UNIVERSITY OF DAR ES SALAAM

UNIVERSITY OF DAR ES SALAAM ALUMNI RELATIONS POLICY

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List of Abbreviations and Acronyms

ARIS   Academic Registration Information System

DICA   Directorate of Internationalisation, Convocation and Advancement

ERB   Engineers' Registration Board

HE   His Excellency

TLS   Tanganyika Law Society

USA   United States of America

UDSM   University of Dar es Salaam

UK   United Kingdom

Foreword

The University of Dar es Salaam (UDSM) is one of the prestigious academic institutions of higher learning in the Eastern, Central and Southern region of Africa with an exemplary track record of producing high quality graduates in the last six decades. Since its establishment in 1961, the UDSM graduates have excelled in various professions in the country, the African region and the world at large. The contribution of the UDSM to nurturing, producing and promoting professionals cannot be over-emphasised. In today's world, alumni communities play a crucial role for their respective learning institutions. They have particularly been instrumental in fundraising and serving as good ambassadors of their respective institutions, whose interests and image they advance internally and externally. If well-harnessed and proactively engaged, the UDSM's diverse and resourceful alumni community whose illustrious careers cover all walks of life can be an integral part of the University's push towards realising its Mission and Vision.

As such, this Policy aims to facilitate the University concerted efforts geared towards improving its alumni relations to realise the potentials for harnessing this important constituency. Since the Policy cannot operate in isolation, it is aligned with other University policies and strategic plans. Hence, this document addresses key areas of alumni relations to facilitate the actualisation of the UDSM Vision 2061. In particular, we envisaged that effective implementation of the Alumni Relations Policy would provide a co-ordinated framework for the engagement of UDSM alumni with their *alma mater* the outcome of which is hoped to improve the University's competitiveness and enable it to achieve its aspirations to become a world-class learning institution.

Prof. William A.L. Anangisye
Vice Chancellor

CHAPTER ONE
INTRODUCTION

1.1 Alumni Relations Overview

Maintaining and optimising relationships with the alumni of a vibrant community such as the University of Dar es Salaam has long been a function of higher education institutions worldwide, mostly for engaging alumni in building institutional reputations and development. As many of the universities operate in increasingly resource-constrained environments particularly in the developing country's context, engaging alumni and bolstering their role in resource development is ever more important. By the 1990s, universities were particularly pre-occupied with the idea of making their alumni understand the importance of 'giving back' as alumni, hence the emphasis on good customer care for students to meet expectations and maintain long-term relationships. Accordingly, universities across the world have strived to improve academic performance, design extra-curricular activities, create conducive environments and ensure diversity of student support services. In fact, the better the quality of services, the more prospective students they attracted in addition to getting assurances of retaining the present ones and grooming of loyal future alumni to assume their role as ambassadors of their *alma mater*. Indubitably, the alumni's role of revenue mobilisation and placement opportunities for students is crucial to foster the growth and development of any higher learning institution. This thrust has compelled universities to invest in keeping databases that contain biographical details of their alumni—sometimes entailing the inclusion of everyone who has been identified as being academically associated with them.

Besides resource mobilisation, an alumni community is a permanent constituency of an institution. This constituent is uniquely well-positioned to support student learning, the development of student and peer career trajectories, public service, local community relations, and other higher learning educational functions. Engaging the alumni, as institutional partners, constitutes a forward-looking strategy. Meanwhile, the push for internationalisation aims not just to rationalise the recruitment of international students but also to determine how the international alumni can contribute most effectively to developing a shared understanding of successful universities. Increasingly, technology has also revolutionised access to information, hence calling for the professionalisation of alumni

relations in novel ways that can encourage innovative strategies for institutions to thrive in this fast-changing global educational landscape.

