



CASE Educational Advancement in Africa
Cape Town, South Africa
5- 7 November 2012

REPORT

By

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1.0 INTRODUCTION

The University of Nairobi Alumni Association (UONAA) is a corporate member of Council for Advancement and Support of Education (CASE), registered in 2008 number 122949. CASE is a membership association that serves the fundraising, alumni relations, communication and marketing professionals who work in educational institutions. The UONAA has been a member of CASE for the last four years and has benefited immensely from the CASE trainings and materials. As part of this continuing partnership between CASE and the University of Nairobi Alumni Association, CASE announced the new capacity building programme for African Universities for Advancement Officers with support from Carnegie Corporation. The capacity building programme is designed for university leaders, deans and heads of academic departments, advancement leaders and advancement practitioners, particularly those working in the fields of fundraising and alumni relations. The programme is executed in two ways; 1) CASE Educational Advancement Conferences in Africa and, 2) CASE Online advancement training for African Universities.

2.0 CASE EDUCATIONAL ADVANCEMENT CONFERENCE IN AFRICA 2012

The CASE invited UON Alumni Association officials for the CASE Educational Conference held from 5th . 7th November 2012 in Cape Town, South Africa. The theme of the conference was “*Fundamentals & Innovations in Alumni Relations and Fundraising*”. The CASE had allocated three (3) slots for the University of Nairobi Alumni Association to attend the training where tuition fee was paid up by Carnegie Corporation, however, travels and accommodation costs were to be catered by the sponsored participants. The Association nominated the following three (3) officials to attend the conference: Dr. B.M. Gikonyo (Deputy Vice-Chairman, UON Council & Chairperson, UONAA); Mr. B.M. Waweru (Academic Registrar, UON & Secretary, UONAA); and Mr. J.I. Kinyua (Executive Director, UONAA). The other two participants from Kenya were from Moi University, Andrew Maoga (Chairman, Alumni Association) and Elizabeth Cheptoo (Alumni Officer).

#	Country	No. of Participants
1.	Angola	1
2.	Botswana	2
3.	Canada	1
4.	Gambia	1
5.	Ghana	1
6.	Kenya	5
7.	Nigeria	22
8.	South Africa	40
9.	Tanzania	1
10.	Uganda	1
11.	UK	4
12.	USA	5
	TOTAL	84



The participants attended the 3-day CASE Educational Conference that was held at Lagoon Beach Hotel in Cape Town, South Africa from 5th . 7th November 2012. The participants were drawn from 12 countries across Africa, Europe, Canada and America as stipulated in the table above. The rich diversity of participants provided a good platform for learning and sharing experiences, from well established institutions like such of USA, UK and Canada to the developing such as Nigeria and to the beginners such as Kenya, Uganda and Tanzania.

CASE EDUCATIONAL ADVANCEMENT CONFERENCE AFRICA HIGHLIGHTS

The training programme focused on % Fundamentals and Innovations+ in fundraisings, alumni relations, communications and marketing (Advancement)

	Welcome and Opening Remarks	
<p>Dr Max Price, Vice Chancellor, University of Cape Town</p>	<p>The welcome remarks was done by Kate Hunter, Executive Director, CASE Europe and introductory remarks by Dr Max Price, Vice Chancellor, University of Cape Town (host of the CASE Conference) respectively who gave a powerful introduction of the changing face of higher education in Africa. He said the increase in enrollment has resulted to the pressure in finances. Another feature is the rate of economic growth which is creating new wealth and the result is massification of higher education in Africa as a key driver to social and economic development thus putting pressure on the available resources and leaving little time for innovation. There is also the new scramble for Africa by China among others because of the new discoveries of oil, reduced conflict and military action and hence there is high hope and optimism for Africa.</p>	<p>Kate Hunter, Executive Director, CASE Europe</p>
1.	Advancement in Africa: A Leadership Perspective	
	<p>Prof Cheryl de la Rey, Vice Chancellor, University of Pretoria reiterated what Dr. Price said by affirming the changing landscape of higher education in Africa. She noted that there is decline in Government funding in many African countries and hence reliance on students fees as source of income which is not sustainable hence the need to diversify the sources of funding for infrastructure development, human and organisational capacity. She said the Critical Success Factors in Advancement are:</p>	
<p>Prof Cheryl de la Rey, Vice Chancellor, University of Pretoria</p>	<ul style="list-style-type: none"> - Advancement Structure - Development Programmes - Leadership Involvement - Effective Strategies especially in alumni relations 	
	<p>She also noted with concern the challenges of advancement in Africa . dependency on government funding and aid; little experience in strategy formulation, proposal writing and other procedures; level of competency of the staff working in advancement office; and changing the mindset. She however recommended the internationalization of African Higher Education and adopt cooperation not competition through differentiation.</p>	

