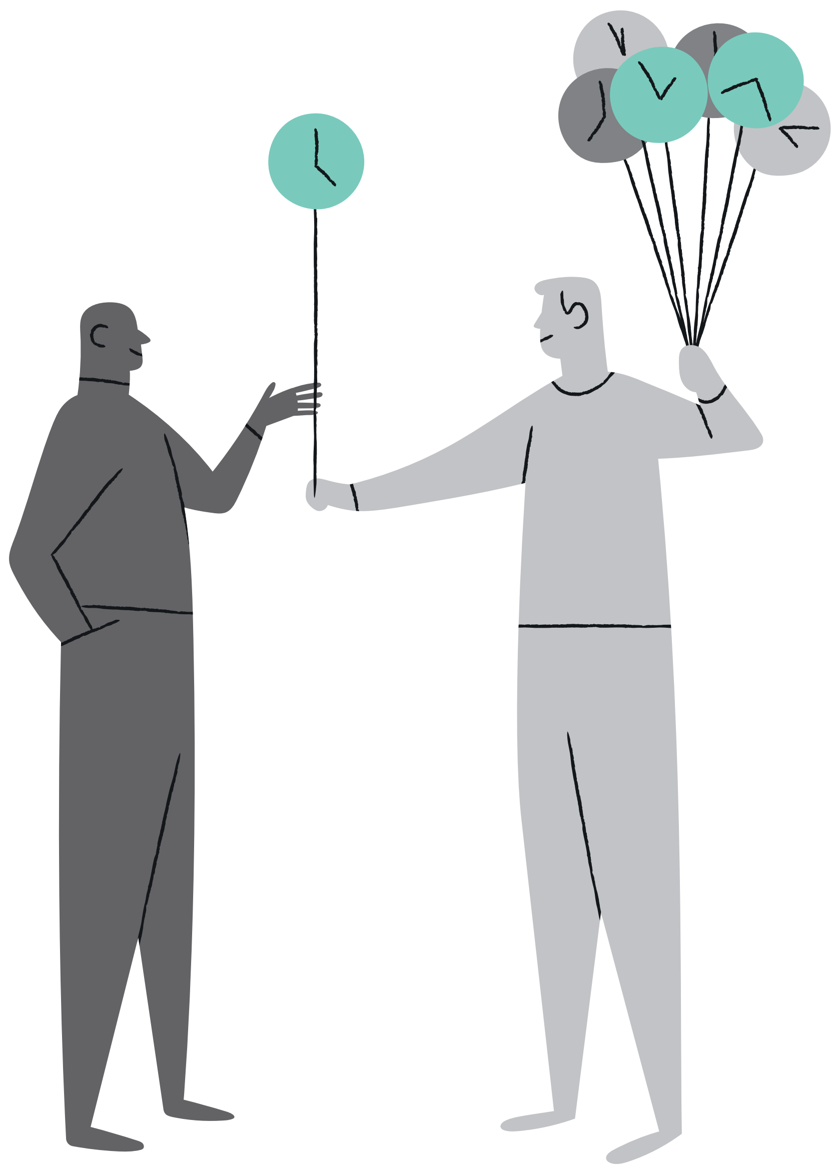
Thrivent Charitable Impact & Investing®

Organizational endowment guide

For churches and nonprofit organizations



Contents

Committing to the future

Endowment funds and planned giving programs are ways for churches and nonprofits to make commitments and plans for the future. They are best understood in the context of an organization's overall stewardship for the financial support of its mission. This plan has several components, including:

- Annual budget campaign.
- Periodic capital campaign.
- Designated giving.
- Endowment and ongoing planned giving program.

Understanding the organization's mission is essential to the creation and ongoing support of an endowment fund. This understanding is owned by staff and volunteer leaders, as well as organization supporters.

Questions?

Contact the Thrivent Charitable team.
thriventcharitable@thrivent.com
800-365-4172
thriventcharitable.com

Thrivent Charitable Impact & Investing® (Thrivent Charitable) is pleased to offer this guide to churches and nonprofits. It is our intent to provide valuable information to your organization as you consider how an endowment fund and a planned giving program supports your mission.

For specific questions regarding endowments and planned giving, contact Thrivent Charitable.

Objectives

An organization cannot fulfill its mission and vision if it doesn't have adequate resources—both now and in the future. An endowment fund may be the right way for your organization to be a good steward of the gifts entrusted to it and ensure its vitality for years to come.

Whether your organization is considering establishing an endowment fund or seeking to re-energize an existing one, this guide can help. It can be used by staff and volunteer leadership, endowment committee members or anyone who has responsibility for the financial health of the organization.

What this guide is and is not

This guide features basic information about endowments. Since endowments are only successful if people know about them and use them, we have included ideas to help inform your supporters about your endowment fund and how they can participate in it.

However, this guide cannot provide everything an organization needs to know about creating or maintaining an endowment fund. Endowment funds are complex financial tools, involving legal and tax concerns beyond the scope of this guide.

This guide does not endorse a particular way of distributing or managing endowment funds. These are decisions each organization must make on its own, based on its needs and philosophy. However, this guide will help you through the decision-making process.

Any organization wishing to create an endowment fund should work with a team of professionals, which may include a qualified attorney, financial advisor or tax specialist.

The guide includes six sections

1. What is an endowment?

This section provides general information about endowment funds and how they work, as well as information to help your organization decide if creating one is appropriate. A glossary of endowment terms is also included.

2. The mechanics of an endowment fund

Find detailed information about how to set up and manage an endowment fund. There are tools to help you outline a management structure for the endowment to best suit your organization's mission and needs. Sample bylaws and mission statements help you integrate the endowment within your larger organizational mission.

3. Marketing the endowment fund

In this section, learn how to share information about the endowment fund with potential donors. An endowment is only successful if potential donors understand its purpose and how they can use it to meet their charitable giving needs. Included is a guide for creating your marketing plan, a list of potential marketing techniques, and a guide to roles and responsibilities in the endowment process.

4. Giving to the endowment fund

This section provides information on how to make gifts to an endowment fund and determine which types of gifts are appropriate in various circumstances. Additional information is available from Thrivent Charitable.

5. Resources

This section introduces some of the organizations, products and services you can use to create your endowment and invest its assets.

6. Frequently asked questions

In this section, find the answers to questions commonly asked by an organization or potential donors when setting up an endowment fund.

What is an endowment?

The difference between just getting by and bringing the mission to life

Webster's Dictionary defines "endowment" as "funds or property donated to an institution, individual or group to produce income." For your organization, the income can mean the difference between just getting by and the security of bringing your organization's mission and vision to life for generations to come.

Mutual stewardship

Endowment funds are partnerships between supporters and the organization, based on the idea of mutual stewardship. By supporting the endowment fund, supporters act as stewards to and for the organization. And by using the income generated by the endowment to fulfill its mission, your organization acts as a steward to and for your supporters and the community.

Local control

An endowment fund is a single pool of resources set up by your organization to receive gifts. Distributions from the fund are typically consistent with one of the following policies:

Income only: These distributions are made only from the income (usually interest and dividends) produced by the endowment; the principal remains intact. Because the principal is not included in distributions and may grow from additional gifts, the fund provides a secure financial base from which the organization may realize its financial future. However, depending upon the investment vehicle, there may be years in which no distribution is possible or in which the principal is reduced due to market results.