1.2 Alumni of the University of Dar es Salaam

Since its establishment in 1961, the UDSM is *alma mater* for more than 110,000 of its graduates. The University started as a College of the University of London in then Tanganyika because the country's Union with Zanzibar in 1964 to become the United Republic of Tanzania. Then it offered degree awards of the University of London. In 1963, it became a Constituent College of the federal University of East Africa, the other affiliated institutions being Makerere College, Kampala and the then Royal College, Nairobi. Then in 1970, the University of East Africa was dissolved to pave way to the establishment of separate national universities of Dar es Salaam, Makerere and Nairobi for Tanzania, Uganda and Kenya, respectively. As a National University, the UDSM became a legal entity following the enactment of the University of Dar es Salaam Act No. 12 of 1970. Its three main objectives are to transmit knowledge as a basis of action and continuity from one generation to another; act as a centre for advancing frontiers of knowledge through scientific research; and meet the high-level human resource needs of the Tanzanian society.

The Mission of the UDSM, as laid in its Vision of 2061, is to advance the economic, social and technological development of Tanzania and beyond through teaching and learning, research and knowledge exchange marked by excellency and vibrancy. Through its Vision, the University aspires to become a leading centre of intellectual wealth spearheading the quest for sustainable and inclusive development.

The University also recognises that alumni are important in building the pillars of its vision, comprising inspired and motivated faculty, staff and students coupled with visionary leadership and sustainable resources. In particular, alumni relations strategically vital when it comes to fundraising and establishing critical networks that can bridge the gap between academia and industry to forge a symbiotic relationship that will further propel human development at home and abroad. Cultivating such mutually-beneficial relations is also centripetal in promoting the University both locally and internationally, tracking of alumni, and recruitment of new students. All these multifaceted aspects

are vital basic blocks in building a world class, competitive international university, commanding its one niche among reputable institutions worldwide.

Whereas the University boasts of being the oldest in the country and, implicitly, having an unassailable number of alumni, it has paradoxically a limited number of international alumni. Unlike in other institutions, the description of the UDSM alumni is currently and relatively less internationally diverse and inclusive primarily because of the history of the its establishment and growth. Guided by the amended University of Dar es Salaam Act, No. 12 of 1970, the Guidelines for Alumni of the Month Profiling define UDSM alumni as:

i. Those who would have graduated from the University of Dar es Salaam and been awarded Certificate, Diploma, Advanced Diploma, Bachelor, Postgraduate Diploma, Master or Doctoral study award.

ii. Those graduates of the [now defunct] University of East Africa in the period from 1963 to 1970 then at University College Dar es Salaam.

This definition is rather restrictive considering that British universities describe alumni as students who had successfully gone through any one of their specific degree awards. For other universities such as Harvard and Yale in the United States, Oxford[1] and Strathclyde in UK, the term 'alumni' is an inclusive term covering all those who had entered the University's gates to pursue any study programme of both long and short durations including not necessarily in pursuit of a degree (such as a formally certified course reaching a term or semester of attendance).

Inevitably, the UDSM's restrictive approach to defining its alumni has had the undesired effect of excluding a multitude of students who had successfully attended or studied UDSM courses or programmes as either occasional or short-term scholars. Such a 'closed door' policy has inadvertently denied recognition of the UDSM alumni status for such former students because of its emphasis on having graduated at the exclusion of having attended as broadly defined in other universities. This category of UDSM alumni are mostly foreign students. After all, the Latin-derived word alumni means 'one who is being (or has been) nourished' and is not necessarily synonymous with 'graduate' since one can be an alumnus without graduating from that university institution. Against this

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[1] University of Oxford, https://www.alumni.ox.ac.uk/eligibility.

backdrop, this Policy takes a broader view by also recognising these occasional and short-term students as invaluable alumni of the University.

Even though the performance of universities is underlined by, among others, good alumni relations, the UDSM has largely been unable to tap into its alumni until events aimed to mark the 50th Anniversary celebrations that the University initiated a few activities that engaged its alumni. Despite identifying limited resources as a major hurdle to the achievement of many of its development plans, the University's proactive use of alumni has largely been lacking. More significantly, for the UDSM to be competitive, it cannot avoid attracting international students and researchers because these help to further raise the visibility of this institution, bring unique viewpoints and forge lasting relationships. Globally, renowned universities have invested in widening the worldview of their institutions to attract international students while preparing the ground for attaining positive results in future fundraising initiatives and research networks. Usually, international programmes are not expected to yield short-term results; instead, international graduates serve as an institution's greatest ambassadors; they can also connect meaningfully with *alma mater* because of a shared interest in promoting and protecting the institution's brand across the world.