2.	I'm a One Man Band Fundraising Office – Where Do I Start?	
	<p>Prof. Victor Dugga, Dean, Faculty of Arts, Federal University Lafia, Nigeria and former Executive Director of Advancement Office at University of Jos gave a personal story of how he started the Advancement Office at University of Jos as a one man band at University of Jos and today the University is a reference point in terms of Advancement in Nigeria and it was through partnerships with relevant donors, corporates such as Carnegie Foundation, CASE and Inyathelo among others for capacity building . This is what he had to say, <i>“The University of Jos was the first University in Nigeria to engage Inyathelo (South African Institute of Advancement). Our decision to get professional tutelage has continued to pay off, putting us ahead of other Universities. We are the reference point in Nigeria and Sub-Saharan Africa that Advancement is a workable concept. No doubt the confidence we have and success we have recorded in alumni relations, marketing and fundraising must be credited in part to the stable foundation provided by CASE and Inyathelo”</i></p>	 <p>Prof. Victor Dugga, Dean, Faculty of Arts, Federal University Lafia, Nigeria</p>
3.	Organizing and Managing your Staff / Targets	
	 <p>Ms Jennie Moule, Deputy Director and Head of Operations, University College London</p>	<p>Ms Jennie Moule, Deputy Director and Head of Operations, University College London gave a case study of University College London how they have developed the capacity of their advancement office in terms of staff and financial support. She said that the alumni affairs staff are 25 and fundraising 75 making a total of 100 staff in advancement office with an annual budget of £75 millions which in turn generates £375 millions per year. This was a remarkable case study which provoked the need to invest in staff recruitment, training and development, structure, systems and processes. It's a good case study for UONAA to adopt.</p>
4.	Developing a Fundraising and Alumni Strategy	
	<p>Simon Pennington of More Partnership, UK walked with the participants on how to develop a fundraising and alumni strategy . when you have no staff, no office, no records, no contacts etc. He said, start with a strategic plan, prospect research, events and publications, building friendships and start legacy gifts. He said the focus should be building the process, communication, participation, defining the target and delivering results. He said every advancement office must make budget provision for continuous trainings. Further the University must define and make it clear on its philanthropic mission. Develop a fundraising and alumni relations strategy.</p>	 <p>Simon Pennington Partner, More Partnership, UK</p>
5.	Legacy Fundraising	
	 <p>Lorna Somers, Vice President McMaster University Foundation, Canada</p>	<p>Lorna Somers, Vice President McMaster University Foundation, McMaster University, Canada take the participants through on Legacy Fundraising on naming rights, halls of fame where particular individuals want to give to the institutions to leave a legacy. She said in the prospecting process, you must understand the interests of the giver (donor) and align their interests with the institutions interest. Some value their pets and would like to give their wealth to the University if the institution is ready to take care of the pet in the event that the giver dies. Legacy giving is a very common method of fundraising which the Universities can leverage on.</p>