Percent of value: This portfolio focuses on building diversification from equity and fixed income investments to potentially seek long-term investment growth. Usually investment growth is between 4% and 6%, which means in years when the fund's investment return exceeds the percentage, the fund grows. This growth may allow for distributions in years when market performance is poor.

The ability to make regular, annual distributions despite market performance is believed to support a more active endowment program generating more interest and commitment to giving.

Due to the Uniform Prudent Management of Institutional Funds Act (UPMIFA), organizations that use the percentage distribution approach should inform donors principal may be spent.

Donor choice

When making gifts to the endowment, donors can designate if the gifts should be used for a particular purpose or whether the organization should decide how to spend them. Donor designations may restrict the use of a gift to a purpose inconsistent with the fund's mission or that cannot be adequately funded. Encouraging undesignated gifts provides the flexibility to meet needs where they exist.

Gifts of cash, life insurance and assets, which can easily be converted into cash, such as publicly traded securities, are appropriate to donate to an endowment fund. Other assets—including certain types of real estate and closely held stock, livestock or crops—may also be appropriate gifts. However, they should be accepted only when consistent with a carefully considered gift acceptance policy adopted by the endowment committee to minimize or eliminate any risks. Gifts to endowment funds are easy to facilitate during life and after death, and may provide potential tax advantages to donors.

Potential tax advantages

For those who itemize charitable deductions on their income tax returns, have a taxable estate, or wish to avoid passing on assets requiring heirs to pay income taxes, a gift to an endowment fund may provide tax advantages. Donors can use the amount of the income tax charitable deduction to purchase a life insurance contract to replace the amount of their gift for their family heirs. The proceeds of this life insurance contract may be exempt from estate taxes. Donors may realize even greater tax savings by giving an appreciated capital asset instead of cash, because this allows them to avoid paying capital gains tax on the appreciation.

Questions?
Contact the Thrivent Charitable team.
thriventcharitable@thrivent.com
800-365-4172
thriventcharitable.com

Long-term benefits

When your organization adopts an endowment fund, it's making a commitment to its supporters to act as good stewards of the donated assets. And when donors give to the endowment fund, they create a legacy of stewardship to last for years to come.

Endowment fund terms

As your organization proceeds with its endowment fund discussions, having knowledge of frequently used endowment terms is helpful. Following is a list of common endowment terms with brief descriptions.

Annuity. A contract generating a stream of income payments for a specified time period.

Asset. Anything owned by a person, business or institution that can be sold or exchanged. Examples include cash, real estate, stocks and bonds.

Beneficiary. In most cases, beneficiaries are either recipients of an inheritance as designated in a will, or recipients of life insurance, annuity or retirement account proceeds. Beneficiaries can be individuals or institutions, such as churches, schools or nonprofits.

Bequest. The giving of assets—such as stocks, bonds and personal property—through a will or living trust.

Capital gains tax. Tax on profits from the sale of a long-term capital asset, such as appreciated stock, real estate or a bond fund.

Charitable gift annuity. This is a method of donating to charity in which a person gives an asset, like cash or stock, and the charity signs a contract agreeing to pay the donor or another individual a fixed income for the rest of his or her life. Charitable gift annuities may be offered only by qualified charities meeting the regulatory requirements in the donor's state of residence.

Charitable lead trust. A method of charitable giving in which a person transfers an asset to a trust. The trust then pays the charity an income for a designated term. After the term is up, the assets in the trust are returned to the donor or someone the donor designates, such as a spouse or children.

Charitable remainder trust. A method of donating to charity in which a person transfers an asset to a trust. In return, the trust pays the donor or other people an income stream for life or a specified term. At the end of the trust term, the remaining assets are passed on to the charity.

Church body foundations. Church body foundations exist to support and sustain ministries of specific church denominations by connecting donors with ministries, as well as meeting the donors' charitable intents.

Community foundations. Publicly supported foundations operated by and for the benefit of a specific community, like a faith community or a geographic region. They receive their funds from individual donors and provide a vehicle for donors to establish endowed funds without incurring the costs of starting a foundation. Community foundations are administered by a governing body or distribution committee representative of community interests.

Deed. A document describing the transfer of the legal title to real estate from one party to another.

Direct gift. The transfer of an asset—such as cash, stock or real estate—directly to a charity.

Donation/charitable gift/gift/contribution. Assets or services given to a charitable organization, such as a church or nonprofit.

Endowment. Funds or property donated to an institution, individual or group to produce a stream of income.

Estate. All assets—such as stocks, bonds, real estate and cash—a person possesses at the time of death.

Estate tax. Tax imposed by government on assets in a person's estate.

Financial advisor. A professional who helps people analyze their finances and make decisions about financial matters, such as insurance, investments and taxes.

Income tax deduction. An expense that reduces a person's taxable income. Examples of potential tax-deductible expenses are charitable gifts, mortgage interest and some medical expenses.

Interest. The cost of using money, which is usually calculated as an annual rate. Interest is either an amount owed on a loan or an amount earned on an investment.

Mission. A statement describing an organization's purpose.

Planned giving. A method to map out how donors and their estates will make charitable gifts throughout their lifetime and after they die.

Premium. The fee paid to an insurance company for insurance protection.

Principal. The amount of money invested or the amount owed on a loan, excluding the interest.

Split-interest gift. A charitable donation the donor to maintain an interest in the gift.

Steward/stewardship. A steward is someone who manages a person's or institution's finances and other resources. Stewardship is how people and organizations manage their gifts from God.

Potential tax advantages/tax benefits. Potential benefits or advantages offered by any financial transaction decreasing a person's taxable income or allowing someone to avoid paying certain taxes, including income, estate or capital gains taxes.

Tax advisor. Someone whose job is to counsel people on matters related to taxes, including income, capital gains and estate taxes.

Tax implications. The positive or negative consequences of any financial transaction that may affect the amount a person pays in taxes, including income, capital gains and estate taxes.

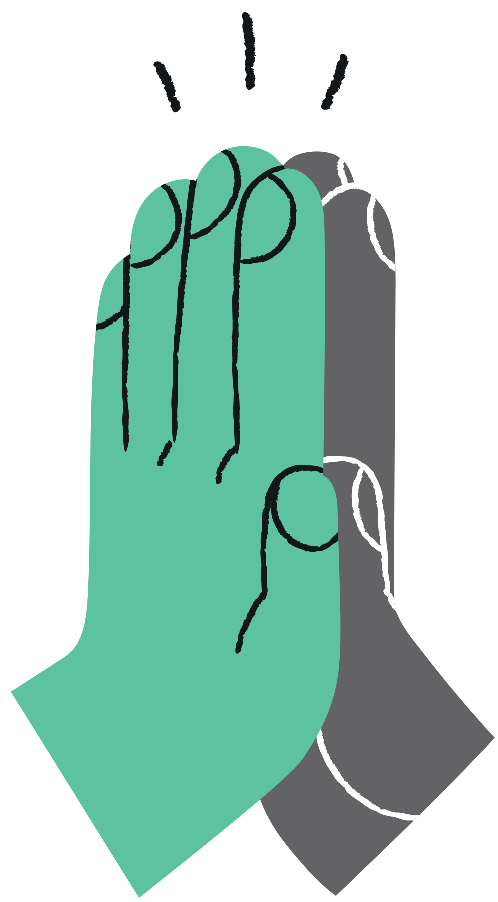
Taxable income. The amount of a person's income subject to federal income taxes.