Generally, recruiting a good ration of international students and researchers is inherently an expensive endeavour. Explicitly, such an orientation requires institutionalised commitment to designing flagship programmes, which unequivocally entail attracting student scholarships and partnerships with high calibre institutions and individuals. These internationalised programmes also require the University to consider regional and overseas expansion for transnational education. On the one hand, such flagship programmes provide students with different global perspectives that can broaden their knowledge base for future career engagements. On the other hand, high profile universities attract international research and expand their alumni networks that support internationalisation in unique and novel ways that are not directly or entirely financial.

CHAPTER TWO
SITUATIONAL ANALYSIS

2.1 Current Status

Various University policies and strategies have recognised the importance of engaging alumni in planning and development. These include the UDSM Charter and its Rules (2007), the UDSM Customer Service Charter[2], the UDSM Vision 2061,and the Rolling Strategic Action Plan and Corporate Strategic Plan (2020/2021–2024/2025) of 2020. Others include the Convocation Rolling Strategic Plan (2004-2008) of 2003 and the UDSM Data Management for Linkage with University of Dar es Salaam Alumni (2020). Inevitably, such alumni engagement also requires the University to institute a comprehensive alumni management system. Such a system is crucial for boosting communication between the University and its alumni, keeping institutional memory, and marketing the University effectively to the world.

In addition, the University has a Fundraising Strategic Plan (2020) specifically targeting alumni support for the construction of a students' centre. The purpose of the centre is to provide students with space for recreation and access to services such stationery in addition to serving as a hub for fostering intellectual innovation and creativity among students. In terms of alumni relations, the centre is an integral part of the strategies aimed to cultivate the culture of giving back to the *alma mater*. Besides, the University has Guidelines for Alumni of the Month Profiling (2021), which provides guidance on identification and selection criteria for the Alumni of the Month. The Profiling of Alumni of the Month is one of the strategies for not only recognising and keeping a good relationship with eminent alumni. This strategy is meant to recognise the alumni profiled to further strengthen relationships that can also nurture potential initiative for fundraising in support for the University and its causes.

2.2 Maintenance of Relations

Currently, the University maintains relations with its alumni through the following major ways:

i. Maintenance of a database (alumni portal) that keeps track of alumni by collecting their contacts, professional and career details and facilitating interaction among alumni.

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[2] As Approved by the UDSM Council at its 271st Meeting held on 15th December 2021.

ii. The use of Alumni of the Month strategy, which recognises alumni by profiling and publicising them on the University website and other communication channels. This is accompanied by paying a courtesy call to the alumni so profiled, where possible, and presenting to them with a framed text of their profiles.

iii. Establishment of relationships with various professional associations, most of whose members are UDSM alumni. So far, this initiative has reached out to the TLS and the ERB. This facilitates information sharing in respect of the University alumni who are their members.

iv. The University has, since 2019, been organising the UDSM Marathon, a social event for, among others, aimed to bring alumni together at its main Mwalimu Julius Nyerere campus.

v. The University's bi-annual *Mlimani* newsletter intends to disseminate news on various University activities. Alumni receive the newsletter through their e-mails accessible via the UDSM Alumni Portal.

vi. The University maintains accounts on various social media such as *Twitter*, *Facebook*, *Instagram* and *LinkedIn* to keep its alumni connected.

vii. The University sends personalised birthday wishes to all its alumni who are on its database.

