

Otago University – Development and Alumni Relations

Reflections for the Review Group –
Prepared by Tony Baldwin in the course of
the three day review

Draft - 19 October 2016

OU's strategic imperatives

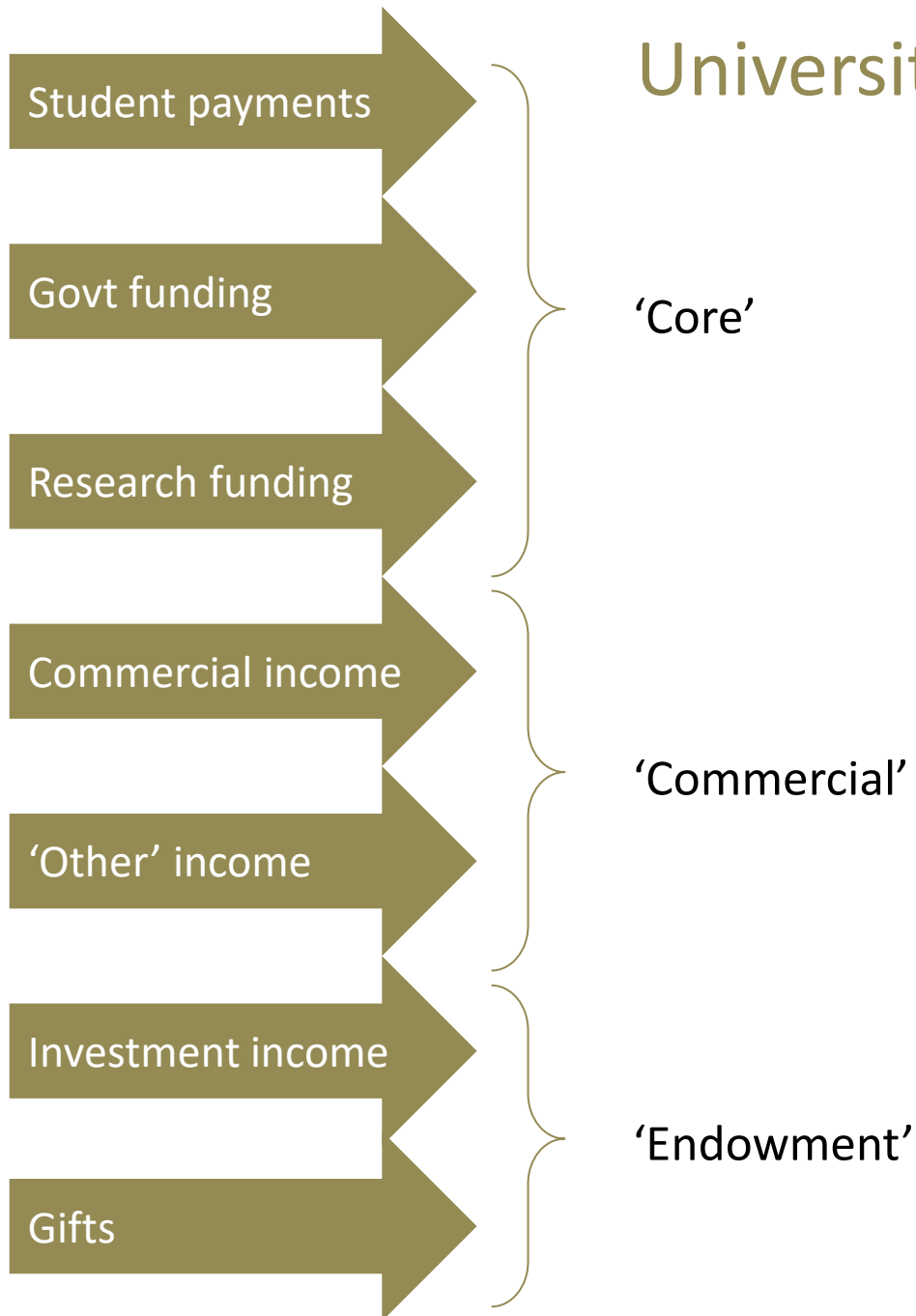
- Excellence in Research
- Excellence in Teaching
- Outstanding Student Experiences
- Outstanding Campus Environments
- Commitment as a Local, National and Global Citizen
- Strong External Engagement
- Sustaining Capability