6.	Roundtable Topics		
	<p>a) Prospects b) Database c) Securing major gifts d) International Alumni e) Corporate Partnerships f) Proposal Writing</p> <p>Different Universities from South Africa, Nigeria, Kenya, Uganda shared their experiences on the above topical issues on how they develop prospects, database, secure major gifts, deal with international alumni, corporate partnerships and proposal writing.</p> <p>There was a shared frustration among many advancement officers on how they send proposals and never get any feedback. Andrea Johnson, Program Officer, Higher Education and Libraries in Africa, International Program, Carnegie Corporation of New York clarified the issue and said, fundraising is a long-term relationship building and proposal writing is the final end of the relationship with clarity of areas that donor or partner want the institutions to help.</p>	 <p>Andrea Johnson, Program Officer, Higher Education and Libraries in Africa, International Program, Carnegie Corporation of New York</p>	
7.	Systems and Processes for an Effective Operation		
	 <p>Mr. Linus Ikyurav, Marketing and Recruitment, American University of Nigeria</p>	<p>Mr. Linus Ikyurav, Assistant Vice President of Marketing and Recruitment, American University of Nigeria and Ms Jennie Moule, Deputy Director and Head of Operations, University College London shared with participants how effective systems and processes leads to an effective alumni and fundraising operation. You must put a proper database, effective communication channels, policies, systems and procedures of accepting and acknowledgement of receipt of gifts. In fact, systems and processes are panacea to effective fundraising operations</p>	 <p>Ms Jennie Moule, University College London</p>
8.	Growing a Successful Alumni Giving programme		
	<p>Ms</p>  <p>Bev Witten, Director of Alumni Relations, Stellenbosch University</p>	<p>Ms Bev Witten, Director of Alumni Relations, Stellenbosch University shared how Stellenbosch University has developed a successful Alumni Annual Fund (regular small gifts from alumni). Because alumni assumes that others are giving. To get the commitment of the alumni to give, do a research on how many alumni DON'T GIVE and you will be amazed of the response. Also do campaigns such as % you can about higher education in Kenya, support the University Endowment Fund. There is also need for proper stewardship and annual donor recognition. Engage students early through alumni activities and networking opportunities and mentorship programmes for final year students.</p>	

9.	The Art, The Heart & The Science of Making the Ask		
	 <p>Lorna Somers</p>	<p>Lorna Somers, Vice President McMaster University Foundation, McMaster University, Canada and Simon Pennington, Partner, More Partnership, UK shared with partners on the art of asking. Just ask them. Meet with them personally. Don't fear to be turned down. People/donors don't give because they lack confidence of the institutions ability to deliver on promises and don't know enough about the institution. Believe in the cause you are fundraising for?</p>	 <p>Simon Pennington</p>
10.	Dinner Banquet with Keynote Speaker		
	<p>Dr Stuart Saunders, Former Vice Chancellor, University of Cape Town</p> 	<p>The participants had a dinner banquet with Dr Stuart Saunders, Former Vice Chancellor, University of Cape Town. Stuart Saunders was one of the University of Cape Town's longest serving vice-chancellors, and is perhaps best known for the role he played in helping UCT and its students to navigate a turbulent era in South African history. Dr. Stuart encouraged the participants to commit more to their institutions for current and future posterity. He cited the foundation he laid at UCT will be beneficial for current and future generations and asked everybody to do the same for the institutions they are working for.</p>	
11.	Case Studies: Capacity Building in Advancement for Africa		
	<p>Ms</p>  <p>Shelagh Gastrow, Executive Director, Inyathelo</p>	<p><i>The Kresge Special Initiative for South Africa: a key partnership between Inyathelo and the Kresge Foundation</i></p> <p>Ms Shelagh Gastrow, Executive Director, Inyathelo . The South African Institute For Advancement shared a decade career of advancement training in South Africa through Inyathelo . The South African Institute For Advancement, a home grown solution for African Advancement problem. She highlighted the things that attract funding such as leadership, governance, clarity of purpose, effective plans, voicing your opinions, visibility of the institution, external relations, measurements, involvement and fundraising capacity. She said Inyathelo in the process of launching the Post Graduate Diploma in Advancement in partnership with Rhodes University.</p>	
	 <p>Ms</p> <p>Nazli Abrahams, Programme Manager: Advancement Training and Support, Inyathelo</p>	<p>The African Higher Education Advancement and Development (AHEAD) Planning Project</p> <p>Ms Nazli Abrahams, Programme Manager: Advancement Training and Support, Inyathelo . The South African Institute For Advancement shared the research findings carried by Inyathelo on effects of strategic advancement on institutional resources development among the African countries. Those participated in Kenya include Strathmore and Kenyatta University. She said the Critical Success Factors (CSF) of effective advancement is supportive leadership, advancement operations, alumni relations and external relations. She said multiple models of advancement are emerging in Africa</p>	