2.3 Alumni Fundraising Initiatives

The University has so far designed and implemented a few fundraising initiatives involving alumni. These fund-raising drives include:

i. Fundraising dinners that are organised by the University or its prominent alumni. For example, two such fundraising events were organised by prominent alumni for the construction of the students' centre. Eminent alumni at these auspicious events included H.E Jakaya M. Kikwete (former President of the United Republic of Tanzania) and H.E Yoweri K. Museveni (President of the Republic of Uganda).

ii. The UDSM Marathon that is designed to be an annual event started in 2019 with the aim of not only bringing alumni together at the UDSM campus but also fundraise for the construction of the students' centre.

iii. Donation from individual alumni who are selectively invited to support the construction of the students' centre and those who are reached directly from the Alumni Portal using text and email messages soliciting financial support to the University.

iv. Donations through the Alumni Annual Donation programme, which is one of the University's fundraising strategies for the student centre.

2.4 Challenges to the Current Alumni-related Activities

The main challenge to the current operations is Alumni data linking mechanism among University Units. According to the Data Management for Linkage with the University of Dar es Salaam Alumni (2020) report, there is no linkage between the computerised interface of names available and the records of alumni at the University. Particularly, DICA does not have a link to the Directorate of Undergraduate Studies and that of Postgraduate Studies, which are custodians of data for graduates at these two levels of its diverse programmes. Moreover, it has no access to ARIS to facilitate retrieval of key information necessary for updating the records and tracing the alumni. In consequence, the Directorate lacks the required updated alumni database.

Another challenge relates to the lack of a robust alumni relations culture, which hampers efforts aimed to nurture and foster good relations between alumni and their *alma mater*. As such, the University has missed engaging many alumni proud to be its alumni for draw the public attention. That ways, fundraising efforts that target alumni are highly constrained.[3]

2.5 Practices in Other Universities

Universities across the world have different models for creating an active space for alumni engagement. Successful models invest in getting alumni to engage in discussions on institutional strategic plans of their respective *alma mater* in a bid to ensure that mechanisms in place can receive feedback from the alumni community. Such initiatives include maintaining high-quality communication through channels such as alumni newsletter and annual reports. Strategic news on successful alumnus, university ranking, the truth about challenges facing the university, plans for future improvements, and call for donations keep the alumni community in sustainable mutually-beneficial communication with their *alma mater*.

However, keeping vibrant and proud alumni entails creating a supportive structure including a functional alumni relations and development office with adequate human and financial resources. In

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[3] UDSM Vision 2061

other universities, a department for alumni engagement (commonly known as Development and Alumni Department) is designated specifically to deal with alumni relation matters such as maintaining an active walk-in and reception for meetings and networking events. Apart from placing the Head of Department, an alumni engagement co-ordinator is also tasked with handling all the events and communications in addition to keeping up with interests of student volunteers, who are future alumni. Yet, the UDSM lacks this ideal structure to support a vibrant alumni community.

In this regard, lessons can be drawn from the universities of Stellenbosch, Cape Town, Western Cape, Ghana, Rwanda, Cambridge, Humboldt, Edinburgh, Harvard, and American University in Washington DC. These institutions generally recognise these alumni relation practices as manifested by the structures and alumni associations, activities and fundraising, communication and networking, alumni maintenance and promotion, and alumni recognition that foster value-adding symbiotic relationship between the alumni and their *alma mater*. These practices are as follows:

i. *Alumni structure and associations*: These facilitate the maintenance of strong relations through a dedicated university office with sufficient human and financial resources. The office maintains its specialised divisions for information, fundraising and donation, research, communication and marketing. The alumni relations office also acts as an overseer for independent associations that are organised and run by the alumni themselves through their elected leadership following the rules they have established.

ii. *Fundraising and alumni events*: These are organised by a specified university office. For example, there is Harvard Global Networking Night every 21st January. Promotion of such Phonathon campaigns and Legacy events seek to encourage the alumni to nominate the University as beneficiary in their last will and testament, donations from targeted wealthy individuals and also those rich in networks.

iii. *Communication and networking*: Universities are responsible for maintaining an active communication and networking system to facilitate keeping in-touch with the alumni through various channels such as emails, phone calls, newsletters, and social media. For effective networking, universities divide their alumni into clusters according to their year of graduation and interests, professions, halls of residence, and geographical locations. With time, these clusters grow into chapters with initiatives tailored to suit alumni networks.

iv. *Alumni maintenance and promotion*: This involves various mechanisms that make alumni beneficiaries of university services and facilities including providing alumni with lifelong learning, access to library services and reduced rates for use of university facilities.

v. *Alumni recognition*: Universities recognise eminent alumni in terms of their financial contributions (philanthropy) and exemplary career achievements by, for example, naming some of the campus buildings after the family or individual name of the contributor.

