

Email Policy and Marketing Guidelines for Communications with Alumni and Donors

[Updated 4/19/17]

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In alignment with Rutgers, The State University of New Jersey, policies and practices, the Department of Foundation and Alumni Communications developed this guidebook to ensure consistency across the Rutgers system for email marketing communication with alumni and donors.

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Introduction

Email marketing can be an effective way to communicate and build relationships with alumni and donors.

The Rutgers University Foundation (RUF) and Rutgers University Alumni Association (RUAA) have partnered with Marketo, a marketing automation solution, to enhance alumni and donor outreach and empower university partners to communicate directly with constituents. Marketo will transform the way university partners engage alumni and donors by providing partners with:

- Autonomy in preparing and sending email communications;
- More efficient email marketing platform capabilities (e.g., A/B testing, personalization, real-time metrics);
- Improved email output functionality;
- Improved email marketing analytics and engagement metrics; and
- Enhanced access to communication resources and best practices.

The primary purpose of this document is to guide email policies, procedures, style, best practices, and account setup for Marketo to consistently bring the Rutgers brand to life in communication with alumni and donors.

Rutgers University Foundation and Alumni Communications Email Process and Policy

The following email marketing guidelines developed by the RUF and RUAA will ensure consistent and effective communication with alumni and donors. The policy is for all university partners sending email communication with alumni and donors, including alumni chartered organizations, alumni regional clubs, university locations, schools/units, and RUF/RUAA departments.

I. Use of Marketo

All university partners must use Marketo to send emails to alumni and donors.

This system has been vetted extensively and set up to securely interface with the university's alumni and donor database. Use of this system will eliminate the legacy broadcast request process, and put alumni and donor email communications directly into the hands of university partners.

Two users from each school/unit, alumni group, and RUF department will be able to access Marketo to create, schedule, and send emails using the provided templates*, and view and utilize performance metrics. Email communication to the full alumni base, as well as strategic, high- profile alumni and donor events, will remain centralized with RUF and RUAA.

*University partners with specialized template requests can reach out to discuss separately with their Foundation/Alumni Relations partner. We believe the provided templates will satisfy virtually all email layout needs.

To create a Marketo account:

Review all information posted at ralumni.com/marketo.

Step 1—Get Access

- Identify 1 to 2 dedicated Marketo users in your group, club, or academic unit
- Confirm or obtain a net ID or guest net ID for each user by emailing volunteer@ruf.rutgers.edu for chartered organizations and regional clubs, or marketingpr@ruf.rutgers.edu for academic units (maximum of two users per organization)
- Review, sign, and submit this document to the partner who created your user ID

Step 2—Training

- For alumni volunteers only: One on one phone call with your volunteer engagement or Foundation staff partner
- Test your log in through the Rutgers single sign in link—<https://rufsso.rutgers.edu>
- Complete the self-paced training posted at ralumni.com/marketo

- Complete all training exercises included in the self-paced training document

II. Scheduling

Marketo users will create, schedule, and send their own emails, so partners should plan their own internal timelines for email creation, photo sourcing, and approvals. In order to ensure alumni and donors do not receive significant email volume from Rutgers on any given day, as often as possible, partners should send **no more than two emails to their constituency per month**, and abide by the following schedule:

- Monday: Alumni Interests (Chartered Organizations, Regional Clubs, Athletics)
- Tuesday: Location Based Emails (Newark, Camden, etc.)
- Wednesday: All Alumni/Centralized Communications
- Thursday: Academic Affiliations
- Friday: Foundation/Giving

Flexible: Saturday and Sunday

Remember, Saturday and Sunday emails can be scheduled in advance. Weekends can be a good time to send emails, as recipients may have increased flexible time to review their messages vs. sending during the work week.

Please note that the Marketo system is capped to permit alumni and donors to receive 2 Rutgers related emails per day. Once that cap is reached, they will not fall into any additional lists for that day, even for emails they are qualified for. Please be mindful of your suggested date and the 2x per month mailing recommendations to reach your full list.

Although alumni and donors will always be given the opportunity to opt-out of receiving messages from each university partner, it is important to note that, as an audience, alumni and donors tend to identify all Rutgers-related communications as coming from Rutgers. That means that when any one partner over-communicates, it can negatively impact **all** partners who communicate with members of the same audience. By following the schedule outlined above, Marketo users will have the best chance of their message gaining the attention it deserves from their target audience.

