



FROM DEVELOPMENT TO ADVANCEMENT/ DEVELOPMENT OFFICE STRATEGY 2015-2020



INTRODUCTION

As the University begins its next 50 years, our alumni and supporters share this journey with us. This special group of ambitious people make a significant contribution to university life today and help us continue to be a world-leading, globally recognised institution. They follow in the footsteps of our original benefactors, who in the 1960s were committed to higher education embedded in their community and made possible a university in Kent.

Our relationships with these important University stakeholders, which we manage, are vital as we work to support Kent's ambition to remain a top 20 UK university and become a globally recognised research institution by 2020.

The impact of our stakeholders' contribution is clear over the last five years. We opened the doors to the Colyer-Fergusson Building in 2012 following a capital fundraising campaign which ran for five years, resulting in £8.2 million raised from HEFCE and private donations. The new home for our Queen's Anniversary Prize winning Kent Law Clinic is nearing completion, with almost £2 million in funds secured from donors. Throughout this period, the Kent Opportunity Fund has raised over £2.8 million for scholarships, hardship bursaries, and student and academic projects.

The impact of donations is easy to quantify, but this stakeholder group also supports us in many ways: through student and staff recruitment and retention; creating opportunities for our students which contribute to the distinctiveness of their personal

and academic experience; global employability initiatives and being ambassadors for the University which enhances our global esteem. They give their time, to give back to the next generation of Kent students and graduates.

In our 50th year, our alumni and supporters were at the heart of taking pride in our past, celebrating the present and setting out towards an inspiring future. *Our success is rooted in the generosity of our supporters.*

The Development Office exists to advance the institution by engaging with our large supporter base and this strategy is designed to deliver results that will meet the three strategic objectives in the University Plan 2015-2020, with particular emphasis on the area of engagement. In this ambition we will work closely with Corporate Communications and the Corporate Policy Office to act as the core to external engagement for the University; and to form a strong supportive link to all other areas of the University that reach out to external audiences.

This year we completed a project to define our values (see overleaf). These are at the heart of everything we do as a dynamic, forward-thinking team. This outlook will ensure that our work, delivering this strategy, will advance the University position over the next five years.



Alison J Coles
Director of Development

VISION STATEMENT

To support Kent to secure its position as a top 20 UK university and be a globally recognised research institution by 2020, we will:

Strategic objectives

- 1 Strengthen our relationship with alumni, as both professional partners and ambassadors for the University, by creating opportunities for them to support our shared ambitions.
- 2 Champion the positive impact of philanthropy by leading the University's fundraising campaigns, both capital and revenue, to reduce student hardship, create life-changing opportunities for our staff and students, and enhance our research and teaching capabilities.
- 3 Raise the profile and reputation of the University through a global corporate events programme – connecting Kent with the world – and offer a range of social and cultural experiences for our communities.
- 4 Celebrate the successes of our students and staff by delivering a high-profile programme of congregations, embedded within our communities, and which ensure graduate and community take pride in the University.

Values





1 STRENGTHEN OUR RELATIONSHIP WITH ALUMNI

as both professional partners and ambassadors for the University, by creating opportunities for them to support our shared ambitions.

Alumni are the University's largest stakeholder group and the Development Office manages relationships with 150,000 individuals, ranging in age from 19 to 90+, in over 180 countries. Our relationship with this community lasts a lifetime; they are our strongest ambassadors. They are generous with their time, expertise, contacts and money, and we provide many opportunities for them to remain closely associated with the University.

We work to ensure the alumni community has a positive impact on the University. And with nearly 40,000 Kent alumni remaining in the county, our alumni particularly strengthen our presence in our local community. Kent is a global institution and since 2005, the Development Office has a particular focus on the USA and on SE Asia for international alumni engagement and fundraising purposes. This is due to the larger numbers of alumni in these regions and their importance as recruitment markets. Since 2011, UG applications from the USA, Hong Kong and Malaysia have remained strong, an indication of the value of alumni engagement in these regions.

Promoting the alumni community

Research shows that the most engaged students will become the most engaged alumni. We aim to introduce the concept of an alumni community to students as early in their Kent journey as possible, and promote a culture of giving and volunteering. We will therefore develop a range of initiatives to promote the visibility of the alumni community among applicants and current students and on programmes that bring alumni back specifically to help student employability.

Strengthening our relationship with alumni

Our alumni relations activities will be designed to build relationships of mutual contribution and benefit.

We will continue to communicate through all channels available to us and grow our number of international chapters, particularly in the Middle East.

We will actively support our colleagues in home and international recruitment and look to increase the number of 'legacy' admissions.

Managing alumni data

The Development Office will continue to manage the University's database of alumni contacts, to support Development Office led initiatives and also provide it as a tool for schools and departments to use for their alumni engagement. We take a very strong approach to protecting individuals' data, in line with current data protection legislation.

We will improve our understanding of the type of relationship they wish to have with the University and use the rich data set we have to keep them informed of activities and events.

Targets					
KPI	2015/16	2016/17	2017/18	2018/19	2019/20
# contactable alumni	126,750	130,000	135,000	140,000	145,000

2 CHAMPION THE POSITIVE IMPACT OF PHILANTHROPY

by leading the University's fundraising campaigns, to reduce student hardship, create life-changing opportunities for our staff and students, and enhance our research and teaching capabilities.

The generosity of our supporters transforms the lives of our staff and students and has given the University the opportunity to create spaces that inspire.

From 2015, the Development Office will continue to manage one capital project and one revenue project concurrently. The capital campaign will be to build a 'Writers' Retreat' and the Kent Opportunity Fund will focus on raising more 'unrestricted' donations, in order to allow the University to use the money quickly where it is most needed. It is anticipated this will continue to include scholarships, hardship bursaries and money for extra-curricular activities for students.