CHAPTER THREE
POLICY RATIONALE AND OBJECTIVES

3.1 Rationale

This Alumni relations policy finds its rationale in Article 21(2) of the University of Dar es Salaam Charter of 2007 and Rules 29(3)-(5) of the University of Dar es Salaam Rules of 2007. Read together, these two documents provide for the establishment of an Alumni Association of the University or discipline-based alumni associations at the University with Council approval. These alumni associations must have Council-approved constitutions. Even though the Charter and Rules provide for these alumni associations, none has been established thus far primarily because of a policy to guided their establishment. Instead, efforts tend to focus more on the University Convocation, which, according to the Charter, differs from the concept of alumni, which has over the years emerged as an oversight that has been limiting the University's tapping into the full potential that the alumni can engender.

The current UDSM Vision envisages the transformation of the University by 2061 into a world class international university. Its distinctive and outstanding performance in its core areas of teaching, research and community service will enable the University to compete favourably with reputable worldwide universities. Attaining this feat will depend on three reinforced pillars of inspired and motivated faculty, staff and students; visionary leadership; and sustainable resources. Besides the University's own investments, research and consultancy projects, the Vision considers alumni relations and development as an important source of a sizeable portion of sustainable resources. Against this background, the Vision requires alumni relations to be prioritised in the following ways:

i. Put in place an operational structure and mechanism that proactively promote external linkages to enable the university tap into the huge external potentials that the public and private sectors as well as alumni engender;

ii. Cultivate and nurture future alumni through the positive and exemplary students' experience for students and their parents/guardians while studying for them to develop enduring affinity and loyalty with the UDSM;

iii. Cultivate networks with alumni within and outside the country to project and market the UDSM in the society;

iv. Develop the culture of giving by working closely with the alumni;

v. Create space in UDSM governance/management for the active voice from Alumni and their engagement as the *alma mater*; and

vi. Put in place effective Alumni management information and communication system at both the Unit and Centralised co-existing in a symbiotic manner.

Notably, the UDSM Corporate Strategic Plan (2014–2023) recognises 'Strategic Networks and Internationalisation' as one of the important sub-pillars essential in operationalising the Vision 2061. Particularly, the Strategic Goal 7, which seeks to boost the availability of sustainable resources, depends on the forging strong collaborations and partnerships with the private sector and alumni in the country, the region, and beyond. The strategy also recognises the alumni relations and connections as means for tapping into the potential financial support in addition to enhancing the employability of the UDSM graduates.

Furthermore, the UDSM Customer Service Charter (2021) recognises alumni as important customers whose expectations ought to be met. Such expectations include: (i) their involvement in governance and development of the University; (ii) having a strong Alumni Association; (iii) the University maintaining collaboration with Alumni while keeping an up-to-date database of Alumni to support such sustained links.

Towards such end, this University Policy will provide general guidance and enable preparations of guidelines in addition to harmonising and strengthening the existing alumni relations initiatives. The Policy will also facilitate the implementation of activities aimed to fuel the attainment of inspirations designed to boost and sustain the UDSM's alumni relations.

3.2 Main Objective

To provide a framework for co-ordinating alumni relations for the best interests of the University of Dar es Salaam and its alumni community.

3.3 Specific Objectives

i. To provide for the effective and efficient co-ordination of alumni relations activities

ii. To serve as an umbrella framework for developing other University instruments such as guidelines and strategies relating to alumni relations and development

iii. To provide guidance to the University on how to effectively and optimally benefit from its alumni in efforts aimed enhance its global competitiveness

iv. To provide guidance on engaging alumni in fundraising and resource mobilisation

v. To provide guidance and procedures for cultivating interests of prospective alumni and their future engagements

3.4 Scope

This policy will guide all the activities aimed to improve, promote and enhance relations between the UDSM and its alumni.