Responses to emails with questions or comments unrelated to your email content should be directed to your Marketo staff partner.

III. Audience Segmentation

Marketo users must utilize the provided “Smart List” when emailing contacts from within their workspace in the Marketo platform. This “Smart List” will enable users to email all alumni and/or donors affiliated with that specific constituency, as defined by the RUF and RUAA. This list is continually updated using the university alumni and donor database. **University partners must never delete this “Smart List”, as deletion will require the central office to recreate it before the user can recommence sending emails.**

University partners are not to maintain self-kept lists, as those contacts will not be accessible through the Marketo platform unless they are properly coded in the university database. If you have a self-kept email list, please email the list to records@ruf.rutgers.edu, to ensure that records their preferred and most current contact information for your emails.

To help Marketo users target particular audience segments from the alumni and donor base affiliated with their area, university partners may use enhanced filtering options. These filtering options use information coded in the university database to allow users to segment their audience by geographic region, for example, or donors versus alumni, class years, and other filters.

If you are interested in learning more about filtering, email marketingpr@ruf.rutgers.edu

Content Policies

Email marketing campaigns are essential elements of many marketing strategies and serve as valuable touchpoints with alumni and donors and should be designed and populated with care.

To help ensure recipients open messages more than they click delete or opt-out, all emails to alumni and donors sent through Marketo must incorporate:

- An approved mobile-optimized template in the Marketo builder
An email subject line that helps the audience know what information they will find in the message. Subject lines should be no more than 75 characters and must be clear and not misleading.
- A meaningful message/content for the target alumni and/or donor audience that aligns with the [Rutgers University Editorial Style Guide](#) and avoids common spam triggers and words (e.g., free, opportunity, offer and click here)
- An approved footer with opt-out information. This is already built into all Marketo templates and may not ever be removed.
- **The following email marketing best practices:**
 - **Refrain from using exclamation points in email subject lines.** This can trigger spam indicators and may categorize your email as spam.
 - **Use PDF files that are based online**, as attachments are not permitted. See the step by step guide in the Marketo training document regarding how to upload a PDF in Design Studio and link to it.
 - **Avoid using “click here” text in emails.** Hyperlink the actual text, or advise users to “learn more” or “read more,” hyperlinking those specific words.
 - **Links must be functioning.** Always send a preview email to check your links.
 - **Include up-to-date information** to ensure constituents are receiving accurate details for dates, addresses, and RSVPs.
 - **Utilize white space** and have a clean layout when creating emails to ensure clarity and avoid clutter.
 - **Remember - Emails are typically scanned vs. read.** A reader will

typically spend less than 10 seconds reviewing your email. Review your email to ensure your layout and content is clean, with a clear call to action, and not overly wordy.

- When creating an email with an image, the image must be cropped to fit the dimensions of the email width. **Please note, the email template in Marketo is 560 pixels wide.**
- **Review results** from every email campaign to assess success rates and the most popular items to aid in the creation of future emails and to learn what is important to constituents.
- **Promote social media links if your group has them.** The social media channel is appropriate for frequent information updates. Emails should be sent a max of 2x per month to your audience.

Alumni Data Policies

- I. Marketo users must use the provided “Smart List” available within their workspaces, as these lists use the most up-to-date email addresses and follow confidentiality laws. Users should not maintain self-kept lists, as those contacts will not be accessible through the Marketo platform unless they are properly coded in the university database. As noted in section III above, university partners who have a self-kept emailing list should email the list to records@ruf.rutgers.edu or khurst@ruf.rutgers.edu to ensure Marketo is using the preferred and most current contact information for emails.
- II. **Confidentiality:** Each university partner who has been granted access to Data through usage of his or her Marketo account is responsible for maintaining the confidentiality of the information and must take precautions to ensure that such information is not disclosed to any other person. Data may not be copied and you must cease using this Data once your role with the university has terminated. If you cease to serve in your volunteer and/or employment capacity, you must notify the RUF/RUAA communications team so that they may terminate your access. **Any university partner granted access to Marketo must have read the Rutgers University Foundation Confidentiality Policy and signed off accordingly in compliance on an annual basis.** This process will be covered in depth during training and the policy is included in full at the end of this document.
- III. Email Permissions & Preferences
 - The RUF and RUAA follow the “Opt-Out” method of permission marketing. Therefore, email recipients must click on the unsubscribe link in the footer of the email which will direct to a link to “opt out” and recipients can uncheck that box if they do not wish to receive email communications from that particular category.
 - Each email sent will include options to opt out of the specific university

partner category that is sending the email, or out of all emails sent to alumni by Rutgers. All Marketo users should ensure emails are well designed, clear, and contain fresh content to retain email recipients and prevent opt outs.

