

# Cambridge Development and Alumni Relations Internship Programme 2024

## PROJECT SHOWCASE – 6 SEPTEMBER 2024

### Micheal Akintunde



I love to think of the three projects that I worked on during my time as an intern with the International and Regional Team at CUDAR as the necessary levers to speedily generate insights and recommendations that could support the University's mission of being a leader in cutting-edge research, wider participation, and supportive environments for learning. Thus, the primary question that underlines my three

projects is: what opportunities are out there to increase philanthropic support for the University of Cambridge? My first project is to understand the legacy trends in the higher education in the UK. My report showed immense growth in the sector over the year and opportunities to leverage on this opportunity by increasing our legacy program capacity and to develop both internal and external benchmarks needed to fully support the program, among others. My second project focused on philanthropy in Australia – a region where philanthropic support to the university is yet to be fully developed. I delivered insights into the major donors, specific causes donated to, tax benefits available to major donors, and generated close to 50 new major donors that could be followed up by our prospect research team. The insights from this report have been adopted by the business intelligence team who are keen on exploring further the opportunities in this region. Lastly, my third project looked into individuals who have donated across institutions in London. I examined these individuals across 19 institutions in London (museums, higher education, hospitals, arts, and so on). This research provides insight into close to 400 potential donors who are currently not in our database, with history of giving, that can be tapped into to further gain philanthropic support. So, YES, when I said I enjoyed my internship experience, it is the impacts that I believe these insights could have on our advancement program as well as the best team that I worked with that were always keen on offering guidance and support throughout my time.

### Ruth Chapman



Over the last two months, I have been working with the advancement communications teams at CUDAR, witnessing first-hand the valuable role that communications play in development and alumni relations. I have contributed to nearly a dozen projects in some capacity, including the Alumni Festival, the digital and printed CASE marketing material, and August's In the Know,

a newsletter circulated to the CUDAR team each month. Through each of these projects, I was introduced to a new element of communications and have gained a thorough understanding of the benefits that a strong communication team has when building relationships and distributing messaging to the alumni community. In addition to working with the Comms team, I was also given the opportunity to collaborate with the Events, Alumni Engagement and Talent Management teams. Overall, I have gained a better understanding of moving parts that make up development in higher education and have been able to contribute to one element of this process.

### Gilbert Nkpeniyeng



Over the past 15 years, the Parmee Prize at Pembroke College has stood as one of the original and pioneering entrepreneurship awards in Cambridge, with success stories. However, participation remains low, with less than 3% of Pembroke students entering the competition annually. My research aims to identify ways the college can enhance its support for students, inspiring them to adopt an enterprising

mindset that drives positive societal impact.

To this end, I utilized tools such as Raisers Edge, LinkedIn, Graduway, Companies House, and publicly available information to identify successful alumni entrepreneurs from the college leading to the creation of the inaugural Pembroke College Entrepreneurship Community (PEC), envisioned as a crucial second pillar in strengthening the college's entrepreneurship support beyond the Parmee Prize. PEC is a diverse group, in terms of age, gender, industry expertise, income levels, education, geographical location, and the motives behind individual initiatives and ventures. PEC would serve as a foundation for reaching the college's ambitions of nurturing entrepreneurs in its academic community. One of my objectives is to maximize engagement and effectively harness students' utilization of expertise within this diverse group, I therefore recommended using the online platform Graduway—currently hosting the Pembroke Online Community—to also host the Entrepreneurship Community. Additionally, I developed a comprehensive communication and engagement strategy with activities scheduled throughout each academic term, ensuring that the community remains active and valuable to students year-round. Beyond the amazing networking opportunities and office experiences throughout my project, I developed specialized skills in using publicly available online information to understand people in different ways (financially, socially, professionally etc).



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### Emma Johnson



Working with the incredible team at Trinity College for the past ten weeks, my projects focused on legacy giving and engaging current students with Trinity's alumni community.

For the first project, I conducted data analysis to identify trends in legacy giving; this allowed us to better understand who our legators are, why they give, and trends in their giving. I was then responsible for developing a new

legacy brochure that would appeal to groups of alumni identified by my research as potential legators. This included writing the content, collecting testimonials, and working with an external contractor for the design.

My second project for the summer aimed to better connect current Trinity students and alumni through events organized by the Development Office. I conducted quantitative and qualitative research through surveys and interviews with current students and reviewed the complete offering of student-focused events at Trinity to understand how the Development Office can be most impactful. The result of this project was a report reflecting on the previous year's events, student feedback and interests, and recommendations for events to better engage both students and alumni in the coming academic year.

### Nathan Westhead



I worked with the CUHP team in the Cambridge University Development and Alumni Relations Office researching the efficacy of a potential 'grateful patient' program within Cambridge University Hospitals. 'Grateful patient' is the term used to describe individuals who, either during or after medical treatment, decide to donate to support clinical care or medical research. My research examined

the ethical and legal implications of fundraising in a medical context and evaluated current programs active within the USA and the UK. This research involved discussions with development professionals worldwide and interviews with clinically active academics in Cambridge. The culmination of this research-based project is a 12-month plan for implementing a University led grateful patient program within Cambridge which accounts for the variety of stakeholders and their interests, as well as the complexity of the University's medical institutions.