Trust. A legal arrangement in which property or assets are held by one party for the benefit of another party.

Vision. A statement describing how an organization will accomplish its mission.

Wealth replacement. A method people use to replace the gift they made to charity so the amount they pass to their heirs is not reduced. It involves purchasing a life insurance contract with money a person saves in taxes or earns through additional income when he or she gives to charity.

Questions?
Contact the Thrivent Charitable team.
thriventcharitable@thrivent.com
800-365-4172
thriventcharitable.com



The mechanics of an endowment

Planned and nurtured endowments help expand ministries and outreach

Being a good steward requires careful planning and attention to detail. So does creating and growing an endowment fund.

These five steps will help your organization understand what is involved in setting up an endowment. You may want to consult with an attorney, accountant and tax advisor for additional guidance.

1. Identify the need

To determine whether an endowment is right for your organization, start by introducing the concept at a board or council meeting. At the meeting, the board or council should:

- Review the mission statement of the organization.
- Identify ways the mission is being accomplished.
- Review the financial plans in place allowing your organization to continue its mission. If the board finds its current financial plans are inadequate, an endowment should be considered.

2. Learn what an endowment is and what it can do

An endowment is a fund set up by an organization to receive gifts and bequests from multiple donors. It's intended to be long-term, providing support of the organization's mission into the future. An endowment can be set up in one of four ways. It may:

- Establish, invest and manage its own fund.
- Establish its own fund in partnership with an independent fund manager.
- Set up an endowment fund under the umbrella of a charitable organization, such as Thrivent Charitable.
- Establish its own public foundation, separate from the organization itself.

3. Identify the needs and causes the endowment will support

Distributions from an endowment fund should align with the organization's mission and vision. In addition, organizations should consciously and proactively identify separate goals for annual pledge drives, capital campaigns and the endowment fund. Examples of endowment fund uses include:

- New program start-up or programs.
- Tuition/program fee assistance for low-income participants.
- Community outreach.
- Youth programs.

4. Establish the endowment fund

Before the fund is established, the organization needs to select an endowment committee to oversee the fund and prepare a fund agreement. To do this, the organization's board or council should:

- Approve the establishment of an endowment.
- Authorize the election of an endowment committee.
- Approve a transfer of start-up funds to the endowment.
- State the guidelines for distributions from the endowment.
- Authorize the organization to execute the endowment fund agreement.
- Authorize the endowment committee to approve future fund transfers.
- Authorize the board or council to adopt the bylaws for governance of the endowment committee.

Successful endowment committees recognize funds can be grown more effectively and quickly through additional contributions than investment return. So, having individuals on the committee who are willing and able to promote the mission of the endowment fund and ways to give to the organization should be a priority.

See the "Sample Amendment to Bylaws" for an example of how organization bylaws may be amended to accommodate the endowment. Sample bylaws are available from Thrivent Charitable.

Next, bylaws for the endowment committee should be prepared and adopted. They usually include the following:

- Mission/purpose of the endowment committee.
- Establishment and operation of the endowment committee (number of members, terms, number of meetings, filling vacancies, majority vote for decision-making).
- Duties of the endowment committee.
- Distribution policy from the endowment fund (percentage of value of fund or based on income). Often the endowment committee will separately adopt an investment policy and a gift acceptance policy.

After the endowment fund is created, start-up funds, as stated in the amended bylaws, can be transferred to the endowment. The assets should be invested in alignment with the investment policy.

5. Create a plan including marketing and communications

Supporters need to be educated about what an endowment fund is and how they and the organization will benefit from it. Start by identifying and categorizing potential donors. People have different reasons for giving to an organization. Some are motivated by their sense of stewardship. Some want their support to continue after their lifetime. Some believe giving is an obligation. Appealing to all types of donors is important. While you may communicate differently to different audiences, always create clear and consistent messages about the needs and goals of the endowment fund.

A marketing plan helps you tell potential donors about ways they can give to the endowment fund and explain the advantages of each giving method. Examples of marketing tools are:

- Financial planning workshops with a charitable giving component.
- Charitable giving brochures.
- Articles in church bulletins.
- Articles in newsletters.
- Mail/email campaigns.
- Meetings with potential donors.
- Social media campaigns.

See “Marketing the endowment fund” section for more information on marketing and communication strategies.

Questions?
Contact the Thrivent Charitable team.
thriventcharitable@thrivent.com
800-365-4172
thriventcharitable.com

Identify the need for an endowment

Use this form to help you define how and why your organization could benefit from an endowment fund.

Describe the mission and vision of your organization.

____

____

____

List ways your organization's mission/vision is put into action (e.g., mission programs, community outreach, music programs, youth development, education or building activities).

1. ____
2. ____
3. ____
4. ____
5. ____
6. ____
7. ____
8. ____

For each of the above programs, think about the means your organization has in place to ensure resources are available to carry them out in both the short and long term. Match the program with the means in the chart below.

- Short-term means might include a pledge drive, annual fund, sustainer program, building addition fund, food shelf contributions, etc.
- Long-term means might include a foundation, designated accounts, etc.

Program	Short-term means	Long-term means

Sample mission statement for an endowment fund

Most organizations have a mission statement—words capturing the essence of what the organization is trying to achieve. Simply put, a mission statement conveys an organization's reasons for being.

Since an endowment fund is a means by which an organization helps to ensure its ability to carry out its mission, your endowment should have its own mission statement. The statement should be consistent with your organization's overall mission, while clearly spelling out the endowment's reasons for being.

Following is an example of a mission statement for an organizational endowment fund. You can use this as a model as you craft a mission statement to fit your organization's specific needs and overall mission.

Mission statement: The (Endowment Fund Name) offers opportunities and structure to those who wish to provide financial support for (Organization Name)'s mission through charitable giving. The purpose of the endowment committee is to enable (Organization Name) to promote funding for specific needs, projects and the overall financial stability of (Organization Name). Through this endowment fund, the committee seeks to provide a perpetual source of income in support of education programs for youth and adults and other projects to sustain and grow the mission of (Organization Name).

Questions?
Contact the Thrivent Charitable team.
thriventcharitable@thrivent.com
800-365-4172
thriventcharitable.com

Sample amendment to bylaws for an endowment fund

When an organization creates an endowment fund, it typically amends its bylaws to ensure a structure is in place to establish, manage and use the fund. The wording will vary from organization to organization, but amended bylaws should:

- Approve the establishment of an endowment.
- Authorize election of an endowment committee.
- Approve transfer of start-up funds to the endowment.
- Establish guidelines for distributions from the endowment.
- Authorize officers to execute the endowment fund agreement.
- Authorize the endowment committee to approve future fund transfers.
- Authorize the board or council to adopt bylaws for governance of the endowment committee.

Following is a sample of what a typical organization's bylaws might look like after they've been amended to establish an endowment fund. Your organization may wish to customize this language to suit your specific needs. Sample bylaws are available from Thrivent Charitable.