Kent has a clear strategic direction for its fundraising and by 2020 Kent should be positioned firmly within the cluster of universities that Ross-CASE recognise as 'moderate'. This will bring us greater benefits from economies of scale that come with this level of investment in specialist staff, principally through the ability to secure more leadership level gifts from trusts, corporates and legacy giving.

Revenue funding

The Kent Opportunity Fund will continue to establish itself as the University's flagship revenue fundraising campaign, spearheaded by the Vice-Chancellor.

With the large cuts in government funding to HEFCE's Student Opportunity fund, the disbursement of these donations will support Kent's widening-participation agenda and offer greater support for hardship.

Capital Campaign

Following two successful capital campaigns, Kent will again reach out to its supporters to help us realise the Kent Writing Retreat, spearheaded by the Chancellor.

The 'Writers' Retreat' will be a valuable resource for writers, attracting writers of global reputation. This is consistent with ideas within the master plan for the development of the campus over the next 20 years and the much wider arts and cultural strategy.

Encouraging a culture of philanthropy

The impact of philanthropy is seen across Kent's locations and in the work of our people.

The University has a strong devolved management structure and we will continue to process all gifts, produce accurate reporting and ensure all fundraising activity is done to the highest ethical standards.

Members of Council have the responsibility of trustees and we will ensure there are strong policies and procedures in place to ensure they can discharge this duty.

Targets					
KPI	2015/16	2016/17	2017/18	2018/19	4 Yr Total
Donations	1,692,600	1,900,000	2,500,000	3,000,000	9,000,000



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3 RAISE THE PROFILE AND REPUTATION OF THE UNIVERSITY

through a global corporate events programme – connecting Kent with the world – and offer a range of social and cultural experiences for our communities.

There are three strands to the Corporate Events programme: esteem, Europe and commissioned. The new Chancellor's 'In Conversation' and the smaller VC's lecture series have provided a refreshed format, a new audience and a framework for hosting inspirational speakers and guests at either Beagle dinners or College High Tables. An increase in the quality of speakers at school-led events, and competition from other cultural organisations, has reduced the need for centrally co-ordinated 'Open Lectures'.

Commissioned events have increased as a result of schools and departments identifying a need to use a professional team to deliver events that are either new, or have grown in size and status. The model is that the budget for the event is held by the commissioning department and Corporate Events provide the staff and expertise in the planning and delivery.

In 2011 the Vice-Chancellor initiated a Foundation lecture and dinner, to mark and celebrate the 'official' birthday of the University, and this fits appropriately into the middle of our November suite of congregation ceremonies.

An international programme of events

The Corporate Events programme has a strategy to connect with all the University's stakeholders. We will design and deliver an international events programme, with an emphasis on Europe, to showcase the distinctiveness and quality of the University of Kent.

Working with the Dean for Europe we have sought to use corporate events as a tool to enhance Kent's European brand and now hold annual high-profile events in all our European centres.

A unique offering to our community

Foundation Day will remain our annual flagship lecture and we will retain the Vice-Chancellor's lectures and develop the Chancellor's 'In Conversation' series to reach a wider audience.

The commissioned events series will continue to cover a range of events from public engagement with research to the Kent Student awards to the opening of new buildings. This will complement those traditional fixtures in our calendar like the Carol concert, Colyer-Fergusson Cathedral concert and Europe week.

Raising the quality of events at Kent

There are many other events often run by schools who have excellent contacts and can attract guests who may have significant name recognition and the topic of their lecture could be of interest to an audience outside their specialism. These will be characterised as Distinguished Visitor Lectures and we will work collaboratively with other areas of the Office of Vice-Chancellor to increase their impact on our wider stakeholder group and deepen our engagement with these individuals.

Targets					
KPI	2015/16	2016/17	2017/18	2018/19	2019/20
# people attending events	31,000	31,550	33,125	35,000	36,750

4 CELEBRATE THE SUCCESSES OF OUR STUDENTS AND STAFF

by delivering a suitably grand programme of congregations, embedded within our communities, and which ensure graduate and community take pride in the University.

Every year we hold around 20 congregation ceremonies in July and November in Canterbury and Medway. The Cathedral setting of the ceremonies is an opportunity to enhance our reputation with the local community, other stakeholders and potential students.

We use the opportunity to transition graduands from student to alumni. Honorary graduates are an important part of the ceremonies, not only for the cache they bring, the messages they give to the graduating class and for the publicity they often attract; but also for the opportunity it gives staff to build more long-term relationships with such outstanding individuals.

Ensuring a memorable day

We will continue to run ceremonies at Canterbury and Rochester, along with a small closed ceremony for in absentia candidates. The latter will be of particular benefit to international PG students in the Business and Law Schools.

Over the next five years we will be looking to increase the use of technology and communications to make the day more enjoyable for more people.

We will continue to strengthen the transition for our students to become engaged alumni throughout the graduation process.

Celebrating success

We will collaborate with Corporate Communications on a campaign to promote student success and our graduating class on campus and within our local communities.

We will continue to confer honorary degrees on distinguished individuals from many walks of life who have made a significant contribution to society and very often have links with University of Kent departments or are Kent alumni.

The VIP element of these days allows us to invite many stakeholders to see the difference Kent makes.

Community Engagement

The Canterbury and Medway settings create opportunities for the University to strengthen its position in the local community and demonstrate its importance to the local economy.

We will showcase the University – its students and staff – through a range of communications channels which reach the local community.

We will use our ceremonies as an opportunity to develop a strategic approach in our interactions with external stakeholders with a focus on opinion formers and decision makers.

Targets					
KPI	2015/16	2016/17	2017/18	2018/19	2019/20
% of graduands attending	85%	86%	87%	88%	89%



