



Fundraising Goal Setting Policy

Category: University Advancement

Jurisdiction: Vice-President, University Advancement; Board External Relations Committee;

Approval Authority: Board of Governors;

Established on: March 27, 2026;

Amendments: NA;

Most Recent Review: NA;

1. PURPOSE AND SCOPE

A Fundraising Goal-Setting Process is the process by which Lakehead University determines fundraising goals for designated projects and priorities of the University. All fundraising goals must be determined through the process outlined in this policy document.

OVERVIEW

To effectively support the priorities of the university with philanthropic investment, it is critical that a goal-setting process for the university's fundraising campaigns is established and aligned with the university's project planning processes. This ensures that fundraising goals are well calibrated for successful fundraising outcomes, that project planning can incorporate sound philanthropic funding forecasts, that the amount of anticipated philanthropic revenue to be allocated to respective projects is determined in advance, and that the fundraising process is fueled by the information necessary for discussions with potential funders.

To ensure success, the proposed Fundraising Goal-Setting Process (FGSP) needs to be implemented in parallel with a sound and comprehensive planning process for each respective project. Additionally, the FGSP will need to involve respective faculty members, administrative

staff, Executive leadership, and the Board of Governors.

Importantly, the Fundraising Goal Setting Process would be required for any project with a proposed fundraising goal. Project over \$250,000 require approval by the Executive Team, President and Vice Chancellor and Board of Governors; projects under \$250,000 require approval by the Vice President, University Advancement (note: this level aligns with the Approval Authority Policy). Projects and Priorities which are identified for the Fundraising Goal Setting Process originate from two internal categories and one external category.

The internal sources are:

1. Board of Governors, Executive Team or President and Vice Chancellor, and;
2. Academic or administrative leadership. The external source is: Donors for projects solely funded by a single donor.

BENEFITS

- Ensures that projects designated for philanthropic investment have the greatest likelihood of fundraising success.
- Provides information about projects that is meaningful for the engagement of potential donors.
- Supports institutional project planning (cash flow projections (from philanthropic support), construction timeline decisions, etc.).

All fundraising initiatives must be vetted through this fundraising goal setting process at Lakehead University.

2. DEFINITIONS

“Capital Projects” A CAPITAL PROJECT is defined as a significant initiative aimed at improving, expanding, or augmenting university facilities. This includes projects such as the construction of new buildings, renovations or expansions of existing facilities, infrastructure investments, and the acquisition of land or real property. These projects are typically large-scale, capital-intensive, and long-term, requiring considerable planning and resources. They are distinct from routine maintenance or smaller-scale investments due to their size, cost, and impact on the university's physical campus and operations.

“Donor Funded Priority” An initiative funded by a commitment from a single donor, facilitated by UA. UA is not developing a fundraising strategy or securing additional funds. Any shortfall or gap is the responsibility of the University.

“Fundraising Feasibility Assessment (FFA)” The process to assess the strength of a project’s fundraising potential. The FFA evaluates the strength of the overall project, its alignment with donor interest (case resonance), pipeline capacity, risks, etc.

“Fundraising Feasibility Report (FFR)” This is the result of the FFA and incorporates the evaluation of the project, case, pipeline, and organizational readiness as well as the resources required to meet the financial fundraising goal. It includes recommendations related to a proposed fundraising goal.

“Fundraising priority” An initiative that is strategic and identified by the University Executive as a priority that they request be supported through fundraising. This means UA is actively involved in developing and implementing the fundraising strategies and will allocate resources towards achieving them.

“Fundraising Project Form (FPF)” includes description, how it supports the University strategy (recruitment) project (detailed) budget, timelines, secured financial support, sources of financial support, the projected fundraising goal).

“Project Lead:” The Lead of the program area which the fundraising initiative is supporting and is accountable for the planning and implementation of the program area which the fundraising initiative is supporting. Acts as the Lead Subject Matter Expert on the fundraising initiative for Advancement, including as a reviewer/approver of communication collateral related to the respective program area. Participates as a member of any Advancement Working Group related to the respective, program-specific fundraising initiative.

“Research Chairs”

1. Lakehead University Research Chairs (LURC)

Purpose: Recognize high-quality research, scholarly, and creative achievement by providing financial support for innovative projects aligned with the university’s strategic research priorities.

Funding: Up to \$45,000 total (\$22,500/year) for research expenses, including teaching release, student stipends, travel, supplies, and grant-writing support.

