

# Demonstrating value and impact

**Bill Abraham**

Director of Development  
University of London

**Holly Peterson**

Head of Constituency Engagement  
University of London

Chair: Phillip Rothwell

**#IDPE19**



# UNIVERSITY OF LONDON

[london.ac.uk](https://london.ac.uk)



# Demonstrating value and impact

Bill Abraham

Director of Development

Holly Peterson

Head of Constituency Engagement

University of London

IDPE 2019 Annual Conference

11 June 2019

# Introduction

- Philanthropy at the University of London
- Expectations (internal and external)
- Telling the story: Quick Wins, Case(s) for Support, Impact
- Making the case internally
- Why measure?
- What does this mean for you?
- Where do you start?
- Key takeaways

# Demonstrating Value and Impact

**“There is nothing quite so useless, as doing with great efficiency, something that should not be done at all.” - Peter Drucker**

**Portfolio Management**  
**#MadeSimple using MoP**

**“Efficiency is doing things right; effectiveness is doing the right things.”**





# Philanthropy at the University of London

- Strategic Vision of the University of London:

*To make a unique contribution to learning and research-led scholarship through our unrivalled network of member institutions, our global reach and reputation, and the breadth of our high-quality innovative academic services and infrastructure*

- Three core aims:

- *Deliver academic excellence through research and teaching*
- *Widen global access to a world-class education*
- *Create a collaborative programme of engagement for the public benefit*

- Rationale for a "Development" function

- Development Office established 2015

.....Expectations

# Expectations (internal and external)

Expectations.....the “manifesto”.....

## Strategic Vision of the University of London:

*To make a unique contribution to learning and research-led scholarship through our unrivalled network of member institutions, our global reach and reputation, and the breadth of our high-quality innovative academic services and infrastructure*

# Expectations (internal and external)

Expectations.....the reality.....

- Internal Expectations:
  - Financial Income – preferably unrestricted
  - University of London specific – relationships with ‘member institutions’
  - Supporting the access mission of the University
- External Expectations:
  - Engagement with Alumni and supporters
  - Involvement (volunteering)
  - High-profile events, benefits etc
  - Scholarships



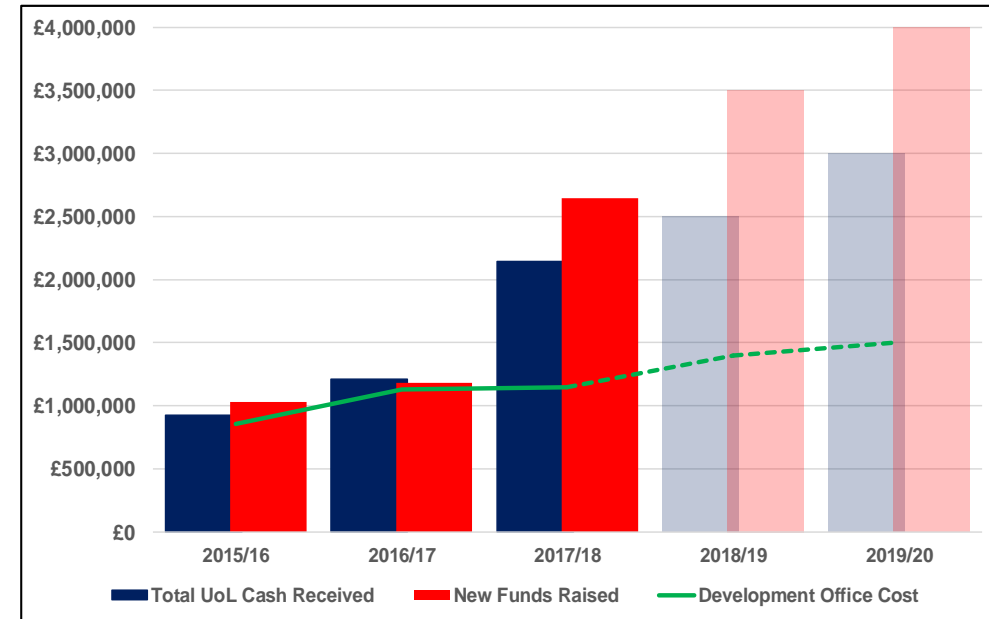
# Making the case internally – part one

- Justify resource being spent on development

- Show financial impact

- Show clear donation income
- Show your “pipeline”
- Show year-on-year comparison
- Demonstrate return on investment

- Above all show that.....