Range of contributors

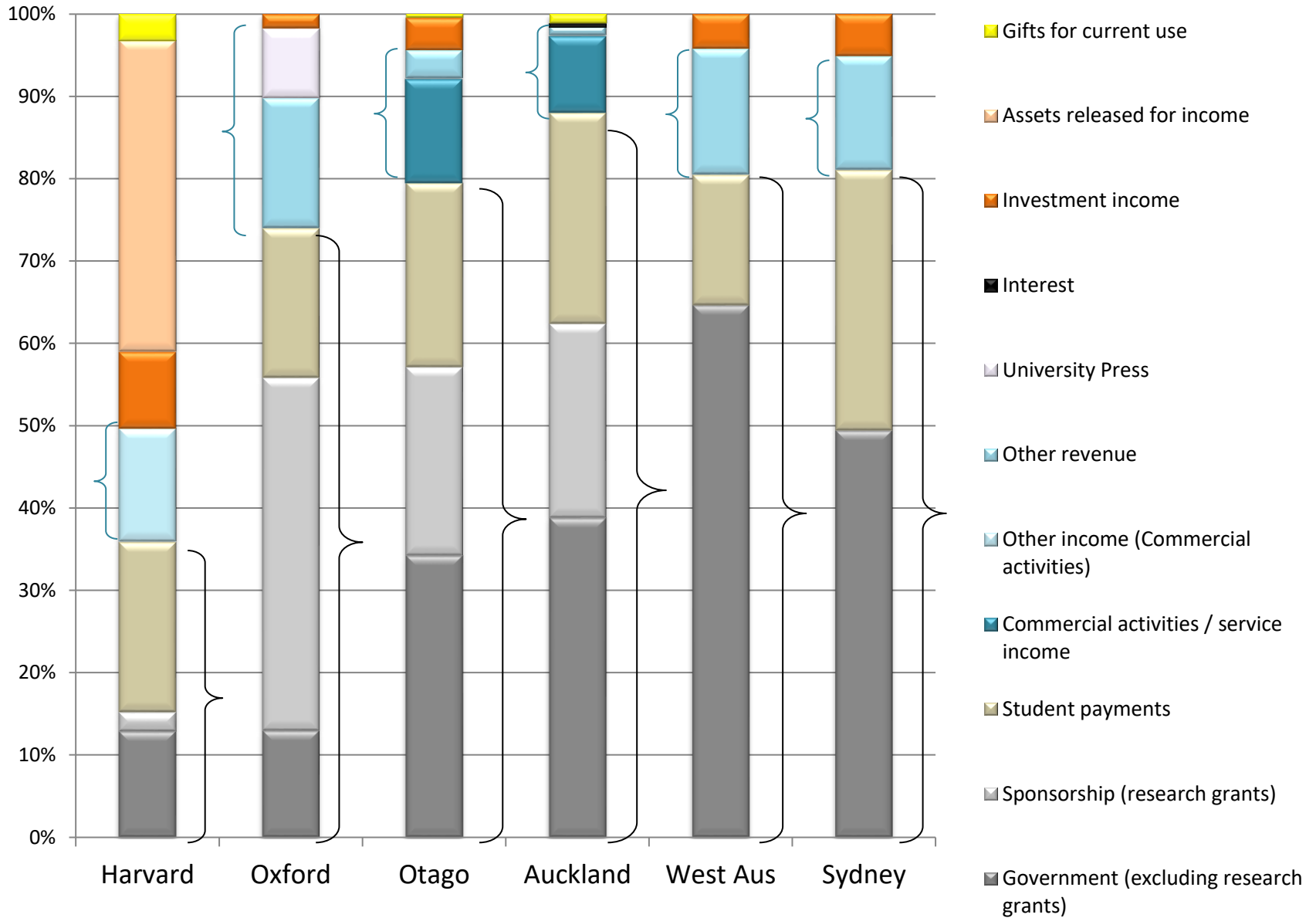
- Students – **past**, present and future, and their parents and relatives
- Faculty – past, present and future
- Govt as funder (TEC and research funders in particular)
- Govt agencies as partners – users of and contributors to knowledge
- Commercial community – investment in OU and commercialisation of its research
- Other universities and teaching and research institutions – in NZ and overseas
- Media – traditional and social new era
- Community – ‘local’ and iwi