Reporting Policies

Marketo users will have access to email metrics and are responsible for ongoing analysis and evaluation of email results. Email metrics also will be tracked centrally to identify key learnings that will be shared with all users and to diagnose any potential problems.

To begin, the key benchmark metric across all emails will be **opt-out or “unsubscribe” rate**. The current collective opt out rate is 0.13%. If any emails are consistently driving opt outs at a higher rate, RUF/RUAA staff will work with the partner to attempt to correct the issue.

If Marketo users are unresponsive to outreach, and/or consistently driving high opt out rates, their Marketo privileges will be paused and a re-training will be required.

Resources

Rutgers Editorial Style Guide

The [Rutgers Editorial Style Guide](#) has been developed for Rutgers, The State University of New Jersey, in order to lend consistency to text presentation in university print and electronic communications. The primary purpose of this guide is to address topics specific to Rutgers that may not be adequately covered in the standard published style guides, such as The Chicago Manual of Style or The Associated Press Stylebook (see below). In addition, the guide summarizes some of the most frequently raised questions of style—topics that are dealt with in greater detail in these manuals—in order to offer a quick, but more comprehensive, reference tool.

Several important notes from the Rutgers Editorial Style Guide:

- The name “Rutgers, The State University of New Jersey,” should be used in those instances when you are referring to the university as a whole or to the central administration of the university.
- Proper usage of the three higher education institutions within Rutgers are:
 - Rutgers University–New Brunswick
 - Rutgers University–Newark
 - Rutgers University–Camden
- The academic health care division of Rutgers is Rutgers Biomedical and Health Sciences, which collaborates universitywide and is aligned with Rutgers University–New Brunswick.
- The word “Rutgers” may be placed before the name of the college or school, except in cases where it is part of the name (Rutgers School of Dental Medicine, Rutgers Law School, and Rutgers Business School–Newark and New Brunswick)
- Always use the full name of the school or college on first reference. On second reference and thereafter, it is preferable to use “the school” or “the college,” with distinctions made if necessary, e.g., “the psychology school.” Avoid acronyms and initialisms on second, and later, references.

Rutgers Visual Identity Manual

The [Rutgers Visual Identity Manual](#) provides specific guidelines and standards to the Rutgers community for the implementation of Rutgers’ visual identity system in all forms of university communication. The guidelines have been developed by the Department of University Communications and Marketing with extensive advice and consultation from faculty, staff, students, and alumni.

Among the key details from the Rutgers Visual Identity Manual are:

- The “Rutgers” logotype is the primary element of the Rutgers Visual Identity System and must appear on all official Rutgers communications. It may not be modified in any way.
- School and college signatures have been created and are

- available at identity.rutgers.edu/download-zone
- Charter group signatures are available within the Marketo platform and can be requested from staff partners
 - The Rutgers logotype and signatures should be placed on ecommunications at a reasonable size to maintain legibility. For electronic uses, the minimum size of the Rutgers logotype is 120 pixels wide, with a 20-pixels-wide border of clear space around the logotype. The minimum size of the logotype with signature is 150 pixels wide, with a 28-pixels-wide border of clear space around the logotype with signature.
 - The Rutgers logotype must appear in the top section of an enewsletter. In addition, the appropriate Rutgers name (i.e., Rutgers, The State University of New Jersey; Rutgers University–New Brunswick; Rutgers University–Newark; Rutgers University–Camden; Rutgers Biomedical and Health Sciences) must appear somewhere in the enewsletter.
 - At a minimum, a broadcast email must include the Rutgers logotype, with or without a signature.

In addition, the appropriate Rutgers name (i.e., Rutgers, The State University of New Jersey; Rutgers University–New Brunswick; Rutgers University–Newark; Rutgers University–Camden; Rutgers Biomedical and Health Sciences) must appear somewhere in the designed space.

