
User

BAYERO UNIVERSITY, KANO, ADVANCEMENT POLICY

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[..... by the VC]

List of Abbreviations

BUK	: BayeroUniversity Kano
BUKAA	: Bayero University Kano Alumni Association
DA	: Directorate of Advancement
GTS	: Graduate Tracer Study
KPI	: Key Performance Indicator
THE	: Times Higher Education

1. INTRODUCTION

Bayero University was among the second-generation Federal Universities that were established in 1977. However, the root of the University goes back to 1960 when it was established as Ahmadu Bello College by the then Northern Nigeria Ministry of Education. The college was later renamed Abdullahi Bayero College, and was subsequently upgraded to Abdullahi Bayero University College under Ahmadu Bello University in 1975. The University was upgraded to a full-fledged University, named Bayero University in 1977, which was backed by the Decree 79 of 1979.

Since its establishment, Bayero University, Kano, has witnessed tremendous progress, moving from a one-faculty institution to a multi-campus University comprising four schools, two colleges, 18 faculties, and 15 research centres. The University offers various programmes at both undergraduate and postgraduate levels, and currently has a total of 44,410 students across these programmes.

BUK is among the fast-growing universities in Nigeria and its academic programmes have always received excellent ratings by the NUC accreditation processes. In 2022, the University was ranked 11th Best University in Nigeria by Webometrics; while in the latest 2023 World University Assessment it was ranked 4th overall top Nigerian University by the Times Higher Education (THE). In terms of International Outlook, BUK was rated as the top (1st) University in Nigeria. This excellent performance was due to the University's strategic efforts and the commitment of its staff and students. In addition, the various funding and financial support from the government, alumni, and other stakeholders have contributed to the sterling achievement of the University.

Recognizing the significance of alumni to the development of the University, BUK incorporated an Alumni Office in February 2001. The University Alumni Office was later upgraded into Development Office in March 2005 and was tasked with identifying and keeping in contact with the graduates of Bayero University, and facilitating the setting up BUK Alumni Association Branches across the country. In its effort to strengthen the activities of the Development Office, the University in 2009 upgraded and renamed it the Directorate of Advancement. The Directorate has the broad functions of resource mobilization through fundraising and management of alumni relations with the University.

The Directorate of Advancement has made significant efforts towards fundraising and alumni activities. However, many challenges have hindered the performance of the directorate. One of the key challenges is the absence of a clear policy and framework for the advancement activities in the University. In this regard, the first step toward strengthening the Directorate is to develop a policy that will guide its activities, and provide a clear pathway for the sustainability of the advancement and alumni engagements. This Policy provides a clear framework for building a sustainable and mutually beneficial relationship between BUK and its stakeholders, as well as strengthening the advancement activities.

2. DEFINITION OF TERMS

Term	Definition
Alumnus	A male graduate
Alumna	A female graduate
Alumni	A group of graduates
Alumni Office	The Alumni Office refers to the administrative office at the University (within the Directorate of Advancement) responsible for Alumni relations.
BUK Alumni	Graduates or former students of Abdullahi Bayero College, Bayero University College and Bayero University, including honorary degrees recipient. Serving and past Council Members and employees of BUK are automatic associate members.
BUK Alumni Association (BUKAA)	Mother association of all BUK Alumni (comprising all discipline, class, departmental and faculty chapter or geographically defined branches or affiliates) that aimed to promote positive relations within Alumni members, and between the alumni and Bayero University Kano. BUKAA activities are independent under its elected leadership guided by its constitution and is superintended over by the Advancement Directorate.
BUK Alumni Association Chapter /affiliate / branch	A subset of BUK Alumni established along commonly shared interests, such as the Year of Matriculation, Faculty, Department, professional, or residential lines, etc. Chapters are to be established under the guidance of and in accordance with the by-laws of BUKAA, and their own objectives and activities are to be in line with the overall purpose of BUKAA
BUK Alumni Programme	defined as activities developed and implemented by BUK Directorate of Advancement and/or BUKAA with the objective of building and strengthening the relations between BUK and its Alumni and for their mutual benefits

Directorate of Advancement	The Directorate, within BayeroUniversity, that is responsible for managing institutional advancement and alumni relations

3. POLICY PURPOSE

The purpose of this policy is to provide a clear framework for connecting BUK Directorate of Advancement with the objective of supporting the best interests of BUK and its Alumni. It provides definitions of terms and structures used for **Advancement Services** and to build Alumni Relations as well as objectives to be pursued in this endeavor.