Sample bylaws

A. The endowment committee shall consist of seven voting members—one of whom shall be elected by the organization's board from its own membership, and six of whom shall be elected from the organization on a staggered basis for three-year terms by the organization at annual meetings. Actions of the committee must be agreed to by at least four of the voting members. The committee shall meet at least two times per year. The organization's board shall have the authority to appoint members to the committee to fill vacancies occurring on the committee. The term of the appointment shall be until the next annual meeting. This includes the authority upon establishment of the committee to appoint the initial seven members to the committee.

B. The duties of the committee are to:

- Utilize the "FOUNDATION NAME" for the creation of the Endowment Funds with the two initial funds being the "General Endowment Fund" and the "Mission Growth Endowment Fund," and to create additional funds as may be needed to fulfill specific requirements of donors.
- Determine and fulfill procedures and policies for the soliciting, processing and dispositions of grant requests in accordance with the requirements and limitations of the various funds.
- Educate key audiences about the funds, promote the funds, and solicit donations in an appropriate manner.
- Report to the organization at least annually new gifts received, investment returns earned by the fund, the size of the funds, details of specific grants given, a list of all grant requests, and disposition on requests.
- Assist donors in the process of making gifts to the funds.
- Establish policies and procedures for accepting or rejecting proposed gifts by donors.
- Act as the designated advisor to the "FOUNDATION NAME" with respect to all operational matters, including requests for distribution from the funds.

C. The "ORGANIZATION NAME General Endowment Fund" shall be established to enable (Organization Name) to promote funding for specific needs, projects and the overall financial stability of (Organization Name), by making grants in support of education programs for youth and adults, and other projects sustaining and growing the mission of (Organization Name). In any given year, minimum grants of 15% of that year's total grants must be designated to each of the three purposes for which the "ORGANIZATION NAME General Endowment Fund" is established: adult education programs, youth programming and community outreach. The remaining 55% of the year's total grants may be allocated to these three purposes in any manner as the committee shall determine. Grants can only be given to legally qualified recipients as defined by the "FOUNDATION NAME." No grants made from the "General Endowment Fund" can be used for ORGANIZATION NAME's normal operating expenses. The organization may request, and the committee may choose to make grants for, special projects of the organization, capital improvements and other purposes.

D. The "ORGANIZATION NAME Mission Growth Endowment Fund" shall be established for the same purposes for which the "ORGANIZATION NAME General Endowment Fund" is being established. In any given year, grants are to be awarded in the same manner, and the same minimum grants are to be made for each of the three purposes stated above. The only difference in the two funds is grants from the "ORGANIZATION NAME Mission Growth Endowment Fund" are to be used only for programs in their first three years of development.

E. In the event the incorporated body known as "ORGANIZATION NAME," or its successor(s), cease to exist, then the "ORGANIZATION NAME General Endowment Fund" and the "ORGANIZATION NAME Mission Growth Endowment Fund" and all other funds which have been created over time held by the "FOUNDATION NAME" shall be allocated for the support of projects, programs and activities of the "CHARITY NAME" or its successor. If at any time CHARITY NAME ceases to qualify as a charitable organization, then the funds held at the "FOUNDATION NAME" shall continue as a permanent fund for the unrestricted charitable purposes of the "FOUNDATION NAME."

Marketing the endowment fund

Endowment funds grow faster with additional gifts than investment return

Create a marketing plan: tell people about the endowment

Marketing is a means to provide supporters with opportunities to learn about the benefits and value you provide. When your adult education committee notifies supporters of upcoming programs, it's marketing. When a fundraising committee advertises a bake sale in the newsletter, it's marketing.

Endowment funds need to be marketed, just like any other service or program offered by the organization. Marketing is largely about communication—telling people the fund exists, explaining why it was created, describing the ways people can contribute and the advantages of doing so, and helping the members understand how they can participate.

You can market your endowment in many ways. The biggest challenge is consistently communicating the right messages to the appropriate people in the most effective manner.

Where to start?

Effective marketing requires planning. Typically, the responsibility for marketing planning falls on either a subgroup of the endowment committee or the committee as a whole. Be intentional about creating a marketing plan as part of your organization's overall endowment process and assign responsibility for doing so where it makes the most sense for your organization. Working with other entities within your organization responsible for fundraising is important so both current and future financial needs are addressed.

Define goals and objectives

The first step in creating a marketing plan is to define the goals and objectives. What do you want to accomplish through marketing? How will you determine whether or not you are successful?

The goals and objectives of the endowment marketing plan will depend on circumstances unique to your organization. Generally, however, your marketing goals and objectives may look something like this:

Endowment marketing goals

- Support the endowment fund's goals of raising $X,XXX in contributions or legacy commitments over [time period].

Objectives for organizations starting endowment funds

- Raise awareness—Tell potential donors the fund has been created and explain why.
- Educate—Help potential donors understand how they can participate and the advantages of doing so.
- Show connection to mission and vision—Explain how the endowment fund is aligned with and supports the mission and vision of the organization.

Objectives for organizations seeking to revitalize existing endowment funds

- Increase awareness—Make potential donors more aware of the fund.
- Show results—Highlight tangible ways the fund has benefited the organization.
- Motivate participation—Make potential donors aware of opportunities for and benefits of contributing to the endowment to motivate them to participate.

Writing key messages

Next, devise key messages for the endowment program. Key messages are the two or three essential concepts all audiences should know about your endowment fund. They are the cornerstone for all communication about the endowment.

Key messages should speak to the role of the endowment fund in supporting the mission and vision of your organization. Be sure to discuss these messages with your staff and other organization leaders before finalizing them because they will be used extensively throughout your marketing materials.

Sample key messages

- Supporting our endowment fund is one of the best ways you can ensure our organization's mission and vision will thrive for years to come.
- Contributing to the endowment fund is a way to be a sound financial steward of God's gifts because by giving of yourself, you give a portion of your treasures back to God.

Identify key audiences

Every supporter of your organization will have his or her own reason for participating—or not participating—in the endowment fund. Some give out of thanksgiving. Some give because a specific program has helped them or someone close to them. Some give because of the potential tax advantages. And others give because they feel it's "the right thing to do."

It's not realistic for the marketing plan to identify specific giving hot buttons for each donor, but it is important to identify what the endowment can offer from several perspectives and communicate these benefits to your potential donors. This allows you to reach diverse groups of people with messages speaking to them as individuals, so more people will participate in the endowment.

Develop positional messaging

Think about the most effective ways to position the endowment to potential donors. The following examples illustrate how to talk about endowments.

- **Mission-based context**—An endowment fund operates on stewardship-based principles. By using contributions wisely, the endowment contributes to the long-term health of your organization and ensures its mission can continue in the future.
- **Donor/personal stories**—It can be very effective for potential donors to hear directly from peers about giving to your endowment and what it means to them. The endowment committee should approach someone who has participated in the endowment—and is well-liked and respected in your organization—to share his or her thoughts on giving. The person could talk at an event or service, on a video or write his or her personal story for the organization's newsletter.
- **Impact stories**—For many people, participating in the endowment will come down to whether or not they believe the funds are actually being put to good use. For this reason, it's important to publicize the results of endowment distributions. This information can be highlighted in your organization's newsletter as well as shared in an endowment annual report. The annual report can be sent to supporters and friends of the organization to let them know how your endowment is growing and how the proceeds are being used.
- **Growing the organization**—Making sure potential donors understand the need for your endowment fund is a key element in inspiring participation. For most organizations, the endowment fund is created because there is no other mechanism in place to ensure the long-term vitality of the organization. Share your organization's balance sheet with key audiences. Show them how the numbers stack up with and without an endowment. A logical, financial demonstration can be very effective with certain potential donors.