### Olivia Townsend



As the Culture and Collections intern, for the last 10 weeks I've been able to immerse myself in the amazing variety of Cambridge's museums and libraries. My prospect research project has specifically focused on the University Library, natural history collections and learning programmes. I have been creating prospect profiles to help bridge the gap between prospect

identification and qualification, helping to identify networks, interests and past giving of prospects identified on Amicus. Doing so has allowed me to gauge the affinity and capacity of 100 UL individual prospects and 75 trusts and foundations, segmenting them into three categories depending on their likelihood to give to Cambridge C&C. I then replicated this research process for natural history and learning programmes on a smaller scale. Ultimately, I hope this project can help C&C fundraisers prioritise and streamline large lists of prospects, allowing them to build new and refine current portfolios. Outside of my research I've also received training in CRM use, due diligence and wealth rating.

### Izzy Solomon



Over the past ten weeks, I have been based at Wolfson College, focusing on enhancing the alumni giving participation strategy. Given that Wolfson College has the lowest participation rate in Cambridge, it was crucial to examine successful strategies from other institutions to increase alumni support.

To gather diverse insights, I conducted interviews with representatives from thirteen colleges across Oxbridge.

Additionally, I invited all Oxbridge

colleges to participate in a short survey, with twenty colleges responding. To understand the specific needs, wants, and opinions of Wolfson's alumni, I surveyed 150 of them. I analyzed the Alumni Donor Questionnaire (ADQ) data from 2017 onwards to identify successful practices from other colleges. Furthermore, I examined Wolfson's own database to identify trends in alumni giving. I also researched examples of well-presented websites that effectively convey impact.

I have collated all my research into a report, based on which I have put forward a set of recommendations for Wolfson College. I hope these suggestions will support the College in its upcoming giving day and beyond.



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### Chloe Lambdon



Over the last ten weeks, I have been incredibly lucky to work with the Alumni Engagement Team at CUDAR developing an engagement strategy focused on easing the transition between current students and alumni. If current students are made aware of the value of the alumni community throughout their studies, they will be more likely to stay in touch and engage with the multitude of alumni benefits once they

graduate. This will help increase engagement among recent graduates. I started my project by benchmarking Cambridge's current student and recent alumni offerings, finding some inspiration for initiatives Cambridge could adopt. Next, I analysed data on Cambridge's current student population to understand who our audience is. I then conducted research into current students' communications experiences and preferences, including collaborating with OEAC and running my own focus groups, to understand the best ways in which to reach students during the busy Cambridge academic years. Finally, I proposed sixteen current student offerings spanning communications, events, and benefits that the Alumni Engagement Team could adopt as part of a Student Transition Engagement Plan. I really enjoyed working on this project and loved being part of the CUDAR office!

### Jakaria Uddin



Within Strategic Initiatives and the Development Research and Due Diligence Teams, I was pleased to work with Gordon, Harriet, Nate and Natalie in shaping what the AI/ML landscape looked like in Cambridge and how the University could position itself similarly to institutions that are ahead when it comes to securing philanthropic opportunities in AI. This involved an internal deep dive into the research entities that have a central theme

of AI and assessing any AI-related funding the University has received to date while observing what the emerging trends were when following the trail of gifts. In gauging the broader picture, it was also key to analyse non-philanthropic research funding received to help cross-reference the initial pool of academics identified that had some involvement in AI research. After understanding what the picture looked like at 'home', I carried out regional mapping to see the level of funding achieved by other institutions, for what purpose and from whom. This helped me scope out prospects that would not have been on CUDAR's radar. This was finally followed by some trend and document analysis into what the UK Government's outlook was on AI to

help sift out the extent to which the University was on track in meeting their outcomes. If not, then where the University had potential in exploiting further philanthropic opportunities. All of this led me to identify what the internal challenges were, what strategic direction the University could pursue in cultivating and soliciting with both old and new prospects, and how they could increase their ask given the backdrop of research evolving in AI ethics, policy and governance. I was also fortunate to speak with the School Fundraisers, the opportunity to meet with Mark Hayes in SPO and visit the Guild of Benefactors.

### Violetta Vedeneeva



Jesus College's Development and Alumni Relations Office, established in 2000, is a nine-member team focused on alumni engagement and fundraising, serving approximately 9,500 alumni. The office's mission is to foster meaningful connections between alumni and the College through a range of initiatives such as events, mentoring, and fundraising. To expand its efforts, the office is focusing on three key projects:

conducting an alumni relations and fundraising survey to gather feedback on alumni engagement and identify areas for improvement; developing a short-term student engagement strategy to better support exchange students and short-term postgraduates both during their studies and as alumni; and creating a five-year fundraising forecast to strategically plan future fundraising efforts and optimize the Regular Giving, Major Gifts, and Legacy Giving programs. An intern supported these projects, gaining diverse experience and skills in the process.

### Hannah Winter



For the past ten weeks, I have had the amazing experience of working with the Development and Alumni Relations team at Christ's College. My project focused on investigating the best ways to secure regular, low-level giving for the first time amongst alumni, and whether, after fifteen years of running their annual Telephone Campaign, it was time for a new approach to fundraising. Over

the course of my internship, I undertook research in both a qualitative and quantitative capacity, analysing the available data from the Raiser's Edge database to explore and establish trends in philanthropic giving, as well as conducting a series of interviews with alumni to gain more nuanced insights into their experiential perspectives on traditional collegiate fundraising. My resulting report presents the findings of this project and offers recommendations for refining Christ's approach to cultivating a sustainable base of regular donors, ultimately building a stronger pipeline for future major gifts.