Allocate limited resources to reflect relative priorities;
and,
Query degree of centralisation v coordination –
university as whole v departmental v individual faculty

University's funding sources



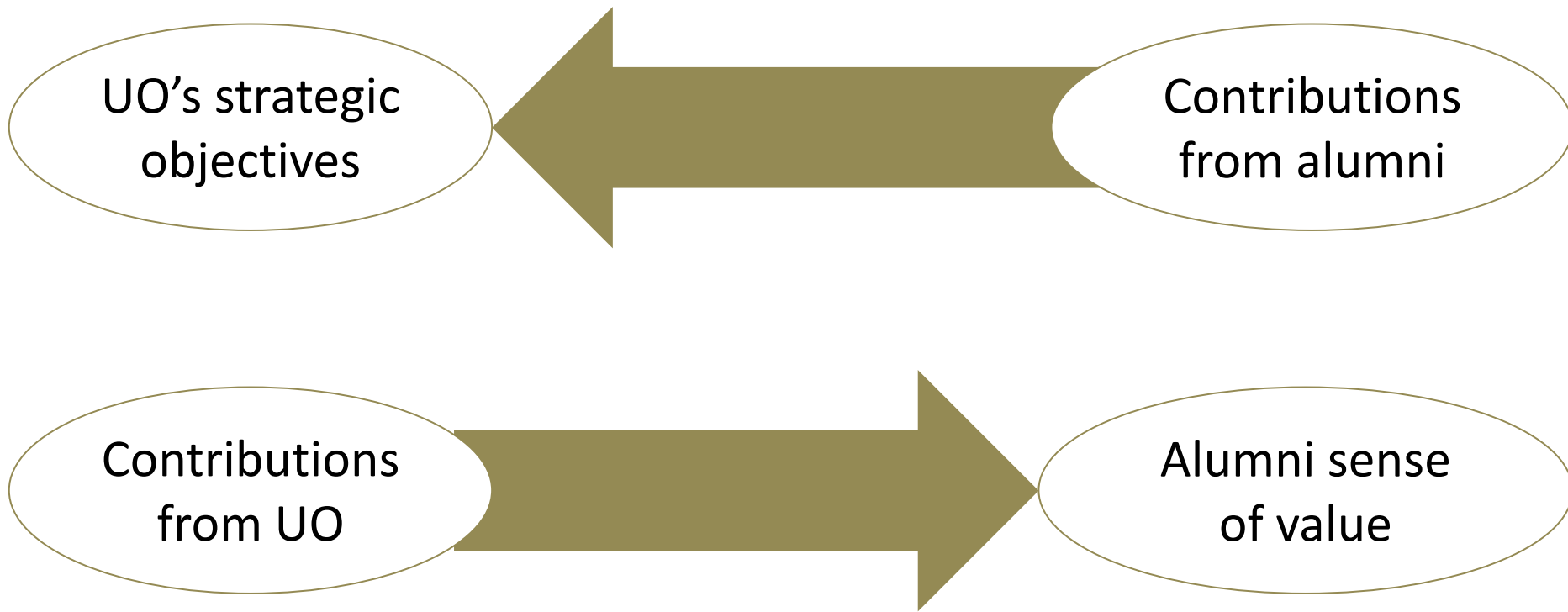
Source: 2015 annual reports.
 Note that figures have been 'rounded'



Source: 2015 annual reports.
Note that figures have been 'rounded'

2015	Harvard	Oxford	Otago	Auckland	West Aus	Sydney
Students	21%	18%	23%	26%	16%	32%
Government	13%	13%	35%	39%	65%	49%
Research grants	2%	43%	24%	24%		
CORE	36%	74%	82%	89%	80%	81%
Commercial activities / service income			13%	9%		
Other income (Commercial activities)	14%					
Other revenue		16%	4%	1%	15%	14%
University Press		8%				
'COMMERCIAL'	14%	24%	4%	1%	15%	14%
Investment income	9%	2%	4%		4%	5%
Gifts for current use	3%			1%		
Assets released for income	38%					
ENDOWMENT	50%	2%	4%	1%	4%	5%

At its core, “alumni relations” is an exchange of value



Range of value provided by UO to alumni

[e.g. Harvard Graduate School of Education -
<http://www.gse.harvard.edu/alumni/services>]