Questions?
Contact the Thrivent Charitable team.
thriventcharitable@thrivent.com
800-365-4172
thriventcharitable.com

- **Mission and vision**—Everyone who supports the organization should understand the goal of your endowment fund is to support the mission and vision of the organization. The endowment should have a mission statement reflecting this principle (see sample Mission Statement in the "Mechanics" section of this guide).

- **Financial benefits**—Many people aren't aware of the potential tax and other financial benefits of giving to your endowment fund. Through seminars, workshops, videos and newsletter articles, donors can learn how giving to your endowment fund can be a smart financial decision.

Deliver the messages

Each of the previously described giving perspectives should be delivered to potential donors through a communication method best suited to the topic and potential donors. For example, the messages about the potential tax advantages of giving are best suited to an educational seminar.

In deciding which communication tools to use, first review the ways your organization already communicates to its members. These might include:

- Bulletins.
- Sermons/presentations.
- Newsletters.
- Workshops.
- Nonprofit tours.
- Recognition events.
- Individual donor meetings.
- Personal letters from organization's leadership.
- Email.
- Social media.
- Video.

Match each communication tool with one or more of the "Perspectives on Giving" outlined previously, as well as with additional perspectives generated by your endowment committee. For approaches not served well by your existing communication vehicles, think of new ones, including:

- Custom seminars and workshops on endowment funds, the different ways to contribute to them and the financial advantages of contributing.
- One-on-one charitable intent interviews as a framework to help supporters discover their personal charitable intentions through a relational interview with a committee member.
- A brochure you can customize to announce the creation of your endowment fund for your organization.
- Letters from organization leadership.

Consider creating a grid outlining which messages will be delivered when and by which communication tool. Your grid might look something like the chart on the next page.

Tips for executing your marketing plan

Here are a few tips to consider:

- Don't limit your marketing efforts to supporters. Friends of the organization, former constituents, community leaders and visitors can also play a role in supporting the endowment.
- Market your endowment year-round. Use your communication vehicles on a deliberate, ongoing basis. Routinely place articles in your organization's newsletter. Schedule regular workshops.
- Have an "Endowment Emphasis" period. Consider a time when it doesn't conflict with the organization's pledge drive or annual fund campaign. Your endowment committee could deliver the annual report during this time as well as hold a series of organization tours or events highlighting donor and impact stories.

Sample communication grid

	Donor stories	Impact stories	Growing the nonprofit	Mission and vision	Financial benefits	Mission-based context
Bulletins	•	•	•			
Sermons/presentations				•		•
Newsletters	•	•	•		•	
Workshops					•	
Nonprofit tours	•	•	•	•		
Recognition events	•	•		•		•
Individual donor meetings						
Personal letters	•	•	•	•		•
Brochures			•	•	•	•
Charitable intent interviews				•		
Endowment annual report	•	•		•		
Other						

Questions?
Contact the Thrivent Charitable team.
thriventcharitable@thrivent.com
800-365-4172
thriventcharitable.com

Marketing plan worksheet

1. Identify objectives

Write the objectives of your marketing plan here:

2. Identify key messages

Capture the key messages of your organization's endowment fund here:

3. Identify key audiences

What programs is your endowment fund supporting? Who are the key audiences with an investment in those programs? Who will be key in promoting the endowment fund to others?

4. Positional messaging

What can your endowment fund offer potential donors? What are some aspects of the endowment you might highlight for various donor groups? What key audiences match up with each position?

5. Communication tools

Write down the communication vehicles your organization already uses. Then, along with the positions you've outlined above, identify additional communication vehicles to support them.

6. Communication grid

See the sample communication grid on page 17. Now, create your own grid, matching up the messages with the best communication tools.

7. Timeline

Create a timeline to execute your marketing plan. Remember, year-round consistency, supplemented by a seasonal emphasis period, is an effective approach. A sample timeline is outlined below.

Months 1–3

- Articles in bulletins, newsletters or email.
- Select endowment fund committee members.
  - Initial tasks include:
    - Write a mission statement for the fund.
    - Decide who will manage the assets.
    - Decide who will focus on promoting gifts to the fund.

Months 4–6

- Continue articles in bulletins, newsletters or email.
- Hold an informal forum to inform supporters of the fund and generate ideas and enthusiasm.
- Make announcements about gift ideas during group activities or meetings.
- Endowment committee tasks:
  - Develop a planned giving brochure.
  - Organize a workshop for financial professionals affiliated with the organization.
  - Plan a workshop for supporters.

Months 7–9

- Continue articles in bulletins, newsletters or email.
- Continue announcements.
- Hold a workshop on other financial issues to continue stewardship theme.
- Social media and email campaigns.

Ongoing

- Workshops (quarterly).
- Announcements.
- Brochures/flyers.
- One-on-one meetings with supporters.
- Educate potential donors about how the fund supports the mission of the organization.
- Plan a recognition event, such as a dinner, to celebrate the endowment's growth.
- Social media campaign.

Questions?
Contact the Thrivent Charitable team.
thriventcharitable@thrivent.com
800-365-4172
thriventcharitable.com

Marketing communication options

There are many ways to tell potential donors about your endowment fund. Some involve taking advantage of communication vehicles your organization may already use, like a monthly newsletter. Some require you to try new ways of reaching out, such as a financial education workshop, video or social media. Whichever means of communication your organization chooses, it's important to remember different messages require different ways of communicating. The following list provides some methods your organization may want to consider for communicating about your endowment:

Bulletins/newsletters
These are appropriate vehicles for many different endowment messages, including updates and long-term fund goals. Bulletins and newsletters are also excellent ways to present a series on the different ways people can give to your endowment and the associated potential tax advantages of each.

Nonprofit tours and special events
These allow donors to share their thoughts about the importance of the endowment fund as well as stories on how the fund is impacting your organization's ability to fulfill its mission. Nonprofit tours and special events can also be used to present information about recent financial struggles of the organization as well as talk about how the endowment fund's mission supports the overall mission and vision of the organization.

Workshops
Workshops are effective for presenting information about the financial implications of donating to your endowment. There are many ways to give to an endowment fund, and each method offers potential tax advantages to the giver. A workshop explaining these methods, presented by a credible financial advisor, can be helpful in encouraging participation in the endowment.

Personal letters from organizational leadership
Mailings to potential donors can be effective if they touch on the right messages. A letter from your organization's leader should talk about the endowment's role and how it relates to the organization's mission and vision. A letter from your endowment committee can announce the official creation of your endowment fund and directly solicit participation.

Brochure or annual report
A brochure promoting your endowment's mission and goals and outlining how its proceeds will be used can be an effective introductory piece. The brochure may include information on ways donors can give. In subsequent years, an annual report can be distributed to all donors. Annual reports include financial information on your endowment's growth, impact stories on how the proceeds are being used, and donor testimonials.

