



The University of the West Indies
Development & Endowment Fund

Strategic Plan for University Advancement

2002-2007

THE UNIVERSITY Development & Endowment Fund, Mona Campus
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Introduction

The University of the West Indies has recently introduced *Strategic Plan II*, which outlines the goals and initiatives for the entire University Community. The Development & Endowment Fund has used the *Strategic Plan II* document as the very foundation for the *Strategic Plan for University Advancement*.

The Development & Endowment Fund (The Fund) has an official mandate to solicit funds for the Advancement of The University of the West Indies. Upon inception the intention was for this organization to assist in the centralization of Fund Raising for The University. As the Fund offices on the three Campuses (Mona, Cave Hill, St. Augustine), like the entire institution, are undergoing significant transformation, in programming, system implementation, structure, focus, administration and/or leadership, it is imperative to have the same vision; to allow The University's initiatives and goals to drive the Fund's overall activities.

This document has been prepared in collaboration with the Chairman, and is intended to serve as a catalyst for the three-campus Fund offices work more cohesively to effectively and efficiently address the needs of the Institution while eliminating efforts of duplication.

The fund raising arm of an institution cannot successfully function in isolation by virtue of The Fund's existence. We must allow the institution (as a whole) and campus' (specifically) needs and wants to drive our planning, structure and solicitation activities. This cohesive approach facilitates and enhances communication between independent Fund Offices, University Administration, Campus Administration, Deans of Faculty, and Alumni Relations Offices, which will allow the forging of new relationships with current and former students. These efforts will thus support The University's strategic focus list below, as stated in Strategic Plan II 2002-2007:

1. Student Centered Institution
2. Quality
3. Expansion of access
4. Development of graduate studies & research
5. Enhancing the regional and international standing and visibility of The University
6. Restructuring Distance Education and deepening the impact of outreach programmes in the Non Campus Countries
7. Capacity Building through Information and Communication Technologies
8. Strengthening The University's finances
9. Capacity building through Human Resource Management

It is intended for this document to present the strategic focus of the three Fund offices as we move forward. The Fund collectively will standardize a strategic planning process, a business processes, technology systems implementation and user processes (the Banner System), and will collaborate on various fund raising exercises.

Members of the Board are being requested to review the draft and submit recommendations to me prior to our next meeting.

Yours truly,

Nicole W. Sharpe
Executive Director

Strengths, Weaknesses, Opportunities and Threats

Strengths

- The University is regarded as having high academic standards.
- The University has benefited from having a strong regional presence and financial support by regional governments.
- The University has established Fund offices in all three-campus territories.
- The University has acknowledged the importance of maintaining and strengthening fund raising strategies for the institution.
- The University is increasingly recognizing the important role its alumni may play in financial support.
- The University has established a centralized structure, through **OASIs** and the Campus Alumni Offices to manage Alumni Relations.
- The University has acknowledged informally the need for a centralized Fund Development structure by supporting the implementation of Banner's Development Module.

Weaknesses

- The University can benefit from a formal centralized fund raising structure/system. The University should formally place the creation of a centralized fund raising system as a priority and mandatory for the community at-large.
- Fund Raising efforts are duplicated University wide.
- Lack of accountability and follow through with fund raising efforts, solicitation, reporting, etc.
- The University offices generally can improve the sharing of information.
- Collaboration and communication of fund raising efforts are lacking.
- As regards to Alumni, there is a lack of attachment and loyalty to The University by more recent graduates (classes of the 1980s and upwards) due, *inter alia*, to their "unpleasant experiences" while students.*
- There is a lack of continuity and effective succession planning within the Alumni chapters.*
- The current University Alumni Database is inefficient.*
- There is limited published literature on monetary contributions and how they have benefited The University thus far.
- Cyberspace is not utilized to Fund Raise, such as ePhilanthropy, targeting Alumni, etc.
- There is no set structure for the referral of fund raising leads to the respective Funds.

* Adopted from the Strategic Plan for Alumni Relations prepared by Office of Administration & Special Initiatives

* Adopted from the Strategic Plan for Alumni Relations prepared by Office of Administration & Special Initiatives

** Adopted from The UWI Strategic Plan II 2002-2007

- The University's achievements in research, teaching and outreach, and course offerings, are not fully and vigorously marketed and/or publicised. *
- Merchandising of University memorabilia is not coordinated. *
- Only modest progress has been made on the diversification of income sources.**