2. Canada Research Chairs (CRC)

Purpose: Federally funded program to attract world-class researchers in natural sciences, engineering, health sciences, humanities, and social sciences.

- Tier 1: For full/associate professors recognized as global leaders.
Funding: \$200,000/year for 7 years (renewable).
- Tier 2: For emerging researchers (assistant/associate professors) with leadership potential.
Funding: \$100,000/year for 5 years (renewable).

“Special Projects” Discrete, often one-time initiatives or campaigns that are significant and require targeted fundraising efforts to achieve, going beyond the scope of regular annual giving or recurring programs.

“Other Projects (also referred to as ‘nonpriority)’ Funds raised for projects outside of the University priorities, either because a donor specifically wants to fund a project in its entirety, or projects are under the threshold of \$250,000 and fall within the decision-making of the VP, UA.

Review Period: 5 years

Next Review Period: November 2031-2032;

Related Policies and Procedures: None

Policy Superseded by this Policy: None

The University Secretariat manages the development of policies through an impartial, fair governance process, and in accordance with the Policy Governance Framework. Please contact the University Secretariat for additional information on University policies and procedures and/or if you require this information in another format.

Office of the University Secretariat

Hours: Monday through Friday from 8:30am to 4:30pm;

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Fundraising Goal Setting Procedures

Category: University Advancement

Jurisdiction: Vice-President, University Advancement; Board External Relations Committee;

Established on: March 27, 2026;

Amendments: NA;

Most Recent Review: NA;

PROCESS #1 (INTERNAL INTAKE)

Projects originating from internal sources including the Board of Governors, Executive Team, President, Academic or Administrative units will follow FGSP #1. All fundraising projects and goals over \$250,000 need approval by the Executive or BoG including those projects originating from faculty members, program staff and donors. UA will be actively involved in developing and implementing fundraising strategies and will allocate resources to achieve the goals of the projects that have an approved fundraising goal. Note that, as a rule, University Projects should not be solely supported by philanthropic investment (with exception – see FGSP #2).

STAGE	TASKS	APPROVERS
Stage 1	<p>If the project/priority originates from the Board, Executive Team, or President, go to Stage 2A</p> <p>If the project originates from Academic or Administrative leadership, go to Stage 2B.</p>	

<p>Stage 2a</p> <p>Board, Executive or Presidential Priority</p>	<ol style="list-style-type: none"> 1. The President and Vice Chancellor assigns a Project Lead who will work with the University Advancement Team to provide the necessary information for the Fundraising Goal Setting Process. 2. Project Lead, with support from a member of the UA Team, gathers key project information into Fundraising Project Form including but not limited to the project’s strategic imperative, scope, financial parameters, timing considerations, budget, governance model, funding model, project outcomes, any known donor, community, or reputational sensitivities, and other sources of funding. 3. The assigned UA staff member reviews the Fundraising Project Form to ensure all key information is present (need, budget, alignment with program strategic priorities, etc.) and secures signatories. 4. Once all approvers have signed off, the UA staff members will inform the VPUA and proceed to Stage 3. 	<ul style="list-style-type: none"> ● Executive Project Lead ● President ● Provost ● VP Finance ● VPUA ● Dean or Department Head
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<p>Stage 2B</p>	<ol style="list-style-type: none"> 1. VPUA will request that the President and Vice Chancellor assign a Project Lead. 2. The Project Lead will secure endorsement-in-principle of the project concept from President, Provost, VP Finance, impacted Dean or Department Head. 3. Project Lead, with support from a member of the UA Team, gathers key project information into Fundraising Project Form including: the project’s strategic imperative, scope, financial parameters, timing considerations, budget, governance model, funding model, project outcomes, any known donor, community, or reputational sensitivities, and other sources of funding. 4. The assigned UA staff member reviews the Fundraising Project Form to ensure all key information is present (need, budget, alignment with program strategic priorities, etc.) and secures signatories. 5. Once all approvers, including the president, have signed off, the UA staff members will inform the VPUA and proceed to Stage 3. 	<ul style="list-style-type: none"> ● Executive Project Lead ● President and VC ● Provost and VPA ● VP Finance ● VPUA ● Dean or Department Head
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<p>Stage 3</p> <p>Fundraising Assessment</p>	<ol style="list-style-type: none"> 1. AVP University Advancement conducts a Fundraising Feasibility Assessment (FFA) and prepares a Fundraising Feasibility Report (FFR). This stage assesses information about the project, case, pipeline, and organizational readiness (this may require outside consultation). 2. Upon completion of the Fundraising Feasibility Assessment, a draft Fundraising Feasibility Report is prepared and presented to the UA Executive (VP, Director Alumni, Annual & Associate Director, Campaign, Director, Donor Experience). The report includes recommendations related to a fundraising goal. 3. Once VP & AVP have signed off (FFR), UA will advance the request to the next stage. 	<ul style="list-style-type: none"> • AVP & Campaign Director, UA • VPUA
<p>Stage 4</p> <p>The University Executive led by the VPUA Reviews the Goal recommendation</p>	<ol style="list-style-type: none"> 1. VPUA presents Fundraising Feasibility Report to the President & University Executive. 2. VPUA and Project Lead confirms project and strategic alignment to the University’s priorities. 3. Relevant University Executive Leadership confirms project and strategic alignment. 4. Once the goal is approved by the President , the UA Staff Lead will update the priority request to the next stage. 	<ul style="list-style-type: none"> • Executive Champion • President • Provost • VP Finance • VPUA • Dean or Department Head.
<p>Stage 5</p> <p>BERC Review the Goal</p>	<ol style="list-style-type: none"> 1. VPUA ensures that the Fundraising Feasibility Report (with signatures) and any supporting materials are complete. 2. VPUA briefs the BERC Chair. 3. The Secretariat includes in BERC agenda package for the designated meeting. 4. VPUA presents to BERC. 5. Motion to approve Goal recommendation 	<ul style="list-style-type: none"> • BERC

