

Approved By: President

Date Approved: January 8, 2024

Effective Date: January 8, 2024

1. **Summary:** This policy establishes a structure for Criswell College (hereinafter referred to as the “College”) to use in creating, protecting, and monitoring its relationships with entities that support, complement, or jointly promote the mission of the College (hereinafter referred to as “External Stakeholders”). The College recognizes the vital interest in and significance of creating relationships that are mutually beneficial and is committed to ensuring that each relationship operates in an appropriate manner.
2. **Rationale:** The College is strategically planning to build and maintain effective external relationships to help meet the objectives of the College’s strategic plan. The College seeks to manage external relations in a coherent and collaborative manner in order to grasp opportunities that will contribute to its vision to become a nationally recognized and globally influential Christian liberal arts college, while fulfilling its mission to provide ministerial and professional higher education for men and women preparing to serve as Christian leaders throughout society. This External Relationships Policy provides guidance to the College’s employees in managing relations with a wide range of External Stakeholders.
3. **Entities Affected:** This policy applies to all College employees and, in some cases, students and student-led organizations in regard to engagement with all External Stakeholders of the College; including but not limited to trustees, affiliated entities, ministry partnerships, professional partnerships, partnerships for practicums and internships, alumni, donors, media, governing bodies, professional bodies, business and industry, local community, and with groups or individual members of the public. It does not relate to internal relationships, i.e., relationships among and between students and employees.
4. **Definitions:**
external stakeholders: any person, entity, association, trust or the like, that supports, complements, jointly promotes, or seeks on its own to accomplish the mission or missions adopted by the College
5. **Policy:** All relationships between the College and External Stakeholders:
 - Should be entered into only if they promote, advance, enable, protect, or complement the mission and/or vision of the College.
 - Should be maintained in a manner that corresponds with the College’s values and ethical commitment.
 - Are subject to the guidelines of the College’s Conflict of Interest Policy. Relationships between students and External Stakeholders require clearly defined feedback mechanisms from both the student and mentor, or mentoring organization. The College employee responsible for overseeing the mentoring relationship should also be identified to the student, the mentor or mentors, and the organization with which the mentor is affiliated.

Relationships in which students are involved with External Stakeholders holding to different doctrines or values than the College should be entered into only after being carefully vetted by Student Services and approved by the President's Office.

Relationships that might negatively affect the image, reputation, and/or standing of the College should be avoided.

Relationships requiring a written agreement/contract should be coordinated with and approved by the CFO/Vice President of Finance in order that they may determine if a legal review by the General Counsel of the College or another appropriate attorney is necessary.

The guidelines in this section should be followed in all external relationships. Specific compliance guidelines by category are listed in the Procedure section below.

- 6. Procedure:** Given the wide variety of external relationships entered into and maintained by the College, procedures and best practices will differ according to the nature of the relationship (e.g., formal relationships governed by written agreements, regulatory relationships, partnerships, business relationships, volunteer opportunities).
- a. Implementation:** The position listed below as "Contact" serves as the individual responsible for initiating and maintaining the specific external relationships specified below. Proposals for new formal relationships with External Stakeholders will often require a detailed written proposal containing all relevant information, including, but not limited to, the following items:
- A description of the organization, its mission statement, and the manner in which it supports, complements, or promotes the mission or vision of the College
 - A contact person from the organization
 - All resources required to fulfill or satisfy the requirements of the agreement/relationship
 - Expectations of both the College and the External Stakeholder
 - A summary of risk assessment, and any suggestions regarding mitigation of risks

Activities involved in establishing and implementing actions and decisions set forth above shall be initially managed by the offices and positions listed in the table below (the "Initial Reviewers"). A copy of all written proposals required hereby shall be provided to the President's Office and the Vice President of the Office of Advancement. All actions, acceptances, and/or agreements made pursuant to the terms of this procedure may be modified, nullified, or rejected by the President or the Vice President of the Office of Advancement.

Strategic Relationships	Contact: Director of Strategic Relationships The Director of Strategic Relations within Advancement is tasked with seeking strategic relationships that will benefit the interests and goals of the College. Suggestions and inquiries regarding potential external relationships may be communicated to the Director of Strategic Relationships who shall see that they are directed to the proper campus office.
Public Relations / Media Relations	Contact: Executive Coordinator

	<p>The President's Office leads the College's public affairs strategy and fields all incoming requests from the media. Any member of a media organization who makes contact for a comment on an issue that relates to the College—whether newspaper, magazine, television, radio, web site, blog, or any other medium—should be referred to President's Office for the inquiry to be assessed and a determination made on the College's level of participation and appropriate response.</p> <p>Full-time faculty members do not need to contact the President's Office before talking with the media about an area of academic expertise; however, it is important that President's Office know about such interactions as soon as practical.</p>
Website Management	<p>Contact: Director of Marketing and Communications</p> <p>The main delivery system for public information regarding the College is the institutional website. Marketing and Communications, within the Student Affairs division of the College, manages all website content.</p>
Social Media	<p>Contact: Director of Marketing and Communications</p> <p>The College's official social media sites are maintained through Marketing and Communications within the Student Affairs division of the College in order to ensure accurate information, consistent branding, and content that is in line with the values and strategic plan of the institution.</p>
Donor and Alumni Relations	<p>Contact: Vice President of the Office of Advancement</p> <p>Advancement is responsible for managing external fundraising including outreach to religious organizations, private foundations, corporations, and individual contributors, including alumni.</p> <p>Suggestions for outreach to a specific donor or a suggestion for a program or project that could attract funding should be directed to the Vice President of the Office of Advancement. Likewise, requests to outside entities for sponsorship of College activities that are made by students, faculty, or staff should be coordinated in advance with both the appropriate divisional Vice President and the Vice President of the Office of Advancement.</p>
Event Hosting	<p>Contact: Director of Campus Hospitality and Events</p> <p>The College's campus includes facilities that can be leased/used by external entities for events and gatherings. These events are coordinated through the Director of Campus Hospitality and are subject to availability and facility use policies and guidelines.</p>
Endorsements	<p>Contact: Director of Marketing and Communications</p> <p>Use of the College's logo and/or photographs of identifiable College buildings, statues, or other property, which imply an endorsement of a product or service are not permissible without prior written approval from Marketing and Communications. Employees who are asked to share their opinions on products or services should clarify that the opinions are their own and not the official views of the College.</p>
Institutional Accreditation	<p>Contact: Vice President of Academic Affairs, acting as the Institutional Accreditation Liaison</p>