12.	Storytelling for Effective Fundraising			
	<p>Simon Pennington of More Partnership, UK shared with participants on how effective story telling enhances the giving by the donors, alumni and other stakeholders. The demonstration of the impact of the giving through story telling by the beneficiaries is the most powerful weapon of attracting and retaining donors. Interview the beneficiaries and share their testimonies with the givers through newsletters, video documentaries or even the radio.</p>	 Simon Pennington		
3.	Panel Debate : Fundraising for Research and Post-Graduate Support :			
	<p>This was a Panel Debate on how different Universities fundraise for research and post-graduate support . Ms Andrea Johnson, Program Officer, Higher Education and Libraries in Africa, International Program, Carnegie Corporation of New York, Dr Therina Theron Senior Director, Research and Innovation, Stellenbosch University and Prof Victor Dugga, Dean, Faculty of Arts, Federal University Lafia shared their testimonies on how they fundraise for the for research and post-graduate support . The session was Chaired by Amir Pasic, Vice President of International Operations, CASE</p>			
	 Ms Andrea Johnson, Program Officer, Carnegie Corporation of New York,	 Dr Therina Theron Senior Director, Research and Innovation, Stellenbosch University	 Prof Victor Dugga, Dean, Faculty of Arts, Federal University Lafia	 Amir Pasic, Vice President of International Operations, CASE
14.	Ethics in Advancement			
	 Mr. Linus Ikyurav, American University of Nigeria	<p>Mr. Linus Ikyurav, Assistant Vice President of Marketing and Recruitment, American University of Nigeria and Lorna Somers, Vice President McMaster University Foundation, McMaster University, Canada shared about ethics in advancement using case studies. What you can receive as donation and what you can and the need to develop ethics policies in fundraising.</p>	 Lorna Somers	
15.	Establishing a Successful Alumni Communications Programme			
	 Jeanie Moule	<p>Ms Jennie Moule, Deputy Director and Head of Operations, University College London gave an exciting story of how to develop a successful alumni communications programme using a strategic approach. Month one, develop a simple database, webpage, building profile across the university. First six months, organize an event or engagement opportunities, develop eNewsletter and circulate widely and communicating and communicating via email, social media etc</p>		

16.	Working with Volunteer Boards		
	<p>Lorna Somers, Vice President McMaster University Foundation, McMaster University, Canada a long time service fundraiser shared her experience on working with volunteer board. People volunteer to work in the board because they believe in the cause. There is need therefore to get people who can identify with your cause to be in your board. Once they get the vision, they run with it. However, the volunteer persons in the board need to be motivated through small allowances e.g fuel refunds, telephone allowances and corporate board trainings. The board are is the greatest seller of the vision to the outside world and hence need to be continuously motivated.</p>	 <p>Lorna Somers</p>	
17.	The key to Success: Fundraisers and Academics Working Together		
	 <p>Victor</p>	<p>Prof Victor Dugga, Dean, Faculty of Arts, Federal University Lafia shared using the Case Study of University of Jos how fundraisers and academics can work together. He emphasized the need to forge internal relations with alumni officers (champions), deans, VC, DVCs and principals as well as the external relationship buildings with foundations, companies, government, public sector agencies (parastatals), alumni and friends of the University. The Faculty opens the doors and fundraisers seals the deal. The faculty knows their needs, the fundraisers know to communicate and package those needs and hence the need to work together.</p>	
18.	Master Class – Donor Stewardship: The Art of Showing Gratitude		
	 <p>Lorna</p>	<p>Lorna Somers, Vice President McMaster University Foundation, McMaster University, Canada and Linus Ikyurav, Assistant Vice President of Marketing and Recruitment, American University of Nigeria shared the strategies and methods of saying thank you to the donors for effective stewardship. One can use a thank you card, mention during the graduation ceremonies, involvement in university programmes and naming a building after his/her name among others.</p>	 <p>Linus</p>
19.	Master Class – Running a Campaign		
	 <p>Simon</p>	<p>Simon Pennington, Partner, More Partnership, UK and Jennie Moule, Deputy Director and Head of Operations, University College London run a successful session on how to run a fundraising campaign. They said you must have a target amount, strategies on how to raise it, communicate widely, monitor and report regularly on the progress of the campaign. Keep acknowledging those who are making the contribution and eventually announce when you achieve or exceed the target.</p>	 <p>Jennie</p>

Conference closing address and Departure

The conference was officially closed by Kate Hunters, Executive Director, CASE Europe and participants issued with Certificate of Participation from CASE and a group photo taken.