	(advance to next stage) or to decline with questions/reasons.	
<p>Stage 6</p> <p>Board of Governors approves the Goal based on BERC recommendation and FFR</p>	<ol style="list-style-type: none"> 1. BERC Chair (with the support of the VPUA) presents the FFR and motion to the Board of Governors. 2. Motion to approve FFR recommendation (advance to next stage) or to decline with /reasons/request for further information (this would require resetting to 2 or 3 depending on the required information) 	<ul style="list-style-type: none"> • Board of Governors

PROCESS #2 (EXTERNAL INTAKE)

An initiative solely funded by a commitment from a donor, facilitated by UA. UA is not developing a proactive fundraising strategy or securing additional funds. Any shortfall or gap is the responsibility of the University. For this process it is necessary to secure approval for both the project and the fundraising goal supporting the respective project.

Stage	Tasks	Approvers
<p>Stage 1.</p> <p>University Executive defines and endorses priority (FP Form) and alignment with proposed gift</p>	<ol style="list-style-type: none"> 1. VPUA presents the opportunity (project Donor wants to fund, size of gift etc.) to the President and University Executive. 2. A member of the Executive (Project Lead: most appropriate to the project) secures (or declines) endorsement of the project from President, Provost, VP Finance, impacted Dean or Department Head. 3. UA works with the Executive Project Lead and relevant Dean/Department Head to gather project details and complete the FP Form. 4. AVP & Campaign Director gathers signatures (of Approvers) to endorse the project and advance to the next stage. 	<ul style="list-style-type: none"> ● Executive Project Lead ● President ● Provost ● VP Finance ● VPUA ● Dean or Department Head
<p>Stage 2.</p> <p>UA finalizes documentation</p>	<ol style="list-style-type: none"> 1. The complete/approved FP Form goes back to the University Executive to confirm project and strategic alignment to University Strategic plan. 2. Once the project has the president's approval,, the AVP & Campaign Director will prepare 	<ul style="list-style-type: none"> ● President ● Provost ● VP Finance ● VPUA

	<p>the priority request to the next stage.</p>	
<p>Stage 3. BERC approves the project based on the FP & Briefing Note (so it can go forward to the Board of Governors)</p>	<ol style="list-style-type: none"> 1. The AVP & Campaign Director will prepare a Briefing Note to accompany the FP Form (with signatures). 2. VPUA briefs the BERC Chair. 3. The Secretary Office includes in package to BERC. 4. VPUA presents to BERC. 5. Motion to approve FP recommendation (advance to next stage) or to decline with questions/reasons. 	<ul style="list-style-type: none"> ● BERC
<p>Stage 4. The Board of Governors approves the Project based on BERC recommendation and FP & Briefing Note</p>	<ol style="list-style-type: none"> 1. BERC Chair (with the support of the VPUA) presents the Goal to the Board of Governors for approval. 2. Motion to approve the Goal recommendation (advance to next stage) or to decline with /reasons/request for further information. (this would require resetting at 2 or 3 depending on the required information). 	<ul style="list-style-type: none"> ● Board of Governors