4. SCOPE OF POLICY

This policy applies to BayeroUniversity, Kano, and guides and regulates the structure as well as the activities aimed at building and strengthening the relations between BUK and its Alumni with the view of advancing their mutual interests. BUK Advancement Directorate oversees the implementation of this policy. Specifically, the Policy covers the following:

- Graduates or former students of Abdullahi Bayero College, Bayero University College and BayeroUniversity, Kano
- Past students of the BayeroUniversity Kano who have completed a non-degree/short programmes
- Recipients of Honorary Doctorates,
- Individuals who have successfully completed a subject, unit, or module of any course (including current students)
- Current or former staff members of BayeroUniversity Kano
- Friends and Benefactors of BayeroUniversity, Kano, including current and past Council members, etc.

5. POLICY STATEMENT/ELEMENTS

BayeroUniversity Kano recognizes and values the importance of maintaining ties with its graduates and of involving them in the life and development of the University. There are

many benefits that may be accrued from active relations between BUK and its Alumni. BUK Alumni may indeed serve as:

- Role models, mentors and inspirational speakers for the current BUK students;
- Important link between BUK as well as public and private sectors
- Reviewers of University teaching and research programs to make them relevant to national development aspirations and the private sector;
- Mentors and guides for new BUK graduates entering the job-market;
- Ambassadors and best marketers for BUK
- Mobilizers or sources of funding for BUK development initiatives;
- Source of mutual support to each other as they sail through post-University life; amongst others.

The Advancement Directorate promotes good relationship with the University's former students and the development of Alumni Association and its branches across the nation. The broad aim is to encourage Alumni participation in the University by stimulating and developing programmes and activities of all chapters of Alumni Association.

Advancement Directorate at the level of the University as well as the Alumni Association and its Chapters are the instruments for strengthening ties both between BUK and its Alumni and between alumni themselves for their mutual benefits. They aim at keeping the Alumni informed about their Alma Mater, bringing them together, being of service to them and facilitating their involvement with the BUK community.

BUK advancement Directorate and the Alumni Associations pursue the following vision, mission and objectives:

Vision

To serve as an agent of development and a catalyst in promoting stakeholders' and public participation in funding education

Mission

To provide support required for the promotion of functional education in line with the value and aspiration of Bayero University.

Objectives

BUK Advancement Directorate shall pursue the following objectives;

1. Coordinate and manage private fundraising for the University from a broad spectrum of internal and external constituencies.
2. Coordinate corporate and foundations giving to the University.
3. Nurture and generate philanthropic support for the educational mission of the institution
4. Institute a system for proper donor recognition and funds monitoring as well as effective stewardship and accountability to the donors of major gifts to the University.
5. Develop and implement a communication strategy that synergises with the Bayero University Communication policy in support of the University and its research, community service and academic priorities
6. Maintain and update database of BUK alumni, corporate and public sector donor organisations and individuals
7. Assist in the formation and operation of the Alumni association of the University and its branches
8. Guide, regulate, and advise on the activities of Bayero University Alumni Associations
9. Serve as a link between the University's authorities and the Alumni Association while developing the capacity for contact tracing.
10. Cultivate and stimulate the culture of homecoming and giving back to the *alma mater*
11. Foster and maintain closer relationships and mutual understanding between the Alumni Association, Management, staff, and students of Bayero University, Kano.
12. Develop, facilitate and exploit partnership opportunities for skill capacity building in the areas of advancement services and alumni relations for Council, Management, Board of the directorate, directorate staff and other senior University teaching and non-teaching staff.