CHAPTER FOUR
POLICY ISSUES, STATEMENTS AND STRATEGIES

4.1 Institutional Arrangement to Promote Effective Alumni Relations

4.1.1 Policy Issues
i. Lack of portfolio of services and support for former students.
ii. Lack of alumni associations.
iii. Inadequate strategic involvement of alumni in plans aiming to strengthen relations between University's academic units and their respective alumni institutions in government, private sector, business and industry circles.
iv. Lack of a specific section to deal with alumni matters.

4.1.2 Policy Statement
University shall create a conducive environment aimed to create, promote, and maintain effective alumni relations.

4.1.3 Strategies
UDSM should:
i. Ensure alumni representation in University governing structures such as the Council as well as the College/School/Institute boards.
ii. Oversee the establishment of umbrella alumni associations designed to promote effective relations.
iii. Encourage the establishment of discipline-specific alumni chapters/networks/clubs and programmes in a bid to stimulate alumni activities and events.
iv. Consider strengthening the alumni relations section within the respective Directorate to handle alumni information, fundraising and donation, research, communication and marketing for enhancing holistic communication with the alumni community.
v. Co-ordinate information from its units and maintain up-to-date alumni database.
vi. Create a section responsible for alumni relations within the Directorate of Internationalisation, Convocation and Advancement.

4.2 Transformation Required for Alumni Relations to Contribute to a Competitive University

4.2.1 Policy Issues
i. Lack of innovative ways for maintaining links with alumni communities.
ii. Under-utilisation of UDSM's competitive advantage in strategic areas such as KiSwahili.
iii. Limited regional and international academic partnerships, which inhibit exchange of staff and students.

iv. Inadequate number of attractive programmes responsive to the current global expectations/requirements.
v. Inadequate number of international students in various university programmes.
vi. Inadequate number of competitive scholarships aimed to attract talented and highly qualified students in designated areas of the University's strength.

4.2.2 Policy Statement
UDSM shall take initiatives designed to ensure robust alumni relations with a view to enhancing its competitiveness.

4.2.3 Strategies
UDSM should:
i. Design flagship educational and research programmes in different disciplines and units where UDSM/Tanzania has a competitive advantage to raise the number of international students.
ii. Designate more specially packaged scholarships aimed to bring international students to the UDSM to matriculate in programmes in which the University has a competitive edge.
iii. Capitalise on KiSwahili to become a regional and international hub for Swahili studies as a way of developing strategic foreign alumni networks.
iv. Consider regional and overseas expansion for transnational education.
v. Continue expanding academic partnerships with high calibre institutions through joint research, joint degree awards and exchange programmes for students and staff, in order to widen alumni catchment.
vi. Conduct periodic tracer studies and review of academic curricula to enhance their relevance
vii. Provide incentives to its academic units that attract more international students.
viii. Identify international alumni who are established researchers and engage them in collaborative research and innovative projects to tap into their mine of skills and vast experience.

4.3 Inculcating and Nurturing a Sense of Connection to UDSM

4.3.1 Policy Issues
i. Lack of good environment for grooming current students as future loyal alumni.
ii. Lack of special consideration for students as primary customers and future alumni.
iii. Lack of sustained linkages with alumni in their post-graduation engagement.

4.3.2 Policy Statement
The UDSM shall make deliberate efforts to invest into the current generation of students and accord them appropriate treatment as important clients and prospective pool of alumni.

4.3.3 Strategies
The UDSM should:

i.   Use its Alumni relations office to initiate and encourage general and discipline-based students' programmes on skills development, fundraising and career fair that engage current students and prepare them as proud future alumni.

ii. Enforce its Customer Service Charter to ensure that customer service standards and procedures are implemented with respect to current students.

iii. To provide suitable infrastructure and facilities that ensure at least minimum standards of living and study conditions expected for the University to create good memory and lasting impression of the University among the alumni—both local and foreign.