Contact Us

For questions that have not been addressed in this document, contact the Foundation and Alumni Communications Department at marketingpr@ruf.rutgers.edu.

Department	Information Technology (IT)
Contact	Associate Vice President of IT
Review Schedule	1 year

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1. Revision History

Revised by	Approved By	Approved by Signature	Published
Tamara Britt		Terry Callaghan	11/16/2015

2. Policy

2.1. Overview

The Rutgers University Foundation Information Technology Department ("RUF-IT") maintains Data concerning Rutgers, the State University of New Jersey's ("Rutgers" or "Covered Entity") donors, alumni and other constituents (the "Data" or the "Database") for the Rutgers University Foundation ("RUF" or the "Foundation"). All information contained in the Database is confidential and may be used only for appropriate Foundation, Alumni Relations and University purposes by Foundation workforce, which includes Foundation, RUF-IT and Alumni Relations employees and volunteers ("Foundation Workforce"), in accordance with this policy on confidentiality and release of constituent information ("Confidentiality Policy").

2.2. Confidentiality

Access to the Data will be provided only to Foundation Workforce members who have an appropriate business need for such access. Each Foundation Workforce member who has been granted access to the Data is responsible for maintaining the confidentiality of the information and must take precautions to ensure that such information is not disclosed to any person other than in connection with the Foundation, Alumni Relations or University purposes for which it has been provided. Data may not be distributed or used for personal, commercial or political gain. Any Foundation Workforce member who is granted access to the Database must have read the Acceptable Use Policy sign a "System Access Form" that explains the Account Usage Policy.

Except as provided in the Confidentiality or Account Usage Policies, the Foundation prohibits the release of student and alumni social security numbers and other private information to any third party without that student or alumni's written consent.

Certain Data are considered Personal Identifying Information (“PII”) or Personal Health Information (“PHI”), as described herein. PII and PHI are subject to federal and state privacy protection and must be treated with extra caution. PII refers to information that can be used to uniquely identify a single individual, for example, name plus birth date, social security numbers, credit card numbers, driver’s license numbers, and cell phone numbers. This Data may not be stored on personal computers, laptops, shared or network drives, mobile devices, portable storage devices or the like, or transmitted electronically in any form, including by email. The Federal Family Education and Privacy Rights Act, 20 U.S.C. 1232g, prohibits the release of student and alumni social security numbers to any third party without the individual’s consent.

PHI is “individually identifiable health information” that is transmitted by electronic media, maintained in electronic media, or transmitted or maintained in any other form or medium, but not including individually identifiable health information stored in education records covered by the Family Educational Rights and Privacy Act, as amended, records described at 20 U.S.C. 1232g(a)(4)(B)(iv), employment records held by a Covered Entity in its role as employer, or regarding a person who has been deceased for more than 50 years. “Individually identifiable health information” includes demographic information collected from an individual and is information that is created or received by a health care provider, health plan, employer, or health care clearinghouse; relates to the past, present, or future physical or mental health or condition of an individual, the provision of health care to an individual, or the past, present, or future payment for the provision of health care to an individual; and that identifies the individual; or with respect to which there is a reasonable basis to believe the information can be used to identify the individual.

Please contact the Foundation’s Associate Vice President of Information Technology if you are involved in a project that may require the release of any PII or PHI Data outside of the Foundation. Release of any PII Data involving alumni, parents, students, faculty or staff must be reviewed and approved by legal counsel.

Any Foundation Workforce member making a request for a report or Data file for a mailing must exclude from the mailing constituents who have requested not to receive mail, are indicated as “do not contact under any circumstance” or who have other mail contact exclusions, including those who opt out of the use or release of their Personal Health Information as described below. Approved HIPAA opt out language can be found in the Foundation Collaboration Center. Please refer to the user manuals or contact the IT help desk for the latest set of exclusion codes.

