



ABUBAKAR TAFAWA BALEWA UNIVERSITY, BAUCHI
ATBU ADVANCEMENT POLICY
DRAFT FOR CONSIDERATION

Abubakar Tafawa Balewa University

P. M. B. 0248, Bauchi, Nigeria

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ATBU ADVANCEMENT POLICY

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Foreword

Abubakar Tafawa Balewa University (ATBU) is a national institution whose enduring strength depends not only on its academic, research and innovation achievements, but also on the quality of its relationships with alumni, government, industry, development partners, philanthropists, communities and other stakeholders. A coordinated advancement function provides a structured means of mobilizing these relationships and resources in support of the University's mission.

Advancement encompasses the integrated activities through which the University builds relationships, communicates its value and impact, engages alumni, cultivates philanthropic support, develops strategic partnerships, manages donor relationships and strengthens institutional reputation and visibility. It is therefore broader than fundraising. It is a long-term institutional function through which goodwill, knowledge, networks, resources and partnerships are converted into sustainable support for education, research, innovation, infrastructure, student development and community engagement.

This Advancement Policy establishes a University-wide framework for fundraising, donor engagement, alumni relations, corporate and institutional partnerships, stewardship, campaigns, endowment development, sponsorship and other forms of resource mobilization. It also establishes governance arrangements to protect the University's reputation, ensure accountability and prevent fragmented or unauthorized solicitation.

The Policy shall complement the University's Strategic Plan, financial regulations, procurement rules, research and innovation policies, intellectual property framework, human-resource regulations and other approved University policies. Advancement shall be conducted ethically, transparently and in accordance with applicable laws and the University's academic mission.

The University shall develop a culture in which advancement is a shared institutional responsibility. The Office of Advancement shall provide professional coordination, while Faculties, Departments, Centres, alumni structures, students, staff and other University units shall contribute to relationship building and opportunity identification.

Vice Chancellor

Abubakar Tafawa Balewa University, Bauchi

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INTRODUCTION

Abubakar Tafawa Balewa University recognizes that sustainable institutional development requires strong and purposeful relationships with individuals and organizations that share an interest in education, research, innovation, community development and national transformation. Advancement provides the institutional mechanism for cultivating these relationships and mobilizing support in ways that complement public funding and internally generated resources.

The University's advancement programme shall build long-term relationships rather than focus solely on individual fundraising transactions. It shall connect University priorities with the interests and capacities of alumni, philanthropists, foundations, government agencies, development organizations, industry, professional bodies and other partners.

1.1 The Philosophy

ATBU's advancement philosophy is founded on relationship, trust, integrity, service, accountability, transparency, mutual benefit, institutional loyalty and sustainable impact. Advancement shall support the University's academic mission and shall not compromise academic freedom, institutional autonomy, research integrity or public confidence.

1.2 The Vision

To establish Abubakar Tafawa Balewa University as an institution with a strong culture of advancement, sustained stakeholder engagement and diversified philanthropic and strategic support for excellence in teaching, research, innovation, student development and societal impact.

1.3 The Mission

To build and manage enduring relationships with alumni, donors, partners and other stakeholders; mobilize ethical and sustainable financial and non-financial resources; communicate institutional impact; and strengthen ATBU's capacity to achieve its strategic priorities.

1.4 Advancement Priority Areas

- scholarships, bursaries and student financial support;
- teaching and learning facilities, laboratories and academic infrastructure;
- research, innovation, technology development and commercialization;
- endowed chairs, professorships, fellowships and academic programmes;
- student entrepreneurship, leadership, employability and experiential learning;
- campus development, libraries, digital infrastructure and specialist facilities;
- staff development and academic capacity building;
- community engagement and socially beneficial projects;
- internationalization and strategic partnerships;
- health, sports, culture and student development initiatives; and
- other institutional priorities approved through University governance.

1.5 Scope of Policy

This Policy applies to all advancement activities undertaken by or on behalf of ATBU, including activities of Faculties, Departments, Centres, Institutes, alumni bodies, student organizations,

innovation and entrepreneurship units and other University structures where University resources, identity, reputation or relationships are involved.

1.6 Advancement Activities

- alumni engagement and relations;
- annual and recurring giving;
- major and principal gifts;
- capital and comprehensive campaigns;
- endowment and legacy giving;
- corporate and foundation relations;
- government and development-partner engagement;
- grant and philanthropic resource mobilization;
- sponsorship and strategic partnership development;
- donor stewardship and recognition;
- prospect research and relationship management; and
- other approved activities designed to strengthen institutional support.