	Communications with SACSCOC personnel should be coordinated through the College's Institutional Accreditation Liaison, the Vice President of Academic Affairs.
Teacher Preparation Program Accreditation	<p>Contact: Program Director of the B.S. in Education</p> <p>Communications with entities involved with the College's Teacher Preparation Program, such as the Texas Education Agency (TEA), should be coordinated through the Program Director of the B.S. in Education.</p>
Student Academic Information	<p>Contact: Registrar</p> <p>As the officially authorized keeper of the College's student academic records, the Registrar is responsible for the maintenance, security, and release of academic information for current and former students in accordance with FERPA guidelines.</p>
Academic Program Partnerships	<p>Contact: Vice President of Academic Affairs</p> <p>External Stakeholders provide opportunities for students to learn in contexts that complement and augment the instruction received from the College's faculty. These opportunities should be related to course or program student learning objectives and outcomes.</p> <p>Agreements and contracts with External Stakeholders for the purpose of providing learning opportunities in conjunction with academic courses and programs are coordinated by the faculty members serving either as course instructors or Program Directors, reviewed by the Vice President of Academic Affairs, and forwarded by the Vice President of Finance and Advancement to the appropriate attorney for legal review.</p>
Contracts and Vendor Relationships	<p>Contact: CFO/Vice President of Finance</p> <p>Only those individuals specifically approved by action of the Board of Trustees are permitted to obligate the College by the signing of contracts. Guidelines regarding vendor relationships can be found in the <i>Criswell College Accounting Standards Manual</i>.</p>
Library Services	<p>Contact: Director of Library Services</p> <p>In addition to providing for the research needs of the College's students and faculty, the College's library offers a number of services to external entities and individuals. The Director of Library Services oversees all procedures regarding the use of the College's library resources by external entities.</p>
Employment	<p>Contact: Director of Human Resources</p> <p>The Human Resources Department assists Department Heads in recruiting for open positions and maintains active files of qualified applicants.</p>
Trustees	<p>Contact: Executive Coordinator</p> <p>The President's Office is the sole liaison for business communications with members of the Board of Trustees. The President's Office may authorize other administrators to interact with committees of the Board of Trustees.</p>
Conflicts of Interest	Contact: Executive Coordinator

	Concerns about potential conflicts of interest regarding external relationships should be addressed to the Executive Coordinator. The College is committed to compliance with its own Conflict of Interest Policy and Whistleblower Policy.
Memberships and Affiliations	<p>Contact: Executive Coordinator</p> <p>The President's Office oversees professional memberships pertaining to the entire institution. Employees are not obligated or expected to report individual professional memberships as long as they are in compliance with the guidelines of the <i>Faculty Handbook</i>, employee handbook, and other institutional policies and procedures.</p>
Institutional Postsecondary Education Data System (IPEDS)	<p>Contact: Director of Academic Programming and Institutional Research</p> <p>The Director of Academic Programming and Institutional Research is responsible for data management related to the Institutional Postsecondary Education Data System (IPEDS).</p>
U.S. Department of Veterans Affairs (VA)	<p>Contact: Registrar, acting as VA Certifying Official</p> <p>The Registrar is responsible for all interaction with employees and representatives of the Veterans Administration regarding the College's service to students who are veterans.</p>
U.S. Immigration and Customs Enforcement	<p>Contact: Vice President of Student Affairs and Communications, acting as Primary Designated School Official (PDSO).</p> <p>The Vice President of Student Affairs and Communications is responsible for all interactions with employees and representatives of U.S. Immigration and Customs Enforcement regarding the College's services to prospective or current students on a visa. Other College employees may serve as Designated School Officials (DSO) under the supervision of the Vice President of Student Affairs and Communications.</p>

- b. Responsibility for Compliance:** Vice President of the Office of Advancement
- c. Notification:** This policy will be posted on the College's website. The policy will be provided to External Stakeholders prior to the College entering a relationship with them. Portions of this policy will be published in the *Faculty Handbook*.
- d. Policy Review:** This policy will be reviewed regularly according to the College's policy review process.

For the Office of the President only:

Policy version: 3.0	Policy number: 2.064
Related policies:	
Related accreditation standards:	

Policy History

Version 1.0	October 20, 2021
Version 2.0	September 9, 2022
Version 3.0	January 8, 2024