One-on-one charitable intent interviews
These can help potential donors discover their own charitable dreams and chart a course for using the endowment fund to help make those dreams come true.

Videos
Short videos are effective in providing education about your fund. Suggested video topics include: Mission, donor testimonials, organization leadership sharing the role of the endowment fund, illustrations of the fund's financial benefits, etc. Ensure the content is authentic and credible.

Marketing the endowment: Roles and responsibilities

One of the challenges in marketing an endowment is deciding who does what. It's an important question because these people can influence how the message is received. A message about potential tax advantages of charitable remainder trusts will likely be more credible coming from a financial advisor than a program director. A message about how the endowment supports the long-term strategic vision of the organization is better coming from a high-level leader than a new donor.

In general, all communication about the endowment fund should come from one of two sources: Your endowment committee or your organization's staff. The communication roles of the leader and the committee can be defined as follows:

Role of the organization leader

The primary communication role for the leader is to promote the mission and vision of your organization and explain how the endowment fund furthers it.

Your leader can fulfill his or her communication role in several ways, including:

- Presentations.
- Videos.
- Letters.
- A message in the endowment brochure or annual report.

The organization's development staff should reinforce the leader's messaging and expand on ways donors may support the endowment. They can do this through a number of ways:

- Educational articles.
- Letters.
- One-on-one meetings with donors.

Role of the endowment committee

It's your endowment committee's job to do everything the organization's staff doesn't do. In addition to creating and administering the endowment fund, this includes promoting the fund through a variety of communications means, including:

- Writing/placing articles in your bulletin or newsletter.
- Organizing workshops on topics related to the endowment.
- Creating and distributing the endowment fund annual report.
- Working with the organization's staff to find appropriate ways for the leader to promote the endowment.
- Reaching out to donors using email or social media.

Giving to the endowment fund

Types of charitable gifts

There are many ways for donors to contribute to an endowment fund. Each type is unique in what it does, the potential tax advantages it offers, and the most appropriate time to use it.

Thrivent Charitable can provide charitable gift illustrations showing the benefits of the different types of contributions. These proposals provide visual and mathematical illustrations to help explain a particular charitable giving technique, its advantages, and consequences to potential donors and their professional advisors.

Below you'll find basic information on some of the ways to contribute to an endowment fund and some of the advantages of each. Contact us at thriventcharitable@thrivent.com for more details and illustrations.

Direct gift

A direct gift is when a donor gives an asset—such as cash, stock or real estate—directly to the endowment fund. All potential donors can use this method, regardless of age, size of the estate or gift amount. A donor who makes a cash contribution may be eligible for an income-tax deduction, while a donor who makes a gift of an appreciated long-term capital asset—such as stock—may be eligible for an income-tax deduction and avoid paying capital gains taxes on the asset's appreciation. Donors must itemize their deductions to receive a charitable income tax deduction.

Qualified charitable distribution (QCD)

Sometimes called an "IRA charitable rollover," this provision allows donors who are age 70½ and older to make a distribution from their IRA directly to charity. The distribution counts toward the donor's required minimum distribution (RMD) from an IRA, but does not have to be recognized as taxable income. Donors may make QCDs in any amount, up to $100,000 annually. Since the distribution isn't recognized as income, the donor may not need to itemize a deduction to receive the potential tax benefit.

Bequest

A bequest is when someone gives assets—such as stocks, bonds or personal property—through his or her will or living trust. Anyone who has a will or living trust—regardless of age, estate size or gift amount—can make a charitable bequest. The value of the gift is removed from the donor's estate, which may reduce the amount owed in estate taxes.

Qualified asset beneficiary designation

When potential donors name another person as the beneficiary of a qualified retirement investment (e.g., a 401(k), TSA, IRA, etc.), the asset will be exposed to income taxes, and—depending upon their net worth—estate taxes. These taxes can greatly reduce the amount the beneficiaries receive. Instead of naming another person as the beneficiary, a donor can name the endowment fund of the organization, which is not required to pay taxes. By doing so, the donor's estate may receive a tax deduction at the donor's death.

Life insurance

There are a number of ways donors can use life insurance to make a donation. They can:

- Transfer ownership of an existing life insurance contract to the endowment fund.
- Purchase a new life insurance contract and name the endowment fund as the owner and beneficiary.
- Designate the organization as the beneficiary of a life insurance contract they continue to own.

Life insurance is an appropriate giving vehicle for most donors. If ownership is transferred to the organization and the organization is the beneficiary, the premium payments may be tax-deductible. All potential donors can use this method, regardless of age or the size of their estate.

Charitable gift annuity

To make a gift through a charitable gift annuity, a donor gives an asset—such as cash or stock—to a qualified charity meeting the state regulatory requirements for offering gift annuities. Thrivent Charitable offers gift annuities, which may benefit the organization's endowment. The charity signs a contract agreeing to pay the donor or another person a fixed income throughout his or her lifetime. The potential tax benefits may include income tax deductions, capital gains deferral, gift tax deductions and estate tax deductions. This is an irrevocable gift.

Immediate gift annuities tend to be most popular with donors who are age 70 and older because they provide a fixed-income stream. Gift minimums for charitable gift annuities vary by charity, but are typically lower than those required to fund a charitable remainder trust.

Charitable remainder annuity trust (CRAT)

Donors give through a CRAT by transferring a one-time contribution of cash or publicly traded securities to a charitable remainder annuity trust. This is an irrevocable gift. The trust pays a fixed income for life or a specific term to the donor or other people the donor designates. At the end of the term, the principal remaining in the trust is passed on to the endowment fund. A CRAT is most appropriate for donors age 65 and older, whose gift is worth at least $50,000. The potential tax benefits may include income tax deductions, capital gains tax avoidance, and estate tax deductions.

Charitable remainder unitrust (CRUT)

Donors give through a CRUT by transferring cash or a capital asset, including real estate, to a charitable remainder unitrust. This is an irrevocable gift. The trust then pays the donor or other people the donor designates a fluctuating income, based on a percentage of the trust's value, for life or a specified term. Unlike a CRAT, donors can make additional contributions to a CRUT. At the end of the term, the principal remaining in the trust is passed on to the endowment fund.

A CRUT is most appropriate for donors age 50 and older who can contribute at least $100,000 over the life of the trust in cash or capital assets. The potential tax benefits may include income tax deductions, capital gains tax avoidance, gift tax deductions and estate tax deductions.

Testamentary charitable remainder trust

In this arrangement, a donor names a charitable remainder trust as the beneficiary of cash or capital assets in a will or living trust and includes provisions to establish the trust. After the donor dies, his or her estate may receive a tax deduction and the trust pays the surviving spouse, or other people the donor designates, an income for their lifetime. After the survivor dies, the remainder of the trust is passed on to the endowment fund. A testamentary charitable remainder trust is most appropriate for donors age 40 and older who can contribute at least $50,000 for a CRAT, and at least $100,000 for a CRUT.

Charitable life estates

In this arrangement, donors deed their primary residence, vacation home or farm to the endowment. This arrangement allows them to maintain ownership of the property and continue living there for the rest of their lives. After the donors die, the property belongs to the endowment without the need for a probate proceeding. Benefits may include income tax deductions, gift tax deductions and estate tax deductions.

Questions?

