with **stakeholders**.
   - Fundraisers are strictly answerable to all stakeholders including donors, beneficiaries, and employers.
   - Fundraisers will respect donor rights by providing timely information about how contributions are used, respecting donor privacy, and honouring donor wishes.
   - Fundraisers will respect beneficiary rights and preserve their dignity and self-respect. They will not use fundraising materials or techniques that undermine this dignity.
   - Fundraisers work with suppliers or intermediary agents at the same standards as within their own organisation. They make reasonable efforts to assure that suppliers do not gain unreasonable profit while working with their own organisation.

3. Responsibility for **communications**, marketing and public information.
   - Fundraisers will only use public information that is accurate, truthful and not misleading, and information that respects the dignity and self-respect of beneficiaries.
   - Fundraisers will not express or suggest in public information that fundraising lacks administration and fundraising costs, thus giving the incorrect impression that fundraising activity is without costs. Fundraisers will object to their organization expressing or suggesting that fundraising activity is without costs.
   - Fundraisers will provide truthful information about use of funds, without exaggeration or underestimation.

- They respect data protection rules and laws at all times.
- Fundraisers accept that all donor and prospect information developed by or on behalf of an organisation shall not be transferred or utilised except on behalf of that organisation.
- Donor wishes to be removed from request lists will be followed promptly and without obstacles for the donor.

4. Management **reporting**, finance and fundraising costs.
   - Fundraisers assure that all fundraising transactions, accounting and reporting for which they are responsible are transparent and unambiguous. They are able to account anytime for their professional work.
   - They will encourage their organisation to report within the national and international standards of accounting methods.
   - They will submit accurate annual reports to all stakeholders within a reasonable time or encourage their organisation to do so.
   - Fundraisers will be open and clear to all stakeholders about fundraising costs, fees and expenses and the way these are allocated.
   - They will make any compensation arrangement transparent to an employer, donor, and beneficiary upon request.

Donor Bill of Rights

PHILANTHROPY is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To assure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights:

1. To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.

2. To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.

3. To have access to the organization's most recent financial statements.

4. To be assured their gifts will be used for the purposes for which they were given.

5. To receive appropriate acknowledgement and recognition.

6. To be assured that information about their donations is handled with respect and with confidentiality to the extent provided by law.

7. To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.

8. To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.

9. To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.

10. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

Contacting CFRE International

Candidates should direct all questions, concerns and correspondence related to the CFRE certification process or exam to CFRE International as indicated below:

Mail:
CFRE International
300 N. Washington Street Ste. 504
Alexandria, VA 22314
USA
Fax: +1 703.820.1107
Phone: +1 703.820.5555
E-Mail: info@cfre.org
Web Site: www.cfre.org