- Member of university community
- Social media networking
- Access to faculty store
- Alumni records
- Access to athletics
- Career services
- Library privileges
- Professional education programmes
- Publications
- Taking a class
- Transcripts

Services to alumni - tiered

'Gold' level	<i>Silver</i> + professional education
'Silver' level	<i>Bronze</i> + library privileges, and access to certain classes
'Bronze' level	<i>Base</i> + athletics facilities and careers services
Base level	Social media, publications, notice of events, alumni records

Range of alumni contributions

– *Pro bono*

- ***Pro bono* support to academic discipline:**
Curriculum knowledge and know-how
- ***Pro bono* support to student recruitment:**
 - Promote UO's reputation
 - Support recruitment processes
- ***Pro bono* support to student careers:**
 - Career mentoring
 - Graduate job placement support
- ***Pro bono* support to fellow alumni -**
 - vocational networking
- ***Pro bono* support to university** (as a whole, school or faculty members) –
 - Market intelligence
 - Governance and advisory
 - Assistance with implementation (accountability for delivery)

Alumni services – tiered

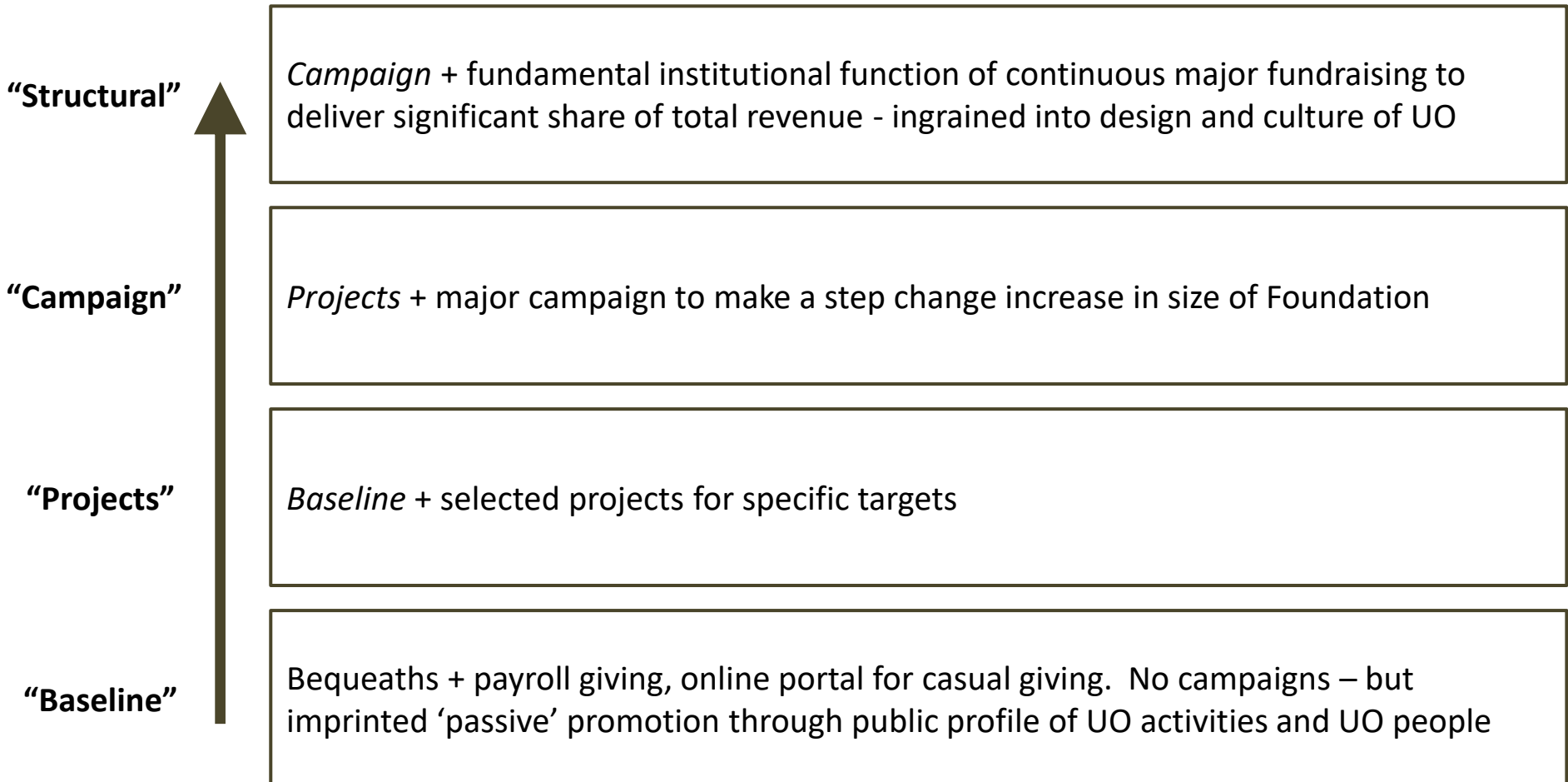
'Gold' level	<i>Silver</i> + pro bono support to university
'Silver' level	<i>Bronze</i> + pro bono support to students careers:
'Bronze' level	Base + pro bono support to student recruitment:
Baseline	Pro bono support to academic discipline + <i>Pro bono</i> support to fellow alumni