Contact the Thrivent Charitable team.
thriventcharitable@thrivent.com
800-365-4172
thriventcharitable.com

Resources

Need assistance with your endowment? Tap into these resources.

Attorney

Address ____

____

Phone ____

Executive director/nonprofit leader

Nonprofit name ____

Address ____

____

Phone ____

Board chair/council president

Nonprofit name ____

Address ____

____

Phone ____

Accountant

Address ____

____

Phone ____

Questions?

Contact the Thrivent Charitable team.
thriventcharitable@thrivent.com
800-365-4172
thriventcharitable.com

Frequently asked questions

The following is general information provided in response to frequently asked questions about endowment funds. It's not intended to provide individual-specific advice or recommendations. Donors should consult with their attorney, accountant or tax advisor regarding their personal situation.

1. **Do I need a will?**

   Most likely. Without one, state laws determine who will receive your assets and manage your estate. As a result, the state may not include all of the persons or charities you would like to benefit. A will allows you to appoint a guardian for your minor children, choose a representative to carry out your wishes, and determine the final destination of your assets.

   Making a charitable bequest (i.e., giving assets to charity through a will or living trust) is the simplest way to make a planned gift. The donor states in his or her will the amount or percentage of assets to pass to a designated charity.

   Some people may wish to designate their church or favorite charity as the "residual beneficiary" of their estate. After they have designated certain amounts to children, friends and charities, they may wish to name a charity as the residual beneficiary to receive the balance of their estate after all other distributions are made.

2. **What is planned giving?**

   "Planned giving" means mapping out a plan for making gifts to a church or charity. A person integrates planned giving into his or her financial plans during different phases of life. Many people consider planned giving when they decide how to transfer their estates to the institutions and people they want to benefit after a lifetime of work. In addition to fulfilling their charitable goals, donors may receive tax benefits and lifetime incomes through several types of tax-favored plans.

   Planned giving takes many forms and is tailored to meet the needs and goals of the donor. Each person's dreams make each gift unique and important.

3. **How can life insurance be used to make charitable gifts?**

   Charitable gifts of life insurance provide an easy way for donors to make charitable contributions with minimal current costs. In many instances, a gift of life insurance involves a small out-of-pocket premium each year, yet produces a significant benefit to a charity.

   There are many ways to make a charitable gift of life insurance. First, a donor may give an existing contract to charity. In this case, all ownership rights must be assigned to the charity, and the charity will be named as beneficiary. The donor may receive a tax deduction for the value of the contract when ownership is assigned to the charity. Additionally, the donor may receive deductions for any future premium payments.

   Second, a donor may purchase a new contract naming the charity as beneficiary. If the donor makes an absolute assignment of the contract to the charity, the donor may receive a charitable income tax deduction for each premium payment made on the contract. As long as the charity is the owner of the contract, the proceeds are excluded from the donor's estate.[1]

   Finally, a donor may designate a charity as the beneficiary of a life insurance contract he or she continues to own. Although the donor will not receive an income tax deduction for the gift, he or she may receive a charitable estate tax deduction for the amount of the death benefit passing to charity. Donors can also name a charity as a contingent beneficiary, providing the charity with the death benefit in the event the primary beneficiary predeceases the donor.

[1]To ensure compliance with IRS requirements, be aware that any U.S. federal tax advice that may be contained in this brochure is not intended or written to be used, and cannot be used, for the purpose of (i) avoiding penalties under the Internal Revenue Code or (ii) promoting, marketing and recommending to another party any transaction or matter addressed herein.

4. Is it possible to give something to charity and still receive an income for life?

Yes. One way is through the use of a charitable remainder trust (CRT). It works like this:

- A gift is put into a CRT, and is invested for growth. This is an irrevocable gift.
- The donor may receive an income tax deduction for the charitable portion of the gift and the donor—or others they name—will receive income from the trust for lifetime or for a term of years.
- After the donor passes away—or the end of the term of years—the money remaining in the trust is distributed to charity.

If a donor has an appreciated capital gain asset (such as stock or real estate that has increased significantly in value), the income stream from the CRT could be greater than if the donor sold the asset outright and invested the proceeds for income. This is because charities do not have to pay capital gains taxes on the sale of appreciated assets. Thus, the full, fair market value of the asset can be reinvested to provide income back to the donor.

Another way is through a charitable gift annuity,[2] which works like this:

- A donor gives an asset, such as cash, stock, or mutual funds to a qualified charity meeting the state regulatory requirements for offering gift annuities, such as Thrivent Charitable. In return, the charity signs a contract agreeing to pay the donor a fixed income for life.
- The donor may receive an income tax deduction for the charitable portion of the gift or may benefit from capital gains tax deferral if gifting capital gains assets.
- At the end of the donor's lifetime(s), the remainder of the gift annuity goes to the charity.

5. Can I leave my home to charity and continue to live in it during my lifetime?

Yes. Making a gift of a remainder interest in a personal residence, vacation home or farm can provide a donor with income tax benefits from the newly created charitable gift without affecting his or her current income or standard of living.

In this arrangement, a donor deeds his or her personal residence, vacation home or farm to charity but, in the deed, reserves a life estate in the property. At the time the gift is made, the donor may be entitled to a charitable income tax deduction for the present value of the charity's remainder interest in the property. During his or her lifetime, the donor continues to enjoy the full use and possession of the property. This includes paying taxes on the property as well as other maintenance costs. Upon the death of the donor, the charity takes possession of the property without a probate proceeding.

6. What are the advantages to making a charitable gift during my lifetime?

A donor who is going to make a gift to charity must decide whether to make the gift while living or after death. Making a charitable gift while living may provide several benefits including:

- A potential charitable income tax deduction.
- The removal of future appreciation on the asset from the donor's estate.
- The option of receiving an annual income stream each year in return for the gift.
- The opportunity for the donor to see his or her gift being put to good use.

In addition, making a lifetime gift removes the value of the gifted asset from the donor's estate, which may reduce any associated estate tax liability.

[2]A charitable gift annuity represents a charitable gift and is not considered an investment product.

7. **Can I receive a charitable income tax deduction for making a gift of securities?**
   If you itemize deductions on your income taxes, you may receive a charitable income tax deduction for making a gift of securities. In fact, if your securities (stocks or mutual funds) have appreciated since you first bought them and if you have owned them more than a year, you can gift them to charity, saving you the cost of the capital gains tax due. Here's a hypothetical example of how this could work:

   Jane Anderson bought $3,000 of stock in Acme Food Company. Six years later, the stock is worth $8,000. She would like to make a gift to her church's mission fund. She could sell the stock, which would net her $7,250 after paying the 15% capital gain tax on the $5,000 gain, and then give this money to her church and may be entitled to an income tax deduction of $7,250.

   If Jane had given her church the stock instead of the cash, the result would have been more favorable. The church could have sold the stock tax-free for $8,000. Plus, Jane may have received a charitable income tax deduction of $8,000 (the full, fair market value of the stock), even though the total cost of her gift would have been only $3,000 (her original cost basis).