## Development supports the institution's strategic priorities

### Three core aims:

- *Deliver academic excellence through research and teaching*
- *Widen global access to a world-class education*
- *Create a collaborative programme of engagement for the public benefit*

# Making the case internally – part two

- Showing the non-financial impact is just as crucial:
- Internal Leadership:
  - Ensuring senior leadership support
  - E.g. Leading roundtable of academics
  - E.g. Leading on internal GDPR discussions
  - Solve problems (you all need a 'Holly')
- Demonstrate professionalism of philanthropy
  - Governance
  - Policies and procedures
  - Institutional memory
  - Saying Thank you !



# Telling the Story

- Internal communications are essential:
  - Quick Wins + ability to have a narrative  
*e.g. UoL's "Sir John Cass's Foundation Scholarships" + Legacies*
- Case(s) for Support
  - *e.g. UoL's "IALS Transformation Project"*
- Demonstrating Impact
  - *e.g. UoL's "Effect of Giving"*
- Train your senior leadership
  - Give them the narrative, update, repeat
  - You need their support

“Every University worthy of the name at all is an embodiment of optimism, of belief in youth and in progress, of a certainty that man does not live by bread alone, of a trust in the continuity of the human spirit and human life throughout the ages. What else makes it seem worthwhile to grub so dustily in the records of the past in order to hand on what is learned generation by generation to the future?”

**Sir William Beveridge**  
Vice-Chancellor (1928)

“Education is the most powerful weapon  
which you can use to change the world.”

**Nelson Mandela**

# Why measure? Trust.



It's not about how we measure up against other institutions, but about how what we do helps us achieve our strategic goals that matters.



# Why Measure?

- Because what we do matters
- Because we need to know if what we are doing is actually making a difference
- Can you show that any of the things that you do actually contribute to either:
  - The success and fulfilment of your alumni
  - Your institution's strategic goals

In short - What is the impact of our engagement programmes?



'Don't mistake activity  
for achievement.'

-John Wooden, Coach

# What does this mean for you?

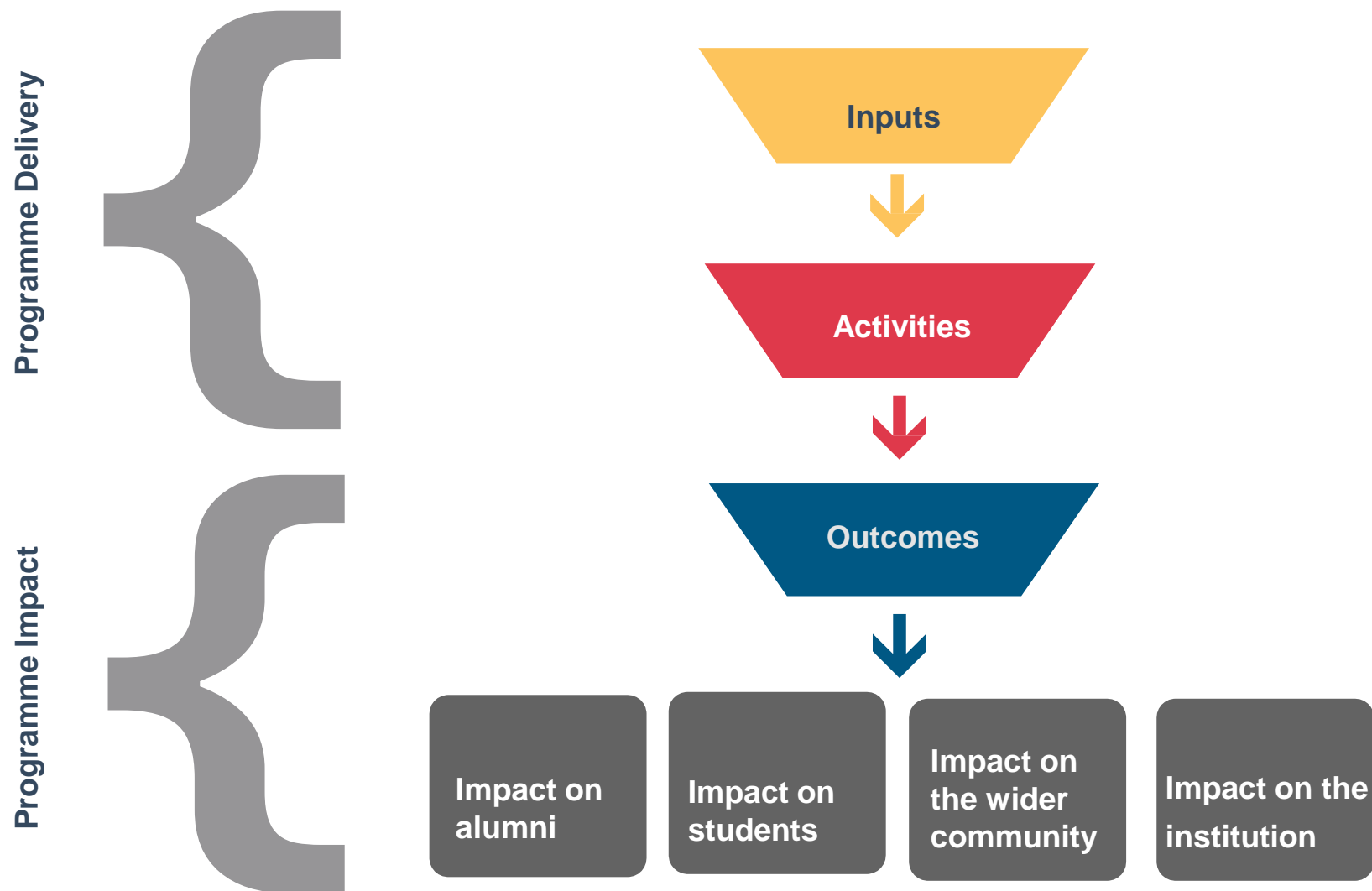
- Here's an example: We all spend a lot of time and energy organising events.
- How do you know if your event was successful?
- Number of attendees? No, that just shows how much you spent on the catering and the name badges.
- Surveys? Great – that shows you whether people had a nice time.
- Why does that matter?
- What you should focus on is: **did this event, volunteer programme or other activity help achieve any of my institution's strategic goals?**