6. MANAGEMENT AND STRUCTURE FRAMEWORK

6.1 Framework and structure of the Directorate

The Advancement activities of the University shall be coordinated by the Directorate of Advancement, which shall be headed by a Director who reports directly to the Vice-

Chancellor. The Director is guided by the policy direction laid by the Development Board, that comprises elder statesmen and women, captains of industry and achievers in their fields who can add value to the University's resource mobilisation and fund raising initiatives. The University Principal Officers are members of this Board. The Development board and the Directorate are the two key organs for achieving the advancement goals of the University.

6.2 The Development Board

The Development Board seeks to harness the passion, goodwill and willingness to give back, of hundreds of BUK brand ambassadors who sit on the board or atop corporate structure of multinationals, MDAs and international organisations. These brand ambassadors with like-minded elder statesmen and women command an extensive network across Nigeria and Africa, if not globally that can be at the service of resource mobilisation of the University, once they are brought together and tasked to serve.

6.2.1 Functions of the Development Board

The Development Board shall have the following functions:

- i. To guide, support and pro-actively monitor the achievement of targets set for the management of the Advancement Directorate, through periodic reports
- ii. To establish dynamic policies adapting the performance of the Directorate in line with the strategic goals and needs of the university
- iii. To stimulate and directly garner support for the development of the university from corporations, foundations, Alumni and other philanthropic individuals
- iv. To acquire major gifts for the institution, acknowledge them appropriately, maintain stewardship and ensure their proper utilisation, as to inspire confidence in donors to give more
- v. To put in place appropriate incentives for high performance and ensure that the Directorate is within each budget cycle fully funded in order to achieve its objectives
- vi. To uphold a high level of transparency in its affairs, while ensuring that the Directorate also adheres to high standards of ethics and corporate behavior
- vii. To be good brand ambassadors of the university

6.2.2 Members of the Development Board

The following guide is suggested for recruitment of the members of the new Development Board:

1. To be headed by a public spirited retired officer in the armed forces (not below the rank of a general or equivalence) from any of the armed services, preferably who had held a ministerial portfolio; or former Governor or charismatic former CEO of A-class MDA or former Chief Justice or Head of State; other members are
2. Retired Secretaries to the Federal Government, Heads of Federal Civil Service or CEO A-class parastatals like CBN, NNPC, NICON, NDIC, NPA, FIRS, Customs etc
3. Retired ministers who remain actively engaged in public affairs and community activism
4. Retired Heads of State Civil Service or SSG
5. Retired NUC Executive Secretaries or Vice Chancellors or heads of Tertiary institutions
6. Retired Commissioners or heads of influential revenue generating state parastatal or State Revenue board or retired directors of FIRS
7. Retired captains of industry, head of oil companies or oil industry service company
8. Prominent businessmen and tycoons or scions of prominent business families
9. Highly respected spiritual figures or traditional rulers that do not require too much protocol or cost to host
10. Selected university Senate members and former Alumni Association or SUG leaders
11. Incumbent VC, DVCs, Registrar, Bursar and University Librarian

6.3 The Directorate of Advancement

As mentioned earlier, the Directorate shall be headed by a Director and two Deputy Directors. It shall be made up of four units as follows: *Advancement Services Research, ICT Services, Alumni Relations & Communications* and *Training*. Figure 1 is the proposed organogram (full details in the Directorate Structure Operational Guidelines).

1. The **Development Board** sets policy and guides the directorate. The board is headed by a highly respected influential personality as the chairman. All the Principal Officers are members, as well as some prominent alumni and non-alumni public figures of diverse backgrounds, including captains of industry. The Director Advancement serves as Secretary of the Board.

2. The **Director** as the administrative head of the Directorate, is assisted by two **Deputy Directors**, each overseeing two of the four units. The Director's office would be served by a Secretary. An Assistant Chief Accountant (assisted by an Accountant II as cashier) operates independently but answers to the Director.

a) The **Deputy Director Advancement Services Research** superintends over the *Advancement Services Research* and *ICT Services* Units.

b) The **Deputy Alumni Relations & Communications** superintends over the *Alumni Relations & Communications* Unit as well as the *Training* Unit.