1.7 Definition of Terms

Advancement: An integrated institutional function involving relationship building, alumni engagement, philanthropy, fundraising, partnerships, communications and stewardship to advance the University's mission.

Alumni: Former students or graduates of ATBU and other persons recognized by the University as members of its alumni community.

Donor: An individual, organization or institution that provides an approved financial or non-financial contribution to the University.

Gift: A voluntary transfer of money, property, equipment, services or other value to the University without an expectation of equivalent commercial return.

Endowment: A fund established to provide sustainable long-term support for a specified University purpose.

Major Gift: A contribution of significant value relative to approved University thresholds and requiring enhanced cultivation, approval and stewardship.

Capital Campaign: A coordinated fundraising effort for defined major institutional priorities, infrastructure, programmes or endowments.

Prospect: An individual or organization identified as having potential interest, capacity or strategic relevance to an advancement opportunity.

Stewardship: The systematic process of acknowledging, communicating, reporting and maintaining relationships with donors and partners after support is received.

Naming Rights: An approved arrangement under which a facility, programme, position, fund or other University asset is named in recognition of a donor or contributor.

Due Diligence: A structured review of a prospective donor, gift, partnership or funding source to identify legal, financial, ethical, reputational and other material risks.

UNIVERSITY ADVANCEMENT POLICY GOAL AND OBJECTIVES

The goal of the Advancement Policy is to establish an integrated, transparent and sustainable system for developing relationships, mobilizing resources and securing strategic support that advances ATBU's academic, research, innovation, student development and community-service missions.

2.1 Objectives of the Advancement Policy

- establish a coordinated University-wide advancement framework;
- diversify and strengthen sources of voluntary and strategic institutional support;
- develop sustained relationships with alumni, donors and partners;
- strengthen alumni identity, participation and lifelong engagement;
- attract philanthropic resources for approved institutional priorities;
- develop endowments and sustainable long-term funding mechanisms;
- strengthen corporate, foundation, government and development-partner relationships;
- improve capacity for major-gift and campaign fundraising;
- ensure ethical, transparent and accountable management of gifts;
- protect the University's reputation and institutional independence;
- establish consistent procedures for gift acceptance, recognition and stewardship;
- maintain reliable advancement data and performance information; and
- promote a culture in which advancement is a shared institutional responsibility.

2.2 ATBU Advancement Policy Requirements

- all University fundraising and advancement activities shall be coordinated with the Office of Advancement;
- no unit shall make a material external solicitation in the University's name without appropriate authorization;
- advancement opportunities shall align with approved University priorities;
- prospective donors and significant gifts shall undergo proportionate due diligence;
- gift restrictions shall be documented before acceptance;
- contributions shall be formally receipted and recorded;
- donor funds shall be applied according to approved terms;
- donors shall receive appropriate acknowledgement and stewardship reports;
- conflicts of interest and potential reputational risks shall be disclosed and managed;
- donor confidentiality and personal data shall be protected;
- naming arrangements shall require formal University approval; and
- advancement performance shall be periodically reported.

2.3 Principles of Good Advancement Practice

- integrity and ethical conduct;
- transparency and accountability;
- respect for donor autonomy and legitimate donor intent;
- alignment with University strategy and mission;
- protection of academic freedom and institutional independence;
- responsible stewardship of donated resources;
- fairness and non-discrimination;
- confidentiality and responsible data management;
- proportional due diligence and risk management;
- recognition of donor and stakeholder contributions;
- long-term relationship building; and
- compliance with University regulations and applicable law.

2.4 Rights and Responsibilities of Stakeholders

- Donors and partners shall receive accurate information concerning the purpose and proposed use of support.
- Donors may request appropriate information on application and impact of restricted contributions.
- Donors shall not direct academic decisions, staff appointments, research conclusions or other matters inconsistent with University governance.
- University units shall provide accurate information and comply with approved procedures.
- Alumni and stakeholders shall be engaged respectfully and without misleading representations.
- Researchers and academic units shall receive appropriate recognition where advancement support contributes to approved programmes.

2.5 Responsibilities of Faculties, Departments, Centres and Units

- identify legitimate funding and partnership opportunities;
- communicate institutional priorities to the Office of Advancement;
- support prospect cultivation and relationship management;
- provide accurate project descriptions, budgets and impact information;
- participate in donor meetings and stewardship where appropriate;
- comply with gift restrictions and reporting requirements; and
- avoid unauthorized commitments to prospective donors.