# Outcomes of a Career Insights event in Singapore



# Engagement Framework

(devised by Nik Miller, now incorporated into the CASE Alumni Metrics pilot project)



# Types of engagement



## 1. Experiential engagement

Meaningful experiences that inspire alumni, are valued by the institution, promote its mission, celebrate its achievements and strengthen its reputation.



## 2. Communication engagement

Interactive, meaningful and informative communication with alumni that supports the institution's mission, strategic goals and reputation.



## 3. Volunteer engagement

Formally defined and rewarding volunteer roles that are endorsed and valued by the institution and support its mission and strategic goals.



## 4. Philanthropic engagement

Diverse opportunities for alumni to make philanthropic investments that are meaningful to the donor and support the institution's mission and strategic goals.



Where do you start?



# Exercise

## 2. Vision and Aims (University of London):

*To make a unique contribution to learning and research-led scholarship through our unrivalled network of member institutions, our global reach and reputation, and the breadth of our high-quality innovative academic services and infrastructure.*

### Three core aims:

- Deliver academic excellence through research and teaching
- Widen global access to a world-class education.
- Create a collaborative programme of engagement for the public benefit

# Connect engagement impact with institutional strategic goals



**Academic Engagement**



**Alumni Outreach**



**Career Development**



**Diversity & Multiculturalism**



**Lifelong Learning**



**Affinity & Loyalty**



**Student & Graduate  
Leadership Development**



**Student Recruitment &  
Internationalisation**



**Advocacy**



**Governance**

# Types of engagement



## 1. Experiential engagement

Meaningful experiences that inspire alumni, are valued by the institution, promote its mission, celebrate its achievements and strengthen its reputation.



## 2. Communication engagement

Interactive, meaningful and informative communication with alumni that supports the institution's mission, strategic goals and reputation.



## 3. Volunteer engagement

Formally defined and rewarding volunteer roles that are endorsed and valued by the institution and support its mission and strategic goals.



## 4. Philanthropic engagement

Diverse opportunities for alumni to make philanthropic investments that are meaningful to the donor and support the institution's mission and strategic goals.

# Key takeaways

## Top three for engagement

1. Focus on what you are trying to achieve (strategy).
2. Build programmes that will help you achieve those goals.
3. Measure and test that your activities are in fact helping you achieve those goals. Use this information to demonstrate your outcomes.

## Top three for development

1. Focus on what you are trying to achieve (strategy).
2. Demonstrate, show, narrate, communicate all that you do
3. Headline the financial successes, whilst ensuring you deliver the non-financial side of philanthropy
4. (Say Thank you !)



# Key takeaways