6.3.1 Functions of the Directorate of Advancement

The Directorate of Advancement shall have the following functions:

- i. Coordinates all the advancement activities and initiatives of the University
- ii. Coordinates the endowment and fundraising initiatives of the University
- iii. Coordinates Alumni activities
- iv. Develop and manage a database of BUK alumni
- v. Develop and manage database of donors and prospects
- vi. Coordinates effective communications with stakeholders of the University using all authorised channels
- vii. Nurture and sustain meaningful relationships between the university and key stakeholders including alumni, global friends, industry, foundations, other national benefactors, government agencies and local community to secure support.
- viii. Coordinate and facilitate acquisition of all skills needed to achieve the primary and secondary goals of the directorate by relevant organs and staff of the University.

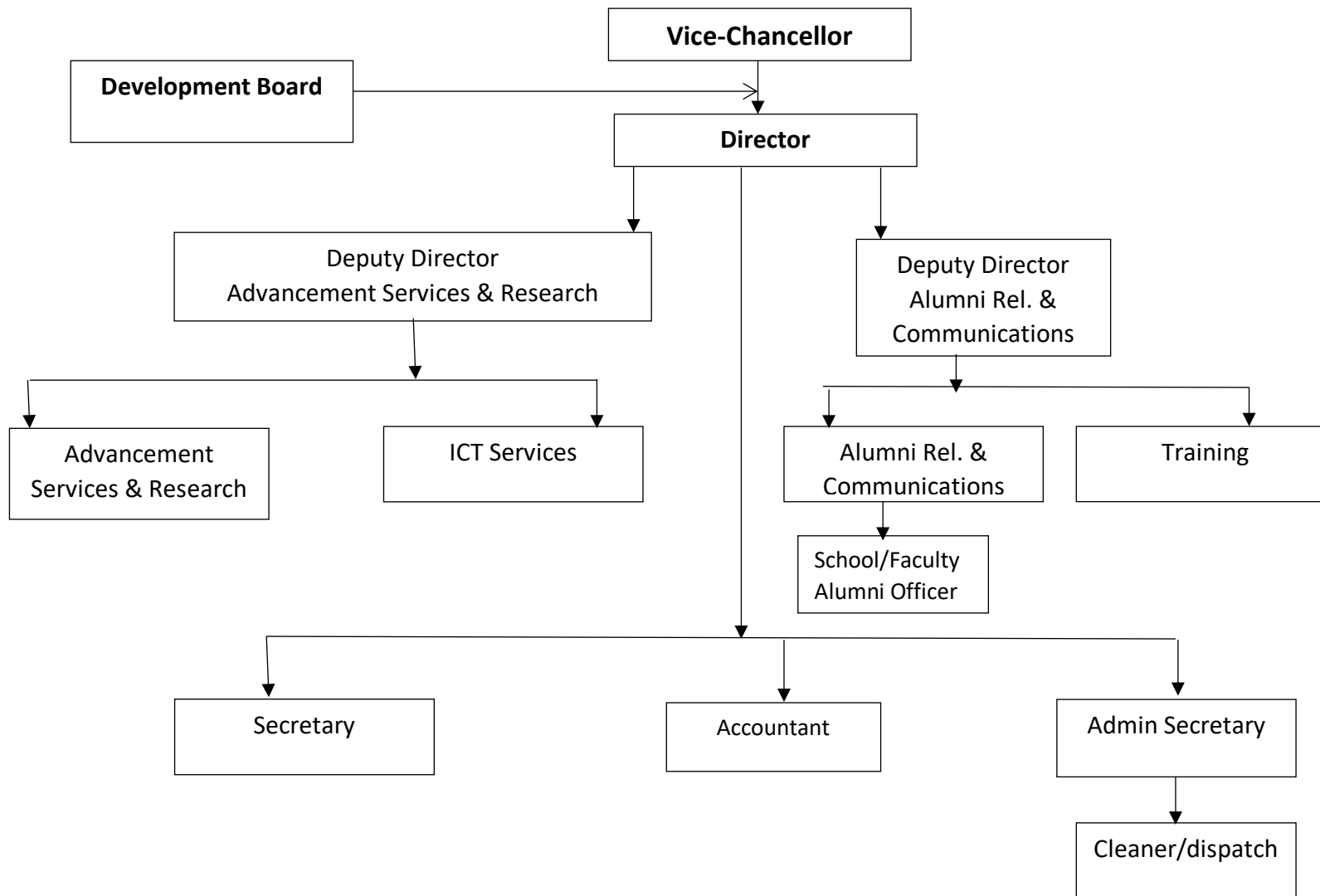


Figure 1: Schematic of the organogram for take-off

7.0 POLICY IMPLEMENTATION

The Directorate of Advancement is responsible for the implementation of this policy. The following outlined strategies may be followed for the implementation:

7.1 Advancement Services Research Unit

Advancement research is identifying donors, conducting research on them and nurturing critical links that could re-connect them to the university and ignite their enthusiasm to give back. Advancement is setting appropriate and attainable fund raising goals guided by the Board. It moves on to the business of appealing to people to give on their own volition to education. Therefore fundraising is a product of well planned, managed, coordinated and sustained activities of mobilization, engagement and involvement of enthused stakeholders in the development of the University.

The Unit shall:

- i. Identify and research individuals and corporations and foundations possessing a capacity and willingness to support the University
- ii. Develop and produce compelling case for support on the specific needs of the University (Proposal for funding)
- iii. Organize fundraising activities like Major gifts, capital campaigns, sponsorships etc (full details in the Fundraising Operational Guidelines)
- iv. Explore foundations and corporations for funding possibilities
- v. Organize donor recognition events

7.2 ICT Services Unit

A highly skilled team is required to look after the Advancement Directorate webpages of the University website, as well as manage and continuously update the Alumni portal. In this digital era, the social media handles of the Directorate and the mother Alumni Association need daily attention. Most importantly, the creation, maintenance and update of at least three databases are central to the achievement of the objectives of the Directorate: namely, past donor database, prospect donor database and alumni database. The three have their meeting and departure points. System Analysts will do

these. In general all the ICT staff of the Unit will also help to manage the local area network and ensure smooth internet connectivity to all staff that need it.

The Unit shall:

- i. Work with Advancement Services Research to create a donor prospect database with a view to reaching new sources
- ii. Work with Advancement Services Research to re-create a database of past donors to the University and the MacArthur Foundation Challenge Grant, with a view to active re-engagement.
- iii. Support Advancement Services Research to analyse data in the alumni database and from surveys that probe alumni needs and expectations in planning new services and improving existing ones
- iv. Support Alumni Relations and Communication Unit in planning and analysis of alumni tracing research data, its storage and presentation

7.3 Alumni Relations and Communications Unit

Alumni relation is a process of identifying the intersection of the University's interests and the interests of its former students, and then expanding that common ground through meaningful engagement over time. The Advancement Directorate promotes good relationship with the University's former students and the development of Alumni Association, its branches across the nation and globally. The broad aim is to encourage Alumni participation in the University by stimulating and supporting programmes and activities of all chapters of the Alumni Association. Alumni Relations and Communications Unit activities are geared towards increased alumni and stakeholder's participation in the affairs of the University.

The Unit shall:

- i. Create and continuously update the databank of all BUK Alumni
- ii. Institutionalized a graduate tracer study (GTS) in the University every three years
- iii. Establish an efficient communication system between the Directorate and its Alumni and keep the Alumni abreast of all major events and developments in the University

- iv. Assist in the formation and operation of the Alumni association of the University and its branches
- v. Guide, regulate and advise on the activities of Bayero University Alumni Associations
- vi. Cultivate and stimulate the culture of home coming and giving back to the *alma mater*
- vii. Develop a comprehensive Advancement Communications plan that synergises with the university communication policy
- viii. Track and keep records of major career achievements by BUK Alumni;
- ix. Prepare a strategic plan and annual action plans for Alumni Relations
- x. Institutionalize mechanisms for recognizing and awarding Alumni who have made exceptional achievements
- xi. Facilitating Alumni's involvement in the activities of the Directorate and **University**
- xii. With sister Units organize and facilitate all activities involving Alumni.

7.4 Training Unit

Without the right skillset, staff of the Directorate would not be able to record success or meet their targets. Capacity building and training of the Directorate staff, Development Board, University Management and senior staff, are therefore very important in building a critical momentum to achieve the objectives of the Directorate.