Opportunities

- Technology's potential to link The University with the world of philanthropy in cost effective ways is being recognized.
- Centralized Development efforts will eliminate duplication and will remove the fund raising pressures from Faculty department heads.
- Expand the human resource and capacity of the Fund to guarantee its ability to respond to the needs of such a large institution.
- Establishing a strong collaborative relationship with the Alumni Association since Alumni serve as a strong potential financial resource to the institution.
- The ability of the Alumni/Development Module of the SCT Banner™2000 should positively transform internal operations, including Database management.
- Increase visibility of the Benefactors and show more appreciation for the support. This will encourage annual giving and others to give.
- Opportunity to actively participate in annual orientation exercises for new students at the three campuses and The University centres in the non-campus countries and maintain that valuable contact through to their graduation; hence teach students stewardship and how to be an influential Alumnus immediately.
- Establish a gift society structure to invite all types of donors to give to The University.
- Create an internal system for new scholarship, fellowship, and research funding.
- Develop student friendly methods for applying for scholarship monies and publicize.
- Increase Public Relations and Marketing efforts dramatically.
- Build relationships with faculties to assist them in reaching internal goals, research goals, and identify students for scholarship.
- Through feedback, the Fund can play a role in influencing education policy regionally to adapt more philanthropic ideologies when considering the financing of tertiary education.
- Targeting of Caribbean people, organizations, etc abroad to establish annual fund campaigns to support the fund raising efforts of The University.

Threats

- Geographical factors no longer place ceilings on people's access to higher education due to the continued introduction and development of technology.
- The centrality of The University is threatened as individual governments driven by nationalism and their respective political mandates and survivals seek to satisfy local demands for higher education.
- There is increasing competition from offshore education providers. In an era of expanded choice for potential students, The University's selection methods are still relatively inflexible and have therefore not kept pace with the intense competition globally.
- The University has not matched the aggressive and imposing marketing efforts by external institutions of higher education.
- There is a perception that The University graduates, though having sound theoretical knowledge, lack the hands-on experience required for the world of work.
- Regional governments, facing severe financial constraints and various local demands/priorities, have reduced their support to The University thereby reducing its traditional and major source of funding.
- Due to regional government taxation to support The University, there is no historical tradition for University graduates to contribute and support the institution; donating monies to The University is seen as double taxation.

The Mission Statement

In keeping with the University of the West Indies to unlock the enormous potential of our people, the University of the West Indies Development & Endowment Fund is dedicated to raise and secure annual funds and expand endowed monies to ensure institutional growth, advancement and perpetuity.

The Fund is dedicated to address the following needs in promoting institutional perpetuity:

1. Scholarship, Fellowship, and Research.
2. Capacity building and collaboration with the other University Advancement Units.
3. Assist in establishing distance education units throughout to, as it were, bring The University to the people.
4. Provide some resource to the development and/or expansion of adequate physical facilities for proper study, teaching, and residence.
5. Provide opportunities for intellectual stimulation and development (continuing education), and avenues for networking, professional growth, and sharing common experiences of The University's Alumni in collaboration with the Alumni Relations Departments.
6. Promote The University's name recognition, regionally and internationally.
7. Transform the Fund's structure to embrace growth, collaboration, and change, as our academic and regional environment is constantly influx.

Core Values

In 1988, the then Vice Chancellor Sir Alister McIntyre's vision for the Development & Endowment Fund as articulated was to establish a department which addressed the immediate need to rebuild The University following the devastation caused by Hurricane Gilbert, as well as to establish the capacity to strategically address university concerns and goals through the solicitation of monetary support in a centralized manor for the entire University community.

As The University moves forward with a "One University" plan, we, the Fund, must embrace our role in this vision. To build a fund structure with a universal, systematic and centralized approach that will secure financial support from private sources and ensure institutional perpetuity. The initial vision for the Fund to work collaboratively with the entire University Community to raise monies within the Caribbean region must be re-institutionalized at both The University level as well as the Campus level. As one institution the commitment to work collectively to achieve the current Vice Chancellor's goals to strengthen The University's finances in particular, the concept of collective work and responsibility becomes a mandate from the institution we are committed to serve.

To this end the Development and Endowment Fund's vision is fully committed to have the focus of activities driven by both, The University's Strategic Focus as well as these of our respective Campuses.

Guiding Principles

The Fund has maintained that full funding or funding assistance should be provided for projects which have a strong potential for sustainability and which will also directly benefit large numbers of persons in The University community.

Assistance will be given to the following:

- Support and encourage research and scholarship.
- Developing capacity of University's technologically systems (both hardware and software).
- Support programming which have great national, regional, and international significance and impact.
- Seed funds for projects with a strong potential for income generation.
- Enhance campus, preserve the history, maintain its beauty and facilitate its use by The University community.
- Support academic and administrative programme initiatives. Such as the establishment of distance teaching units.

The Vision

The Fund is committed to support The University's vision through collaboration and assisting in locating the financial resources needed to reach the objectives of the vision. In establishing the "one University of the West Indies" concept and allowing this concept to become common practice, the Development and Endowment Funds collectively, will be able to generate significant financial support for The University as a whole, and effectuate change and development overall. This will be in keeping with the Vice Chancellor's vision that:

The University will reclaim its role as a significant innovator and problem-solver for all our contributing countries. This implies that The University must aim to display a real capacity to accelerate regional development. In so doing it will reaffirm its relevance to the region.

