

## External Relations Relationship Management Procedures

### Abstract

These procedures outline the University's process for managing external relationships with alumni, donors, potential donors and corporations.

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Approved by	Deputy Vice-Chancellor (International and Advancement)	
	Latest amendment: Director, Governance Support Unit (see change history for details)	
Implementation Officers	Director, Alumni and Development Director, External Engagement	
Relevant to	UTS staff involved in managing external relationships relating to alumni engagement, corporate engagement, and fundraising.	
Related documents	<a href="#">External Relations Communication Management Procedures</a> <a href="#">Fundraising Policy</a> <a href="#">Invitations to Dignitaries Vice-Chancellor's Directive</a>	
Legislation	<a href="#">University of Technology Sydney Act 1989 (NSW)</a>	
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## 1. Purpose

The University wishes to manage its external relationships with alumni, supporters and prospective supporters, and corporations in a coherent and collaborative fashion.

Within the context of the UTS Fundraising Policy, these Procedures provide a framework for a co-ordinated and strategic University-wide approach to managing external relationships. They are designed to encourage a partnership approach to securing the best possible outcomes from such relationships.

## 2. Scope

These procedures relate to alumni engagement, corporate engagement, and fundraising only.

Implementation of these Procedures is the responsibility of the Deputy Vice-Chancellor (International and Advancement). All staff involved in managing external relationships for the University should comply with these Procedures.

## 3. Definition

**Bequest** means a donation of property by will.

**Donation** means a voluntary transfer of money or property to the University by way of benefaction where no material benefit is received by the donor from the University in return.

**Donation in-kind** means a donation other than a donation of money — eg goods, services, or property. Donation as defined here is understood to include the terms 'gift, bequest or devise' as used in section 18 of the University of Technology Sydney Act (1989).

**External Relations** may mean either the University office which includes Advancement Services, Alumni Relations, Development, and External Engagement or the activity of managing external relationships for the University, which may be undertaken by this office, by individual faculties, or both, as appropriate. The scope of External Relations in this document relates to alumni engagement, corporate engagement, and fundraising.

**Gift** – see donation.

**PACE** is the UTS Partnership, Alumni, and Community Engagement database. This database is the appropriate repository for all data relating to external relations activity.

**Primary Manager** means the UTS staff member who holds bottom-line responsibility for managing an external relationship, and is responsible for producing and implementing strategy for engagement. For relationships with multiple aspects, there may be additional managers, referred to as secondary managers, involved in managing the relationship.

**Prospect** means a prospective donor: an individual or organization with both the financial capacity and the likely inclination to support the University via a major gift or bequest.

**Relationship lead** is a role for UTS staff members whose roles do not primarily relate to external relations or for friends of UTS who act as advocates for the University. In this role, individuals may act as the University's lead point of contact with one or more external contacts, working in partnership with another staff member whose primary role involves external relations.

## **4. Principles**

The following principles underpin these procedures:

- A strategic and collaborative approach to External Relations to be implemented across the entire University.
- External Relations activities to be conducted in a highly ethical and collaborative spirit.
- UTS staff engaged in External Relations activities to conduct themselves as ambassadors for the entire University.
- Relationships with supporters and external partners to be appropriately managed for the long term.
- In relation to fundraising, there will be a University-wide understanding of a donor-centric fundraising philosophy.
- Fundraising activities will focus on projects defined as fundraising priorities as outlined in the UTS Fundraising Policy.
- Conflicting or inappropriate approaches to external parties to be avoided.
- All relevant data concerning External Relations will be stored in the UTS Partnership, Alumni, and Community Engagement (PACE) database.

## **5. Procedures**

### **5.1 Account assignment**

- 5.1.1** The University will assign external relationships for management by University staff members in instances where it wishes to manage these relationships towards a specific outcome. Relationship managers will be UTS staff, who may be based in the External Relations Office or in Faculties and other business units, as appropriate.
- 5.1.2** Prospective donors judged to have the potential to give a major gift or bequest to UTS will be assigned for management by the Clearance Committee to Development Managers within the Development Office. The University will assign prospective major donors for management based on an understanding of the prospect's interests and the University's project priorities. Prospects will be assigned to a Development Manager representing the area judged most likely to receive a donation from a prospective donor; prospects may be reassigned if judgment on this issue changes.
- 5.1.3** Corporate relationships may be managed either locally within faculties and divisions, or on a broader university-wide basis, as appropriate. Relationship

assignments will be made taking account of existing contacts and desired outcomes.