The Foundation, including Alumni Relations, does not create Personal Health Information (“PHI”), which is defined in the Health Insurance Portability and Accountability Act of 1996 (“HIPAA”), as amended, and its implementing regulations. However, from time to time the Foundation may receive from the affiliated Covered Entity organizations to which it is institutionally-related, including but not limited to: Graduate School of Biomedical Sciences, Rutgers School of Dental Medicine, New Jersey Medical School, Robert Wood Johnson Medical School, Cancer Institute of New Jersey, Ernest Mario School of Pharmacy, Center for Advanced Biotechnology and Medicine, Environmental and Occupational Health Sciences Institute, School of Health Related Professions, Rutgers School of Nursing, Rutgers College of Nursing, School of Nursing – Rutgers Camden, School of Public Health, Robert Wood Johnson University Medical Group, University Behavioral Health Care, Institute for Health, Health Care Policy and Aging Research certain limited PHI permitted for conducting fundraising activities on behalf of the Covered Entities, in accordance with HIPAA, (“Fundraising PHI”). Fundraising PHI includes only:

- Patient demographic information (e.g., name, contact information, birthdate, age and gender)
- Health insurance status (e.g., whether someone is insured and the type of insurance)
- Dates of care/services
- The department that provided the care (e.g., oncology, etc.)
- Information about the treating physician(s)
- Outcome information (e.g., the death of the patient, or that the surgery was successful or any sub-optimal result of treatment or services)

Note: Information concerning diagnosis, prognosis or the nature of services or treatment provided is PHI but is not considered to be Fundraising PHI.

Fundraising PHI is subject to federal privacy protection under HIPAA. Foundation Workforce members will use and disclose Fundraising PHI only as permitted by HIPAA and New Jersey law. Foundation Workforce members may not use, create or disclose any PHI and may not accept any PHI from or on behalf of a third party, including those affiliated with the Foundation, other than Fundraising PHI (the proper use of which is discussed below). Further, Foundation Workforce members should take care not to include health information volunteered to them by donors or prospects in their contact reports and notes entered into the Database and shall protect the

confidentiality of such information that may be disclosed to them in accordance with RUF prospect management training and the Confidentiality Policy.

Any PHI received by Foundation Workforce members from a Covered Entity other than Fundraising PHI and any violation of RUF prospect management training and the Confidentiality Policy should be reported immediately to the Foundation's President, Vice President of Alumni Relations or Associate Vice President of Information Technology.

Foundation Workforce members may receive, use and disclose Fundraising PHI only within the Foundation, including Alumni Relations, only in accordance with RUF prospect management training and the Confidentiality Policy and only to the minimum extent necessary to carry out the charitable and fundraising mission of the Foundation. If the Foundation must work with or engage an outside vendor to perform fundraising activities using the Fundraising PHI disclosed to it by Covered Entity, a Business Associate Agreement between the applicable Covered Entity and the vendor must be in place prior to any use or disclosure by the Foundation to the vendor. Please contact the Foundation's Associate Vice President of Information Technology if you are involved in a project that may require the release of any PHI outside of the Foundation for fundraising purposes.

2.3. Requests for Information

2.3.1 Internal Requests

Requests for reports, electronic files or other information from the Database must be submitted as an IT Project Request in the Foundation Collaboration Center. The form must include a description of the purpose for which the Data is being used.

Requests for Data from a University staff member from outside the Foundation Workforce must be approved by the dean, development officer or alumni relations officer for that school or unit. Gift Data can only be released with the approval of the dean or development officer. The request should be submitted by the development officer or alumni relations officer as an IT Project Request via the Foundation Collaboration Center.

Prospect and wealth Data can only be released with the approval of a Vice President or President of the Foundation. These requests should be sent by the VP/President via email to the AVP, Information Technology.

Foundation Workforce members who create reports from the system may share this information with other University staff for appropriate Foundation, Alumni Relations or

University purposes, but only if the staff member receiving the Data has signed an RUF-IT confidentiality statement within the past twelve months. In addition, each file or report must have attached the “Acceptable Use Statement – Confidential Donor and Alumni Information.” All signed confidentiality statements must be forwarded to the Foundation IT Department for recording.

2.3.1 External Requests

Information from the Database may only be released to law enforcement officials, government agencies or other third parties with the written approval of the Foundation’s President. In his/her absence, if the release of Data is pressing and cannot wait, the approval may be made by the Vice President of Alumni Relations or Associate Vice President of Information Technology. A written request must be made on the requester’s letterhead and the identity of the requester must be verified. A valid subpoena may be required as well. Any release of donor information must also be coordinated through Donor Relations.