The Unit shall:

- i. Develop capacity building and training programmes to instill the critical advancement and alumni relations skills according to best global practices, in relevant organs and University staff, as well as create a sustained culture of philanthropy within the University Alumni Community
- ii. Partner with development partners and University based Centres of Excellence to fund staff capacity building activities, in the various fields of Advancement

- iii. Find and facilitate fundraising training opportunities and play a leadership role in the development of policies and practices that enhance the fundraising and alumni enrichment capacities of BUK and other universities
- iv. Partner with sister Directorates in other universities in experience sharing and skills exchange

7.5 Faculty Alumni Relations Office

In each school, research centre or faculty, there shall be an Alumni Officer that will be responsible for coordinating its Alumni activities as well as supporting University-wide Alumni activities. The office shall carry out similar responsibilities as the University Alumni office but at the faculty level. It shall support activities undertaken by chapters of Alumni Associations that are related to the faculty, school and research centre.

7.6 Bayero University Alumni Association (BUKAA)

This is an association of all graduates of BUK. The DA shall liaise with the BUKAA in the coordination and implementation of all relevant alumni activities. The BUKAA shall establish its Constitution (By-laws) which determines its vision, missions, and values as well as sets its organizational and operational guidelines. The BUKAA Executive Committee shall be elected under the supervision of the DA. The BUKAA shall serve as the major point of DA contact with Alumni.

7.7 BUKAA Chapters

These are groups of BUK Alumni established along shared backgrounds or interests. This can be based on discipline, course, centre, school, faculty, profession, geographic region (states, local government, etc.), but pursuing objectives that are consistent with BUKAA's purpose and mission, i.e. strengthening the relations between BUK and its Alumni for the furtherance of their mutual interests.

8.0 FUNDING, FINANCIAL MANAGEMENT, AND SUSTAINABILITY

8.1 Sources of Revenue

The Directorate shall be structured to be self-sustaining except for emoluments of its core staff. The Development Board with the approval of the University Management may

permit the engagement as the need arises, of short-term contract, ad-hoc or outside agents to assist the Directorate carryout its objectives on a commission basis or such other arrangements that does not expend funds, except a small percentage of what such persons or agents generate. Therefore, save for take-off grant and such injection of funding from development partners and benefactors meant to boost the magnitude of resource mobilization of the Directorate,all the advancement activities are to be supported by the funds generated by the Directorate. Clear guidelines shall be put in place to ensure adherence to budgets, accountability and regular reports to university management and Development Board. The UniversityManagement shall facilitate by all means possible, the continuous training and capacity building of the staff involved in the advancement activities in the University.

8.2 Financial Management

Revenues generated by the Directorateshall be managed according to the University's fiduciary regulations. An accountant from the University's Bursary shall be assigned to oversee the account of the Directorate. All funds accrued must be audited based on the University's financial regulations. All financial transactions must be recorded and audited to ensure probity and accountability.

8.3 Sustainability

The Directorate shall work hard to ensure sustainable funding pathways through effective fundraising and alumni engagement initiatives. The sustainability of the Directorate is tied to its ability to generate funds through advancement activities.

9.0 MONITORING AND EVALUATION

The Advancement Policy shall be subjected to a reviewat mostevery five years, or less, as the need may arises. This is to ensure that emerging issues of institutional advancement are appropriately addressed. The Directorate shall develop an effective mechanism for the Monitoring and Evaluation of all activities stated herein and that may come from specific action plans. Key Performance Indicators (KPIs) shall be set up by the Directorate to track its annual work plan.

The Directorate shall develop a monitoring, evaluation, and learning (MEL) mechanism to ensure the effective delivery of its functions. In general, the Directorateshall:

- a. Develop appropriate MEL tools for assessing advancement and alumni engagement activities in the University.
- b. Be responsible for monitoring and evaluation of advancement activities in the University.
- c. Regularly update the MEL tools for performance appraisals.
- d. Review the policy document from time to time to respond to the dynamics of advancement for the approval of the Development Board
- e. Conduct regular GTS to get feedback on general institutional activities, and the Directorate

10.0 EFFECTIVE DATE OF IMPLEMENTATION

This policy shall come into effect on the date of its approval by the Council of Bayero University Kano.