Range of alumni contributions

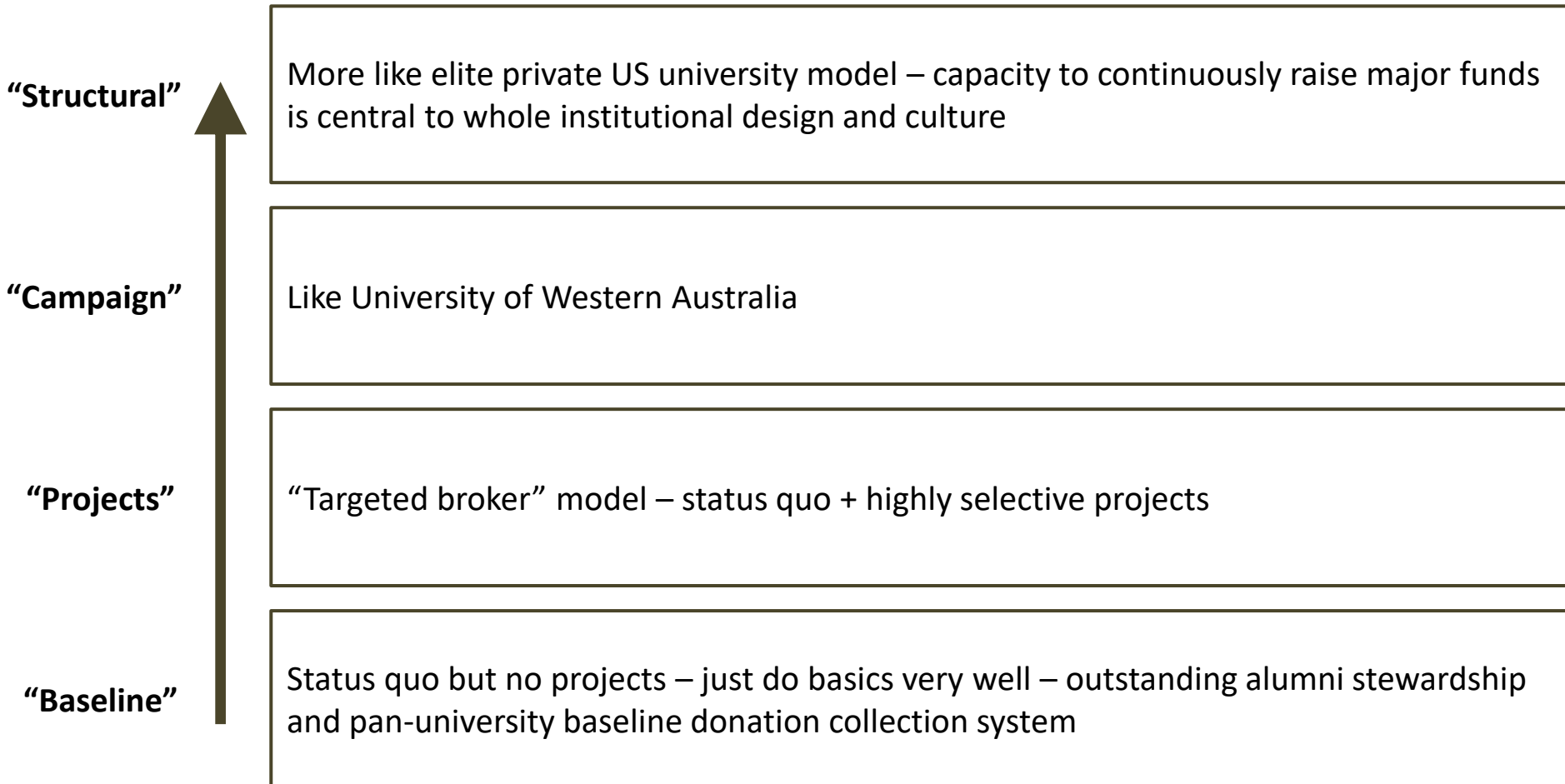
– Financial

- **Financial and *pro bono* support to commercial activities:**
 - Investment
 - New ventures and partnerships
 - Governance
- **Financial support:**
 - General:
 - Gifts equivalent to income for current use
 - Gifts of capital for Foundation
 - Project specific
 - Position specific
- **Trigger:**
 - Casual – one-off donation
 - Casual – on-going
 - Personal relationship or interest in field or faculty member
 - Bequeath
 - Annual appeal
 - Special project:
 - Faculty or school project
 - UO project
 - External foundation
 - Campaign
 - Structural machine

Steps in scope of fundraising



Steps in fundraising machinery



Elements integrated

	UO's services to alumni	Alumni's services to UO	UO's fund-raising effort	DARO structure and resourcing
'Gold' level	Silver + professional education	Silver + pro bono support to university	<i>Structural:</i> This is Campaign + fundamental institutional function	More like elite private US university model – central part of institutional design