2.6 Advancement Lead

An Advancement Lead shall be the designated officer responsible for coordinating a defined advancement portfolio, campaign, donor relationship, Faculty programme or strategic partnership.

2.7 Duties of Advancement Lead

- develop and maintain assigned relationships;
- coordinate opportunity development with relevant units;
- prepare proposals and cases for support;

- support due diligence and approval processes;
- coordinate solicitation within approved authority;
- maintain accurate relationship records;
- support donor stewardship and reporting; and
- submit periodic portfolio reports.

ADVANCEMENT COMMITTEES AND INSTITUTIONAL STRUCTURES

The University shall establish an advancement governance structure that coordinates fundraising, alumni engagement, donor relations, strategic partnerships and institutional resource mobilization while ensuring appropriate financial, legal and reputational oversight.

3.1 University Advancement Committee

- review the University's advancement strategy and annual priorities;
- consider major gifts, campaigns, endowments and strategic partnerships;
- review significant due-diligence findings;
- recommend acceptance or refusal of complex or high-risk gifts;
- review naming and recognition proposals;
- support major donor and alumni engagement;
- monitor advancement performance; and
- submit recommendations to the appropriate University authority.

3.2 Faculty/College Advancement Committee

- identify advancement priorities;
- support alumni and stakeholder engagement;
- assist in developing cases for support;
- identify potential donors and partners and refer them to the Office of Advancement;
- support stewardship of gifts benefiting the Faculty/College; and
- monitor implementation of supported projects.

3.3 Alumni and Stakeholder Engagement Structures

The University shall maintain appropriate structures for alumni and stakeholder engagement, including alumni chapters, professional networks, advisory groups and other approved platforms. Such structures shall operate within the University's governance framework when representing ATBU.

3.4 Advancement Coordinators

Faculties, Departments and designated Centres may appoint Advancement Coordinators to liaise with the Office of Advancement and support prospect identification, alumni engagement, proposal development, donor visits and stewardship.

ADVANCEMENT PROCESS AND SOURCES OF INSTITUTIONAL SUPPORT

4.1 Opportunity Identification and Approval

1. Identify the institutional need or strategic opportunity.
2. Define the project, beneficiaries, budget, outcomes and implementation arrangements.
3. Confirm alignment with University strategy and approved priorities.
4. Submit the opportunity to the Office of Advancement for registration and assessment.
5. Obtain required technical, financial, legal and governance approvals before solicitation where applicable.

4.2 Prospect Identification and Due Diligence

The Office of Advancement shall maintain appropriate prospect research procedures. Due diligence shall be proportionate to the size, nature and risk of the proposed relationship.

- identity and legal status;
- source and legitimacy of funds where relevant;
- reputational and ethical considerations;
- conflicts of interest;
- regulatory or legal concerns;
- existing relationships with ATBU;
- capacity and stated interests;
- conditions attached to support; and
- potential impact on University autonomy or reputation.

4.3 Relationship Cultivation

The University shall cultivate relationships through consultations, alumni events, institutional visits, research and innovation showcases, public lectures, recognition activities, partnership meetings and other appropriate engagement channels.

4.4 Solicitation and Fundraising

- Solicitation shall be based on an approved case for support.
- Material proposals shall identify purpose, budget, outcomes and governance arrangements.
- Authorized officers shall conduct formal solicitations.
- No person shall guarantee benefits that the University has not approved.
- All commitments shall be documented and processed through approved channels.

4.5 Gifts, Grants, Sponsorships and Donations

- cash and electronic transfers;
- equipment and other in-kind gifts;
- scholarship support;
- research and programme grants;
- sponsorships;
- endowment contributions;
- property and facilities support, subject to approval;

- professional or technical services; and
- other lawful contributions.

4.6 Major Gifts and Capital Campaigns

Major gifts and capital campaigns shall be developed through approved plans defining the case for support, target, governance, prospect strategy, recognition, reporting and risk controls.

4.7 Endowment Development

The University may establish endowment funds for chairs, scholarships, research, facilities, programmes, student development and other approved purposes. Endowment agreements shall define purpose, management, spending principles, reporting and conditions for modification or termination.

4.8 Alumni Relations and Engagement

- maintain accurate and appropriately governed alumni records;
- develop regular alumni communications;
- organize alumni reunions, professional and networking activities;
- engage alumni as mentors, ambassadors, volunteers, donors and strategic partners;
- develop alumni chapters and networks subject to University guidelines;
- recognize distinguished alumni contributions; and
- encourage lifelong connection between alumni and ATBU.