**5.1.4** Where several people at UTS are involved in managing a relationship, external relationships should be managed via a partnership approach, with differing individuals taking different roles in managing the relationship, as follows:

(i) The Primary Manager has bottom-line responsibility for managing an external relationship, and is responsible for producing and implementing strategy for engagement.

(ii) For external relationships with multiple aspects, additional Relationship Managers may take on the role of Secondary Managers. Secondary Managers should be consulted on strategy, and may engage with external parties in line with an agreed strategy, but may not adopt an independent strategy.

(iii) The role of Relationship Lead is assigned to University staff members or friends of UTS who act as advocates for the University (including, where appropriate, members of the UTS Foundation advisory board) in building and managing external relationships. Relationship Leads work in partnership with Relationship Managers, and act as lead points of contact with the external party.

**5.1.5** Relationship assignments for both individuals and corporations will be decided and reviewed by a committee convened for this purpose and chaired by the Deputy Vice-Chancellor (International and Advancement). Committee members will include the Director, Alumni and Development and the Director, External Engagement, and may include other staff members appointed to the committee by the Deputy Vice-Chancellor (International and Advancement) from time to time.

**5.1.6** The Advancement Services office will manage and maintain the Partnership, Alumni, and Community Engagement (PACE) database as the designated sole repository of information relating to external relations. Relationship management assignments will be recorded in this database.

## **5.2 Relationship management**

**5.2.1** Relationship Managers acting as Primary Manager for a specific external relationship are responsible for managing this through developing and documenting strategies for engagement.

**5.2.2** Strategy for managing individual relationships will be discussed at regular meetings held for such purposes. The Deputy Vice-Chancellor (International and Advancement) or his nominee will chair meetings for this purpose in the areas of External Engagement, Development, and Alumni engagement. All relationship managers should attend the relevant meeting of their peers to discuss strategy and progress.

**5.2.3** Progress in implementing engagement strategies should be documented through regular updates on actions filed to the University's PACE database.

**5.2.4** Where the strategy being developed involves other UTS offices, eg the Research and Innovation Office or the Scholarships Office, the Primary Manager will co-ordinate activity with a relevant member of that office.

### 5.3 Asking for donations

- 5.3.1 The University will ask for donations (including major gifts and bequests) in a planned and co-ordinated way to maximise potential success.
- 5.3.2 Solicitation of donations must be authorised by a relevant delegate under the University's Standing Delegations of Authority.
- 5.3.3 As the staff member responsible for managing the University's relationship with a specific prospect, the Primary Manager should be best placed to decide when a donation is to be sought. Differences of view will be referred to the Deputy Vice-Chancellor (International and Advancement) for decision.
- 5.3.4 When a decision has been made to ask a prospective donor to make a donation, the Primary Manager should be best placed to determine a specific strategy for how the request should be made — ie who should ask, for how much, for what project, and so on.
- 5.3.5 All major gift and bequest solicitations and all gift agreements must be recorded in the University's PACE database.

## 6. Roles and responsibilities

**Accountable Officer:** Deputy Vice-Chancellor (International and Advancement)

**Implementation Officers:** Director, Alumni and Development and Director, External Engagement

Other roles and responsibilities:

**Advancement Services** is the University office responsible for managing the PACE database.

**Alumni Relations Office** is the University office responsible for managing the University's relationships with alumni. This office has responsibility for developing and implementing strategies and programs for alumni relations across UTS.

**Development Office** is the University office responsible for managing the University's relationships with donors and prospective donors. Development Managers within this office have responsibilities for developing and implementing strategies for relationship management, in partnership with other University staff.

**External Engagement** is the University office responsible for growing the University's relationships with the corporate sector.

## 7. Acknowledgements

No relevant acknowledgements.

## 8. Version control and change history

Effective date	Version	Approved by (date)	Amendment
08/10/2010	1	Deputy Vice-Chancellor (International and Development) (05/10/2010)	New Procedures.
13/04/2016	1.1	Director, Governance Support Unit (GSU) (11/12/2014)	Changes (approved under Delegation 3.17) to implement 2014 Senior Executive restructure.