8. **Can I leave a significant gift to charity without depleting my children's inheritance?**
   Yes, through the use of "wealth replacement" life insurance. Using this technique, a donor transfers assets to charity. In return, the donor may be entitled to a charitable income tax deduction and—depending on the gift—an annual income stream. These potential tax savings and income payments may be used to pay the life insurance premium on a contract with a face value equaling the value of the gifted asset. If an irrevocable life insurance trust or adult children hold the life insurance contract, the value of the contract may be excluded from the donor's estate. Upon the death of the donor, the beneficiaries of the contract can receive the death benefit income-tax and estate-tax free.[1] It is a win-win-win situation for the donor, the charity and the donor's family.

9. **How can I ensure my assets go to my heirs rather than to the IRS?**
   There are three places your money and assets can go after your death: To your heirs, a charity or to the IRS. By planning carefully, you can control how much goes where. You can leave as much as you want to your spouse without paying estate taxes (the marital deduction). In addition, you can ensure the IRS gets less of your estate by making charitable gifts. The potential charitable estate tax deduction is unlimited.

   If you have a sizable estate, consider how charitable giving could potentially shrink your estate for tax purposes and provide an opportunity for you to support the causes you care about most.

10. **What are the benefits to leaving my qualified retirement plan assets to charity?**
    If you leave your qualified-plan balance to someone other than your surviving spouse or charity, it could be subject to extreme income and estate taxation. The amount of tax depends on the size of your plan and the marginal income tax bracket of the beneficiary. The reason for this excessive taxation is Congress intended the plans for retirement, not inheritance.

    Many people find they do not need the retirement income these plans provide, so they let their plans continue to grow tax-deferred. If you plan to leave your qualified and nonqualified tax-deferred assets, such as nonqualified annuities, to children or others, you may want to examine the potential tax implications. One alternative could be to name a charity as beneficiary of the assets, thereby avoiding all income and estate taxation and providing a benefit to your community.

Questions?
Contact the Thrivent Charitable team.
thriventcharitable@thrivent.com
800-365-4172
thriventcharitable.com

[1]Under current tax law [IRC Sec. 101(a)(1)], death proceeds are generally excludable from the beneficiary's gross income. However, death proceeds may be subject to state and federal estate and inheritance tax.

11. **How can I make a large one-time gift to my organization without disrupting others' interest in annual campaigns?**
    A large, lump-sum donation can interrupt the flow of donations to annual drives and capital campaigns. As an alternative, you may want to consider contributing to an endowment fund. An endowment fund is set up by a charitable organization to receive gifts from multiple donors. Distributions from the fund are taken in a manner to ensure the fund grows and can support the organization's mission—now and in the future. When endowment distributions are used to support a specific mission of the organization, as opposed to solely supporting the operating fund, annual stewardship is typically not affected. A gift to an endowment fund may qualify for a current income tax deduction and for a gift or estate tax deduction based on the fair market value of the gift.

12. **What is a charitable gift annuity?**
    It's a private contractual agreement between a donor and a qualified charity meeting the requirements of the state of the donor's residence. The donor makes a gift of cash or other property to the charity. In return, the donor or another designated individual receives a fixed income distribution annually from the charity for the lifetime of the annuitant.

    Donors who make this type of gift may receive a charitable income tax deduction for the value of the charity's interest, as long as they itemize deductions on their income tax return.

13. **What are the benefits of making a qualified charitable distribution (QCD)?**
    QCDs let donors roll money from IRAs directly to charity without having to pay income tax. The amount directed to charity is not included in the donor's adjusted gross income (AGI), but does count toward the required minimum distribution (RMD). Giving these assets to the endowment versus taking the RMD as income may enable donors to avoid disadvantages that can come with a higher AGI, such as higher Medicare premiums, self-employment or taxes on Social Security benefits. Also, since QCDs are not subject to the limitations on charitable deductions, they may be ideal for those who have either exceeded their maximum deductions for the year or do not itemize.

14. **What are the benefits of making a charitable gift through my will?**
    Charitable bequests (i.e., assets given through a will) may provide substantial tax benefits and may be the most appropriate charitable giving technique for people who are charitably inclined, yet want control of the assets during their lifetime. Donors who make bequests to charities may be entitled to a charitable estate tax deduction for the value of the charity's interest, effectively removing the value of the gifted asset from the donor's estate.

    Charitable bequests may be made in many ways. The simplest is to bequest an entire asset (for example, a life insurance contract). In return, the donor's estate will get a deduction for the fair market value of the asset on the date of death.

    However, donors may also bequest a partial interest in an asset (such as a gift to a charitable remainder trust). In this case, the donor's estate will receive a deduction for the present value of the charity's interest in the asset.

    No matter which technique is used, the potential tax advantages to the donor can be significant.

Why Thrivent Charitable?

Thrivent Charitable is committed to helping maintain and grow nonprofit organizations across the country. We bring together organizations, products and services to help you create your endowment fund and invest its assets.

Flexible endowment fund options

Thrivent Charitable offers nonprofit organizations a flexible way to build an endowment for whatever purpose you choose. Like the hundreds of organizations already participating, your organization can create a flexible fund to help build an ongoing, perpetual source of income. By becoming part of a larger investment pool through Thrivent Charitable, organizations are allowed greater flexibility and a smaller minimum investment than they'd typically find on their own.

Benefits of establishing an endowment fund through Thrivent Charitable

- Turnkey operation.
- Simple and flexible plan.
- Part of a larger investment pool with assets of more than 500 endowments under management.
- Ability to customize investment portfolio allocation in accordance with your distribution plan.
- Supporters have access to tools for outright and planned charitable gifts and can give anonymously.
- No administration on your part—focus on fundraising.
- Fundraising expertise and resources.
- Quarterly reporting and online access.
- Endowment Marketing Toolkit.

What's required

- $25,000 minimum balance.
- Desire to establish future support or increase funds available for your organization/outreach programs.

For more information, visit our website at thriventcharitable.com.

Questions?

Contact the Thrivent Charitable team.
thriventcharitable@thrivent.com
800-365-4172
thriventcharitable.com

About us

Thrivent Charitable Impact & Investing® brings hope to the world by empowering people to create the change that matters most to them. We open the joy of generosity to all by making it easy for anyone to give to the causes they cherish. We take a holistic, personalized approach to help our donors create strategic charitable plans, illuminating new paths to personalized impact through visionary models, tailored service and deep expertise. Ignited by our faith, we are passionate about creating positive impact and inspiring lasting change in our communities.

Thrivent Charitable Impact & Investing® is a public charity that serves individuals, organizations and the community through charitable planning, donor-advised funds and endowments. Thrivent Charitable Impact & Investing works collaboratively with Thrivent and its financial advisors. It is a separate legal entity from Thrivent, the marketing name for Thrivent Financial for Lutherans.

Insurance products, securities and investment advisory services are provided by appropriately appointed and licensed financial advisors and professionals. Only individuals who are financial advisors are credentialed to provide investment advisory services. Visit Thrivent.com or FINRA's BrokerCheck for more information about Thrivent's financial advisors.

Thrivent provides advice and guidance through the Thrivent Financial Planning Framework that generally includes review and analysis of your financial situation. You may choose to deepen/further your planning engagement with Thrivent through its Dedicated Planning Services, an investment advisory service, that results in dedicated written recommendations for a fee.

Donors/fund advisors are subject to the policies and guidelines outlined in this booklet. Thrivent Charitable Impact & Investing® reserves the right to modify these policies and guidelines at any time.

thrivent