4.4 Maintaining a Vibrant and Proud Alumni for University Development

4.4.1 Policy Issue
i.   Lack of a comprehensive alumni database.
ii. Lack of investment in alumni relations (current practice places more emphasis on convocation).
iii. Inadequate communication between the University and its immense and illustrious alumni.
iv. Inadequate space for alumni interaction.
v.   Current alumni relations are largely lopsided: the University generally expects support from alumni with no matching efforts reciprocatively.

4.4.2 Policy Statement
The UDSM shall invest in getting alumni to engage in institutional strategic plans of their *alma mater* and put in place feedback mechanisms for the alumni community.

4.4.3 Strategies
The UDSM should:
i.   Maintain an alumni data management system including periodic updating of alumni database
ii. Invest in maintaining an active space for alumni engagement virtually and physically.
iii. Maintain high-quality communications through channels such as alumni newsletter and annual reports.
iv. Incentivise alumni through preferential access to University services and facilities to maintain good relations.
v.   Accord special recognition to its alumni who excel in their respective careers and professions.
vi. Conduct tracer studies to determine employability of the alumni and inform necessary changes for future improvements for the University's continued dynamism and responsiveness.
vii. Establish and maintain a University souvenir shop.
viii. Provide feedback to its alumni on various activities including fundraising in addition to involving them actively.

ix. Initiate periodic alumni activities such as alumni day/week, reunion day, UDSM night, homecoming, campus visit, etc.

x. Encourage its academic Units to recognise their exemplary alumni who are achievers in their respective careers and professions.

xi. Recognise generous contributors (philanthropists) from its alumni community.

xii. Plan for activities and events for specific alumni groups based on their interests and needs, such as year of graduation (to determine young, career and nostalgia groups), professions, geographical location, gender, etc.

xiii. Reach out to alumni with special skills to volunteer in different events requiring application of their specific skills (e.g., as guest lecturers, both academic or non-academic, and motivational alumni speakers, community engagement linchpins).

xiv. Make deliberate efforts aimed to reach out and engage alumni from current and former constituent colleges.

4.5 Enhancing Effective Fundraising and Resource Mobilisation from Alumni

4.5.1 Policy Issues
i. Inadequate fundraising initiatives and strategies from alumni.
ii. Inadequate structure and resource allocation for fundraising from alumni.
iii. Lack of guidelines and procedures for engaging alumni in fundraising and resource mobilisation.

4.5.2 Policy Statement
The University shall create a conducive environment to facilitate and enable fundraising and resource mobilisation from alumni.

4.5.3 Strategies
The UDSM should:
i. Develop guidelines for fundraising from the alumni community.
ii. Develop fundraising goals and frameworks for defined periods and communicate them with the body of alumni.
iii. Leverage prospect research to identify valuable alumni and determine who can generously contribute to the University in monetary and in-kind terms.
iv. Segment alumni audience based on their giving recency, frequency, type, amount, reason, and interest. i.e., new graduates, mid-tier alumni and older alumni.
v. Empower alumni to reach out to the University and vice-versa through their alumni associations.
vi. Enhance and create strategic fundraising activities targeting its alumni.

CHAPTER FIVE
ADMINISTRATIVE STRUCTURE, POLICY IMPEMENTATION AND MONITORING AND EVALUATION

The implementation of this policy will involve various UDSM Units and management organs. Specifically, the following units and management organs will shoulder different responsibilities in overseeing the Policy implementation.

5.1 University Funding and Promotion Committee (UFPC)

This Committee shall receive and discuss matters on alumni relations from the Directorate responsible for the University alumni relations and development.

5.2 Directorate responsible for Alumni Relations and Development

The Directorate through the Alumni relations section shall oversee the implementation of the policy and advise the University accordingly.

5.3 Colleges, Schools and Institutes

All the academic units shall keep a database of their alumni in addition to identifying, documenting and organising alumni engagement activities from time to time.

5.4 Monitoring and Evaluation

Responsible Directorate, through its Alumni relations section, shall develop appropriate modalities for monitoring and evaluation of the UDSM Alumni Relations Policy. It shall periodically review the policy implementation, re-define, and develop short-term, mid-term and long-term interventions based on resultant evaluation reports.

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