Key Strategic Objectives

In order to accomplish the vision and mission within the parameters of our core values and guiding principles, the following strategic objectives have been identified:

- A. For Internal Operations
 1. Build internal structure, systems and capacity to accommodate the growing needs of the Fund.
 2. Human Resource Development
 3. Promote and increase public relations, communication methods and tools, and marketing efforts locally, regionally, and internationally.
 4. Establish Fund structure and Fund Programme

5. Research investment strategies, request proposed recommendations to maximize financial investments
- B. To Promote Centralized University Fund Solicitation
6. Implement the Banner system, which will encourage close working relationships with other fund raising entities of The University, hence collaboration in planning and activities.
 7. Create a system that promotes a centralized fund raising structure.
 8. Identify funding needs for the Campus, thus target solicitation to address some of those needs.
 9. Establish methods and structure to work with Deans of faculties to collaborate fund raising efforts to support centralized fund raising.
- C. For Fund Raising
10. Conduct the Research and Development to identify, establish and execute successful fund raising campaigns.
 11. Develop a detailed action plan to address the Research & Development.
 12. Develop significant relationships with key players to compliment fund raising efforts.
 13. Organize and facilitate events to promote philanthropy to encourage a culture of giving throughout the Caribbean.
 14. Work with The University Alumni Association to launch a concerted outreach programme to build relations with alumni and cultivate them to become annual donors.
 15. Identify, target and solicit potential Benefactors (large gifts).
 16. Maintain an active presence of the Fund within The University community.

Specific Tactics/Major Initiatives for Achieving Strategic Objectives

1. Build internal structure, systems and capacity to accommodate the growing needs of the Fund.
 - a. Office Renovation and acquisition of furniture.
 - b. Implementation of a phone bank in the seminar room for future phone-a-thons and mass phone solicitation.
 - c. Purchase of Computer Hardware and Software Systems to streamline and systemize workload.
 - d. Installation of LAN line connections to The University
Implementation of the Banner System
 - e. Develop internal business process analysis to outline and systemize workflow.
2. Human Resource Development
The HR capacity needs to be increased in order to meet the needs of the Fund.

- a. A Finance person to maintain and track all matters as it relates to internal finances. Assist in the preparation of annual audit, generate monthly statements, monitor interest earned and availability of funds for scholarships, etc.
- b. Public Relations and Marketing is essential for success. The individual engaged must be able assist the Executive Director develop and execute an action plan for PR. Assist in locating the resources to support promotional activities and initiatives though identifying underwriters, advertisers, etc. A dedicated individual will serve multi-purposes; keeping the public informed of who supports The University, keeping students and alumni abreast of scholarships and fellowships and activities geared to professional development, nurturing the relations through publications (the clarion, board updates, website, etc), maintain communication with Administration and Deans of Faculty to determine needs, circulate request for proposals, respond to Benefactors, promote and target key Alumni, solicit Alumnae support, to name a few.
- c. Database development and maintenance, this position is needed for expansion and is integral to the Funds development. Eventually, this position shall become full-time and expanded with additional support that will focus on sections of the population whether that be Alumni of the faculty of Social Science, Pure and Applies Sciences etc., or populations by Parish or Non Campus Countries, or by industry. The separation of population will come at a later date when funds permit.
- d. Establish an Internship program employing students to provide overall office support and to utilize as telemarketers to contact current supporters and future supporters.

Building the necessary staff is imperative to achieve several of the strategies outlined in this document.

3. Promote and increase public relations, communication methods and tools, and marketing efforts locally, regionally, and internationally.
 - a. Retain a PR/Marketing person. (Hire or contract out to be determined)
 - b. Develop brochures for target audiences.
 - c. Support and develop events to promote investing in The University.
 - d. Complete Website with links to relevant sites.
 - e. Establish Parish presence
 - f. Creative advertisements in mass media.
 - g. Identify collaboration opportunities and have a visible presence.