'Silver' level	Bronze + library privileges, and access to certain classes	Bronze + pro bono support to students careers	<i>Campaign:</i> This is Projects + major campaign to make a step change increase in size of Foundation	"Western Aus" model
'Bronze' level	Base + athletics facilities and careers services	Base + pro bono support to student recruitment	<i>Projects:</i> This is Passive + selected projects for specific targets	"Targeted broker" model – status quo + highly selective projects
Baseline	Social media, publications, notice of events, alumni records	Pro bono support to academic discipline + Pro bono support to fellow alumni	<i>Passive:</i> All pro bono contributions + bequeaths + casual	Status quo but no projects – just do basics very well

Which level for UO?

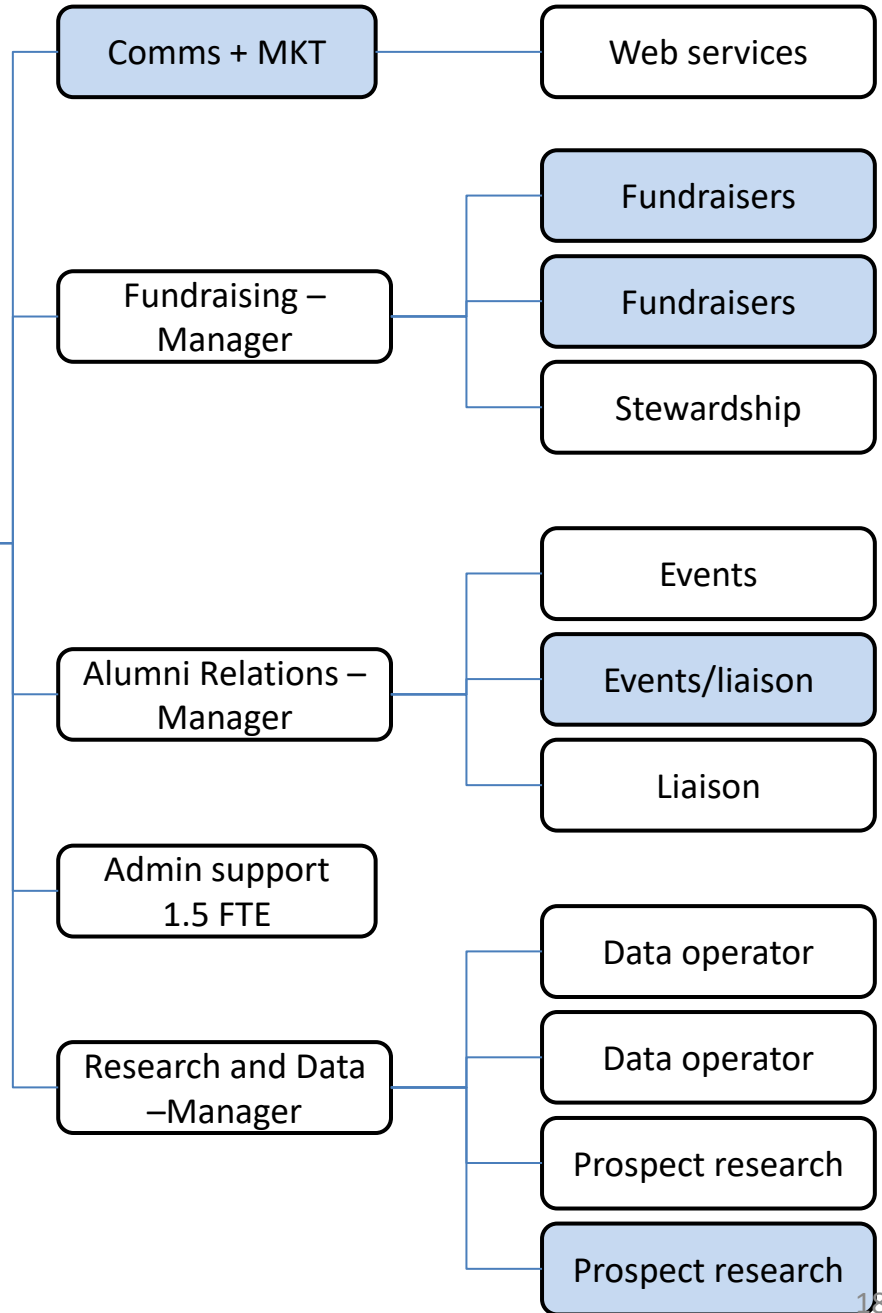
Choice to be made within strategic framework