3.0 CASE ONLINE ADVANCEMENT TRAINING PROGRAMME

This a one-year online training programme administered through webinars and video-conferencing designed for university leaders, deans and heads of academic departments, advancement leaders and advancement practitioners, particularly those working in the fields of fundraising and alumni relations. The Executive Director, UONAA has been attending the online training since October 2, 2012 when the classes started. The training is continuing until November 2013.

Funded by the Carnegie Corporation of New York Course Curriculum for 2012/2013

1.	Introduction to Advancement	October 2, 2012
2.	Advancement as an integral part of university life	October 17, 2012
3.	Starting up an Advancement Office and running a small shop advancement office (inc. feasibility studies)	October 30, 2012
4.	The database - finding the data (tracing lost alumni)	November 29, 2012
5.	Ethics in Advancement	January 30, 2013
6.	Recruiting and retaining Advancement staff	February 12, 2013
7.	Expressing the vision, creating enthusiasm for the academic work of the institution and developing the case for support	February 26, 2013
8.	Investing in Advancement & Budgeting for advancement	March 13, 2013
9.	Prospect Research / Prospect Tracking	April 16, 2013
10.	Strategic planning for Advancement	April 30, 2013
11.	Preparing an alumni relations plan (=AR 101 + being strategic)	May 9, 2013
12.	Event Management / running successful Alumni Relations events / Event based Fundraising	May 21, 2013

13.	Major Gift Fundraising	June 5, 2013
14.	Successful prospect visits - making appointments; preparation and briefing; managing the conversation; making the Ask	June 18, 2013
15.	Corporate Fundraising / Partnerships	July 3, 2013
16.	Working with volunteers and volunteer boards	July 16, 2013
17.	The role of academics in the fundraising process	August 1, 2013
18.	How to be effective working in advancement in Africa	August 6, 2013
19.	Campaigns: readiness, planning and management (inc. Campaign feasibility studies)	September 4, 2013
20.	After the Gift: Gift Agreements, Processing, Stewardship	September 17, 2013
21.	Writing successful proposals / language of advancement	September 26, 2013
22.	Fundraising for post-graduate scholarships and research	October 8, 2013
23.	Getting the most out of social media / Engaging your young alumni & current students	November 12, 2013
24.	Measuring success and managing performance	November 27, 2013

Note: It is expected that at the end of this training, UONAA will be empowered to carry out effective and efficient alumni relations, fundraising, communications and marketing. It is my hope that the new staff who will be joining the association will plug in to the programme and that they will benefit immensely from the training and materials provided.

4.0 LESSONS LEARNT

- i) **Capacity building** . The alumni or advancement office needs to have its capacity built in terms of staff recruitment and training, infrastructure, resources for it to deliver on its mandate. The University leadership should be involved in all the alumni and advancement activities as the leader of the University is the chief fundraising officer.
- ii) **Communication**- effective communication internally and externally is the key that holds the University and its stakeholders together. The alumni/advancement office need to develop a communication strategy in order to reach out to all its stakeholders on a daily, weekly, monthly or annual basis. Social media, emails, mails, telephone, bulk sms is key to achieving this.
- iii) **Relationship Building** . fundraising is a relationship building and it takes time. People don't give to people whom they don't relate with. Donors don't give to the institutions that have needs but those that meets needs!
- iv) **Working with faculties for effective fundraising** . the alumni/advancement office must work with the faculties for effective fundraising. The Faculty opens the doors and fundraisers seals the deal. The faculty knows their needs, the fundraisers know how to communicate and package those needs and hence the need to work together. Behind every great university is the strong and unwavering support of its alumni+
- v) **University Advancement Office critical for University** . the survival of the University to meet the current and future needs depends heavily on the Advancement Office which is a strategic focal point for alumni relations, fundraisings, communications and marketing.

5.0 CONCLUSION/RECOMMENDATION

The establishment of a University Endowment Fund is the most priority factor for the University and hence the need for UONAA Executive Committee and University Management to work together in setting up one. All leading global universities are making impact in higher education because of having enough resources to execute their core mandate which is teaching, research and community service through the earnings from the endowment fund. It is therefore the high time University and UONAA consider setting up one. The Alumni Centre project is good but should not be a priority, but should be an offshoot (by-product) of the endowment fund as explained in the paper attached.