- h. Collaborate with organizations locally, regionally, internationally.
 - i. PR into international philanthropy for recognition, develops and nurture relationships, publishes position documents, participate in conferences, etc.
4. Establish Fund Structure and Fund Programme
- a. Create specific funds, scholarships, fellowships, etc. that will allow donors to specify where their investment goes. (Such as Annual Fund)
 - b. Establish system for donors to give in the name of, in honor of, dedicate a building, etc. and be recognized and allow others to give to that fund.
 - c. Establish criteria, requirements and selection process for scholarship/fellowship recipients.
 - d. Suggest that academic Faculty assist in the selection of scholarship recipients.
 - e. Establish a Fund Raising Committee
5. Diversify Finances to maximize financial investments.
- a. Solicit bids for financial investment strategies
 - b. Establish financial investment policy for the Fund.
 - c. Diversify investments for maximum returns at moderate to low risk.
6. Implement the Banner system, which will encourage working closely with other fund raising entities of The University, hence collaboration in planning and activities.
- a. The Banner System Implementation plan for Alumni/Development should be functional by September 2002.
 - b. Participate in Banner training and conduct training with staff.
 - c. Collaborate with the Development offices in Cave Hill & St. Augustine to determine needs for optimum use.
 - d. Conduct Business Process Analysis
 - e. Establish Strategic Plan for The University Advancement.
7. Create system that promotes a centralized fund raising structure.
- a. To establish a centralized system will allow for efficiency and the elimination of duplicated efforts.
 - b. Create models of accountability, therefore, when fund raising (either monetary, in-kind, equipment, human resource) opportunities arise we can identify who will address the issue, follow-up, solicit, and report.

- c. Schedule meeting with team of individuals for planning and to set agenda that outlines independent goals and overall goals and highlight areas of support.
 - d. Get Campus buy-in (market idea and promote benefits).
 - 8. Identify funding needs for the Campus, thus target solicitation to address some of those needs.
 - a. Work with Principal to identify funding needs
 - b. Identify, prioritize and establish areas where the Fund can lend support.
 - c. Develop campaign for specifics need.
 - 9. Establish methods and structure to work with Deans of faculty to collaborate fund raising efforts to support centralized fund raising.
 - a. Meet with Deans to recognize faculty needs.
 - b. Initially establish/identify a pilot program and assist funding efforts (such as presently working with the Dept of Government Foreign Study Scholarship Programme).
 - c. Identify, prioritize and establish areas where the Fund can lend support.
 - d. Develop campaign for campus specifics.
- C. For Fund Raising
- 10. Conduct the Research and Development to identify, establish and execute successful fund raising campaigns.
 - a. All strategies to this point are research areas the information gathered is critical to formulating detailed plan of action.
 - b. Conduct research of institutions, corporation, individuals, and alumni to identify funding areas and giving habits, which is prospecting new donors.
 - c. Group prospects in areas where funding is needed create targets which is identifying the individual to approach.
 - 11. Develop a detailed action plan to address the R&D.
 - a. Using established targets group, set and scheduled approach methods.
 - b. Detail approach: Type (such as meeting, lunch, event), Prospects (alumni, corporate executives, public servant, etc), Timeframe, Issues to be Addressed, Public Relations Material needed, Identify Key-player to assist ask (if needed)
 - c. Establish timeline with estimated amounts
 - 12. Identify and Develop significant relationships with key players to assist fund raising efforts.

- a. Initially, short list of names of members of the following: Board of Directors, Fund Raising Committee, Century Club Members, University Officials, Specific Corporate Executives, Public Servants
 - b. Initial start to introduce the Fund and new Administration.
 - c. Keep players abreast of new developments and direction for the Fund, major Public Relations
 - d. Nurture Key player to open doors and assist in establishing and building new relationships.
13. Organize and facilitate events to promote philanthropy and encourage a culture of giving throughout the Caribbean.
- a. Establish a calendar and become part of The University calendar. (Some events will be annual)
 - b. Collaboration of events with various The University entities (such as Principal Office, Office of Special Initiatives, The University Alumni Association, School of Continuing Studies, Development & Endowment Funds, etc
 - c. Establish set date for Telethon and begin the planning process. This event will be annual and a collaborative effort with the other campuses.
 - d. Entertainment Events collaborate with key promoters where some if not all proceeds come to the Fund. This will assist with marketing and PR.
 - e. Series of functions Island wide in the Parishes. (Fund will establish specific accounts to reflect scholarships established out of these efforts)
14. Work with The University Alumni Association to launch a concerted outreach programme to build relations with alumni and cultivate them to become annual donors.
- a. Segregate Alumni via residence, graduation year, halls of residence, faculty of study, areas of interest, professional responsibility.
 - b. Target Alumni according to above specs for annual campaign, new fund structure, scholarships, fellowships, chairs, etc.
 - c. Event planning to include conferences, seminars, entertainment, luncheons, dinners, etc.
 - d. Collaboration with The University entities such as Principal, Continuing Studies for seminars/conferences, etc.
 - e. Meet with Key Alumni to galvanize support and interest.
 - f. Teach and build relationships with current student population and cultivate and market them as donors of change.

become clear and the demand will grow. The overall intention is to create an Advancement office that can be depended on by The University Community whether campus territory or non-campus territory.

The University of the West Indies is in a wonderful position to establish a centralized plan based in the premise of efficiency and effective management. The responsibility to insure that those who donate to the institution are satisfied with the investment is the responsibility of the Development and Endowment Fund. It is our job to raise the money, distribute the money, and account for the funds.