Information from the Database may not be released to classmates, friends, relatives or other individuals who are trying to contact alumni or other constituents. An alumnus requesting contact information for another alumnus should be directed to the online directory system. Contact information for those alumni who have opted out of the online directory system should not be released. Alumni directories, both in paper and electronic format (e.g., website, CD) are solely intended to facilitate personal contact between alumni. Use of these directories for large-scale mailings or other mass communications of any kind, or for any other commercial or political purpose, is prohibited.

The Foundation’s President, Vice President of Alumni Relations and Associate Vice President of Information Technology have the authority to release information other than PHI to third parties who are working on behalf of the Rutgers University Foundation or the University. This includes, for example, directory publishing companies, research firms and merchandise vendors. The vendor or consultant must agree to use the information only for the purpose intended by the Foundation or the University and must sign a confidentiality agreement. PHI shall not be disclosed to a third party except in accordance with a Business Associate Agreement between the applicable covered entity and the third party. The vendor is prohibited from selling or transferring any of the information it receives from the Database.

Requests for release of information to volunteer alumni constituent groups must be approved by the Foundation’s President, Vice President of Alumni Relations or Associate

Vice President of Information Technology. The released information must be limited to information concerning those alumni who are affiliated with the requesting group (e.g., information about Glee Club members can only be released to alumni who are affiliated with the Glee Club). Except in extraordinary circumstances and approved by the Foundation's President, the information shared will be limited to directory and summary level giving Data. The use of this information by the constituent groups must be monitored by a Foundation or Alumni Relations staff member. The employee who monitors the request is responsible for determining the intended use, verifying that the users adhere to the Confidentiality Policy and ensuring that they have signed the appropriate confidentiality agreements or a Business Associate Agreement is in place, if necessary.

All requests for information from members of the media must be referred to the Alumni Relations and Foundation Communications Department.

All requests for information under the NJ Open Public Records Act (OPRA) must be coordinated through the Foundation's President and the University Records Custodian, Office of the University Secretary.

Donors have the right to remain anonymous if they do not want their Database information published. Please see IT and Records policies for more information.

In cases of dispute about whether information should be released, the final decision will rest with the Foundation's President.

2.4. Disposal of Information

All electronic media, including tapes, diskettes, CDs, memory cards, thumb drives, and the like that contain donor, alumni or constituent information shall be returned to IT after use so they can be destroyed appropriately. All printed material that contains donor, alumni or constituent information shall be shredded.

2.5. Enforcement

Failure to abide by the Confidentiality Policy could result in disciplinary action up to and including termination, and other legal action, including those seeking damages resulting from the violations and injunctions against future violations.

3. Related Documents

- **"Acceptable Use" – Policy**

- “Information Classification” – Policy

4. Appendix

N/A

FORM

By signing below, I certify that:

1. I have received a copy of the Policy on Confidentiality and Release of Constituent Information (“Confidentiality Policy”) of the Rutgers University Foundation (RUF).
2. I have read and understood the Confidentiality Policy, and I agree to abide by its terms and conditions, some of which include:
 - Maintaining the confidentiality of RUF and Rutgers University Alumni Association (RUAA) information and not sharing any RUF and/or RUAA information with people who have not signed the Confidentiality Policy
 - Not storing Personally Identifiable Information (PII) or Personal Health Information (PHI) on any personal devices (e.g. names, addresses, birth dates, Social Security numbers, etc.) – see “Information Classification” Policy for full definitions
 - Not releasing any PII or PHI to an entity that does not have a Business Associates Agreement on file
 - Not sending mail or solicitations of any kind to those that have elected not to receive them
 - Properly using the Foundation Collaboration Center to submit reports and information requests
 - Properly disposing of RUF and/or RUAA information when necessary
 - Never sharing any of my account passwords with anyone, including the RUF Help Desk
 - Reporting any violations of the Confidentiality Policy to Management
3. I acknowledge that all materials and information prepared and received by me as a part or consequence of my work with the RUF and/or RUAA are the property of the RUF and/or RUAA, regardless of whether they are in paper, electronic or other form.
4. I agree to return all confidential materials and information in my possession at the end of my employment or change in volunteer status/position with the RUF and/or RUAA.
5. I understand that my obligations under this policy will continue after the termination of my employment or volunteer assignment with the RUF and/or RUAA.
6. I acknowledge that I must read and sign this form annually to maintain access.

Print Name: _____

Department or Group: _____

Signature: _____

Date: _____

