



8.D-2024 Relationship Management Clearance

1. Overview

- 1.1 St. Mary’s University has enjoyed developing long-standing and meaningful relationships with a variety of funders, the result of which has been generous philanthropic and sponsorship contributions to the University to support a number of key strategic priorities and areas.

- 1.2 The purpose of this policy is to provide a framework for St. Mary’s internal community to coordinate relationship management activities and to promote a positive and collaborative spirit across the University. This clearance policy applies to anyone undertaking fundraising activities at St. Mary’s University. The clearance process ensures that we can identify the interests of potential and repeat funders and coordinate a strategic approach to achieving support in an appropriate, cooperative, and responsible manner. As the University increases its fundraising prowess, support for the Student Clubs should be considered.

- 1.3 The role of the External Relations (ER) division is to support the successful achievement of external funding through a variety of activities and programs that encourage financial support from individuals, foundations, corporations, and other external funding entities for philanthropic and sponsorship contributions.

- 1.4 External funders often view the University as a single, unified entity, and aside from personal tax exemption status, do not necessarily distinguish between what we consider to be “philanthropic” and “non-philanthropic” grants. The ultimate objective of coordinating across campus, from senior leadership to faculty members and front-line staff, would be to amplify the potential of a seamlessly integrated approach and message to ensure that the University is able to maximize funding to support its highest priorities.

- 1.5 This policy does not include government funding and grants from government agencies

Approval Authority	Responsible Office	Effective Date	Date Last Revisited	Review Frequency
Board of Governors	External Relations	April 11, 2024		Every 5 years

2. Principles and Values

Underlying such a seamless relationship between funder and the University is a set of principles and values.

2.1 Principles

The assignment of prospective funders and strategies for engagement are informed by the following principles.

- i. The identified aligned interests of the prospective funder and the University.
- ii. The opportunity to maximize both the size and impact of the potential contributions to the university.
- iii. The desire to build and nurture a long-term, highly engaged relationships between the funder and St. Mary's that will facilitate continuous funding and achieve a sense of value and deep satisfaction over the funder's lifetime or the duration of the partnership / funding arrangement and beyond.

2.2 Values

The management of prospective funders, including assignment and strategy creation, are informed by the values that follow.

- i. **Funder-centered**
Strategies for the engagement of potential funders to the University should be established and implemented in a way that reflects the aspirations and perspective of the funder. Often external constituents have multiple areas of interest that blur the lines imposed by organizational structures.
- ii. **Alignment**
Funder interests must align with the university's strategic priorities.
- iii. **Best-call strategy**
Engagement strategies for potential funders are identified and implemented by the primary relationship manager who must be able to properly match the potential funder's interest with the most suitable proposal. The Vice President External Relations must be empowered to decide to clear the funder to the person(s) who have the strongest chance of achieving a positive outcome.
- iv. **Confidentiality**
Information pertaining to potential funders and proposals are highly confidential and any dissemination to the public or to other St. Mary's community members may place at risk certain strategic opportunities.

St. Mary's University: 8.D-2024 Relationship Management Clearance

- v. Clarity of roles and expectations
Clear reporting and communications will enhance discussions between front-line staff, their managers, and their colleagues, on decisions related to prospective funder-based actions and strategies. Clear expectations on relationship managers' performance will help maximize the value of potential funder activity.
- vi. Collaboration
The achievement of an integrated funder-centered strategy is highly dependent on different areas of the University working with a collegial and consultative approach to achieve private support. An institution that demonstrates collaboration is far more likely to be successful in any ask for a donation, grant, sponsorship, partnership, etc.
- vii. Communication and openness
Decisions on assignments, strategies and actions will be clearly and consistently communicated to all relevant constituents within the University in a clear and transparent manner.
- viii. Empowerment and mutual respect
Primary relationship managers should be empowered by the Vice President External Relations and other senior university leaders to make and implement decisions based on the identified strategy. The successful coordination of strategies also relies on mutual respect enabling actions to be implemented in the best interests of the funder and the university.
- ix. Engaged prospect management
Potential funders will be assigned to primary relationship managers who must have a clear and convincing strategy that maximizes the potential of the funding opportunities.
- x. Moves management
The primary relationship manager must demonstrate continuous progression and movement of the relationship, otherwise the prospective funder is left without assignment or assignment elsewhere.

3. Scope

- 3.1 Clearance must be sought by members of the internal university community who wish to act on behalf of the University to secure funding sources, including but not limited to individuals, foundations, corporations, philanthropic gifts, sponsorships, partnerships with

St. Mary's University: 8.D-2024 Relationship Management Clearance

private supporters, and fundraising events. This policy does not include government funding and grants from government agencies.

3.2 Clearance is not sought for contract research agreements, although it is strongly encouraged in the spirit of building a meaningful, comprehensive relationship between the University and the private funder.

3.3 The Vice President External Relations is authorized to provide clearance.

4. Elements of Clearance and Coordination

4.1 Primary relationship manager (PRM)

Each potential major funder should be assigned to one PRM. The PRM has access to the University's central relationship management database to ensure proper coordination of the relationship across the university.

4.2 Systems support

The External Relations database provides the means by which the clearance process is documented and made available to the appropriate faculty and staff. It is imperative that the PRM keep information on the strategy and implementation consistently updated on the database. Also, it is expected that all individuals working with assigned prospective funders report on activity by recording and submitting contact reports and updates.

4.3 Priority setting

Funder-directed gifts that do not fall directly within the university's priorities, are reviewed with appropriate consultation by the President's Council to determine whether the gift should be accepted.

4.4 Clearance requests

The "clearance" of a potential funder is sought at a phase in the relationship with a potential funder in which a faculty or staff member wishes to engage in a strategy that would lead to a contribution. Requests for clearance should be addressed to the Vice President External Relations.

4.5 Rationale and strategy

To achieve "primary relationship manager" or clearance status, the faculty or staff must develop and be prepared to share, where possible, the rationale and proposed strategy. In cases where more than one employee of St. Mary's applies for a primary relationship manager status, the Vice President External Relations will adjudicate based on the background, identified strategy, and level of gift / strategy complexity.

St. Mary's University: 8.D-2024 Relationship Management Clearance

4.6 Maintaining clearance status

During the clearance period, unless an exemption is granted, the primary relationship manager is responsible for ensuring that a strategy involving the prospective funder is implemented through moves management. For this reason, if a primary relationship manager is unable to take any steps towards achieving a successful gift strategy after 12 months, the prospective donor's name will be automatically flagged for reassignment.

4.7 Violations

The violation of clearance may significantly undermine the potential donor's relationship with St. Mary's University, as well as the University's ability to accept gifts, issue charitable receipts, and recruit students due to reputational damage. Violations will be reviewed by the Vice President External Relations and other relevant senior university leadership and steps may be decided upon and taken to mitigate the risks posed by such actions.

External Relations is committed to ensuring that coordination is a priority. External Relations shares the commitment with all leaders, faculty, and staff to strengthen the University's resources and reputation, and we look forward to continuing to collaborate with our colleagues throughout the university.