- Driven by VC/DVC's objectives for DARO
- In relation to any fundraising function, VC/DVC's objectives should be clear and specific (as to amount, quality and timing), and determined by reference to a framework that explains the strategic rationale for those objectives relative to the university's total funding
- Avoid arbitrary one-off campaigns and unstrategic opportunism
- Be guided by evidence-based analytics rather than wishful assumptions

Other notes

Indicative structure of “Targeted Broker”

Development and Alumni Director



Some features:

Blue indicates additional resources relative to status quo

Stronger delineation of Alumni Relations and Fundraising

Clearer Research and Data function

What is the objective?

- What type of contribution is the university seeking?
- Who is the customer – alumni or the university?
- Is it about ‘development’ or ‘alumni’ – leads to different model
- What is ‘development’? Growing non-govt capital funding? If so, it’s not about ‘alumni’ per se – leads to a different model
- If it’s mainly about another stream of non-govt funding, what percentage, why, for what, and for how long?

Funding for what?

- Threat of disruptive changes in tertiary education – means serious consideration needs to be given to what services require non-govt capital funding
 - Not necessarily buildings and facilities; rather, access to world's best teachers, technology, new pedagogy.
 - Use 'independent funding' for better quality of offerings to students – attract stronger faculty and programmes that respond more strongly to demands of quality students

Productivity Commission report

Students are disempowered

The funding and regulation settings mean that **students are presented with a relatively homogenous range of providers and offerings**, with the exception of specialist courses like medicine. Students who can afford to may choose to study overseas, and this may be a growing trend.

Most public providers serve regional markets **delivering a wide range of programmes through a narrow range of delivery methods to a similar level of quality.**

Harvard Campaign

The announcement event was focused on the broadest themes:

- advancing the power of integrated knowledge;
- new approaches to learning and teaching;
- global Harvard;
- meaning, values and creativity; innovation and discovery;
- attracting and supporting talent; and
- creating the campus of the twenty-first century.

Harvard Campaign

A general overview in the campaign news announcement suggests that funds raised will be applied to:

- teaching and research (45 percent)
- financial aid and “the student experience” (25 percent)
- capital improvements (20 percent)
- flexible funding “to foster collaborations and initiatives” (10 percent)

Approximately **13,000** other individual funds make up the University endowment.

Development and Alumni Office – Harvard Graduate School of Education

- Alumni affairs
- Research
- Stewardship
- Development
- Annual giving
- Major giving
- Corporate and foundation relations
- Planned giving

http://hr.fas.harvard.edu/files/fas-hr/files/all_alumni_affairs_and_development_benchmark_grid_0.pdf