4.9 Corporate and Institutional Partnerships

- training and professional development;
- research and innovation support;
- student internships and employability;
- scholarships;
- equipment and infrastructure;
- entrepreneurship and incubation;
- community development;
- joint events and knowledge exchange; and
- other strategic initiatives.

4.10 Naming Rights and Recognition

Naming of University buildings, facilities, programmes, funds, scholarships, chairs or other assets in recognition of a donor or partner shall require prior approval by the appropriate University authority. Naming arrangements shall consider duration, purpose, reputation, permanence and circumstances of withdrawal.

4.11 Gift Acceptance and Refusal

The University may decline a gift where acceptance would create unacceptable legal, ethical, financial, operational, reputational or academic risks, impose unreasonable restrictions, conflict with University priorities or create obligations disproportionate to the benefit received.

- Gifts shall not be accepted solely because of monetary value.

- Restricted gifts shall be reviewed for feasibility and sustainability.
- Conditional gifts shall be subject to written terms.
- Complex gifts may require legal, financial or specialist advice.
- The University may return or renegotiate a gift where lawful and appropriate.

4.12 Financial Management and Accountability

- All advancement income shall be paid into approved University accounts.
- Receipts and acknowledgements shall be issued through authorized processes.
- Funds shall be accounted for according to University financial regulations.
- Restricted funds shall be tracked where required.
- Expenditure shall comply with approved budgets and procurement procedures.
- Advancement transactions shall be subject to audit.

4.13 Donor Stewardship and Reporting

- timely acknowledgement;
- appropriate recognition according to donor preference;
- periodic impact and financial reporting;
- invitation to relevant University events;
- updates on supported projects;
- opportunities for continued engagement; and
- documented management of donor expectations.

4.14 Conflict of Interest and Ethical Conduct

All staff and representatives involved in advancement shall disclose actual, potential or perceived conflicts of interest. No staff member shall receive an unauthorized personal benefit from a donor relationship. Gifts, hospitality and other benefits shall be handled in accordance with University rules and applicable law.

4.15 Data, Privacy and Records

The Office of Advancement shall maintain a secure and appropriately governed advancement information system containing prospect, donor, alumni, gift, agreement, communication and stewardship records. Access shall be limited to authorized persons.

4.16 Failure, Withdrawal and Reassessment

The University shall periodically review advancement opportunities and relationships. Where an arrangement becomes impracticable, inconsistent with University priorities, financially unsustainable or materially risky, the University may reassess, renegotiate, suspend or terminate it in accordance with the agreement and law.

OFFICE OF ADVANCEMENT

5.1 The Office

The Office of Advancement shall be the principal coordinating office for University-wide advancement activities, subject to the authority of the Vice Chancellor, Management, Senate and Council as applicable.

- develop and implement the University Advancement Strategy;
- coordinate fundraising and resource mobilization;
- manage alumni relations and stakeholder engagement;
- coordinate donor prospecting, cultivation, solicitation and stewardship;
- maintain the University's advancement portfolio;
- coordinate campaigns and endowment development;
- support corporate, foundation, government and development-partner relations;
- coordinate gift acceptance and due diligence;
- maintain advancement records;
- support donor communications and recognition;
- prepare advancement reports; and
- perform other functions assigned by the University.

5.2 Responsibilities of the Director/Head

- lead implementation of the Advancement Policy;
- advise the Vice Chancellor and Management on advancement strategy;
- coordinate major donor and partner engagement;
- oversee the advancement portfolio and campaign pipeline;
- ensure appropriate due diligence and documentation;
- coordinate negotiation of advancement agreements;
- ensure donor stewardship and reporting;
- mobilize internal and external support for approved priorities;
- develop advancement capacity among staff and units; and
- submit periodic reports.

5.3 Governance and Management

6. The Council and Senate shall exercise their statutory responsibilities in relation to University policy and institutional development.
7. The Vice Chancellor shall provide executive leadership for advancement.
8. The University Advancement Committee shall provide strategic advice and oversight.
9. The Office of Advancement shall coordinate day-to-day advancement activities.
10. Faculties, Departments, Centres and other units shall identify opportunities and support engagement.
11. The Bursary shall provide financial accounting and reporting support.
12. The Registry/Legal function shall support appropriate legal and governance review.
13. All advancement activities shall be documented and undertaken within delegated authority.

5.4 Composition of University Advancement Committee

- Vice Chancellor or designated representative – Chair;
- Director/Head, Office of Advancement – Secretary;
- representative of the Bursary;
- representative of Registry/Legal function;
- representative of DRID;
- representative of Academic Planning;
- representative of Alumni Relations/Alumni Association;
- representatives of selected Faculties/Colleges;
- representative of Entrepreneurship/Innovation structures where relevant;
- an external advancement/philanthropy/business expert as approved; and
- other members appointed by the Vice Chancellor or appropriate authority.

5.5 Advancement Records and Reporting

- prospect and relationship records;
- donor and alumni records;
- gift and pledge register;
- grant and sponsorship register;
- endowment register;
- campaign records;
- agreements and correspondence;
- due-diligence records;
- stewardship and impact reports;
- recognition and naming records;
- advancement income and expenditure reports; and
- annual advancement performance report.

5.6 Monitoring, Evaluation and Performance Indicators

- number and value of gifts received;
- number and value of active pledges;
- funds raised by source and purpose;
- number of active donors;
- donor retention rate;
- alumni engagement rate;
- number and value of corporate/institutional partnerships;
- endowment funds established and managed;
- campaign performance against approved targets;
- cost of advancement relative to funds mobilized;
- number of scholarships and institutional projects supported;
- number of new strategic relationships;
- stewardship and reporting compliance; and

- measurable institutional impact of advancement support.

5.7 Review and Amendment of the Policy

This Policy shall be reviewed periodically, or earlier where changes in law, University strategy, funding arrangements, stakeholder expectations or institutional structures warrant revision. Amendments shall follow approved University policy-making and approval procedures.

APPENDIX I: ADVANCEMENT OPPORTUNITY WORKFLOW

- 1. Identify:** Define the institutional priority, need or opportunity.
- 2. Register:** Submit the opportunity to the Office of Advancement.
- 3. Assess:** Confirm strategic fit, budget, feasibility and risks.
- 4. Prospect:** Identify and research suitable donors or partners.
- 5. Cultivate:** Build an informed and mutually beneficial relationship.
- 6. Solicit:** Present an approved case for support.
- 7. Approve:** Complete due diligence and obtain required approvals.
- 8. Receive:** Execute agreement and receive funds or in-kind support.
- 9. Implement:** Apply support to the approved purpose.
- 10. Steward:** Acknowledge, report impact and maintain relationship.
- 11. Evaluate:** Measure outcomes and inform future engagement.

APPENDIX II: INDICATIVE ADVANCEMENT GIFT ACCEPTANCE FRAMEWORK

This framework provides an institutional decision aid and does not replace applicable financial, legal or governance requirements.

Gift/Support Category	Primary Review	Typical Approval Considerations
Routine unrestricted monetary gift	Office of Advancement + Bursary	Purpose, source, compliance and accounting.
Restricted project gift	Advancement + beneficiary unit + Bursary	Feasibility, restriction, budget and reporting.
Major/complex gift	Advancement Committee	Due diligence, reputational risk, sustainability and terms.
Property/equipment/in-kind gift	Advancement + technical/financial/legal review	Condition, valuation, maintenance, ownership and liability.

Endowment	Advancement Committee + financial/legal review	Purpose, investment, spending and long-term sustainability.
Naming arrangement	Advancement Committee + competent University authority	Donor due diligence, duration, reputation and institutional appropriateness.
Strategic partnership/sponsorship	Advancement + relevant unit + legal/financial review	Deliverables, benefits, independence, branding and risk.

APPENDIX III: MINIMUM CONTENTS OF A GIFT/PARTNERSHIP AGREEMENT

- names and legal status of parties;
- purpose and background;
- amount or description/value of contribution;
- payment or delivery schedule;
- approved use and restrictions;
- implementation responsibilities;
- reporting and stewardship requirements;
- recognition and branding provisions;
- naming provisions where applicable;
- intellectual property provisions where relevant;
- confidentiality and data provisions;
- compliance and legal requirements;
- variation and amendment procedures;
- term and termination;
- return or treatment of unspent funds where applicable;
- dispute resolution;
- authorized representatives and signatures; and
- other provisions required to protect the University's interests.

SOURCE AND POLICY RELATIONSHIP

This draft follows the organization and institutional policy architecture of the ATBU Research and Innovation Policy supplied for this assignment. The source policy uses a formal sequence covering Foreword, Table of Contents, Introduction, Policy Goal and Objectives, committees and institutional structures, procedures, and the Directorate of Research, Innovation and Development. The Advancement Policy adopts the same broad ATBU structure while replacing research-specific provisions with advancement, fundraising, alumni, philanthropy and partnership provisions.

This document is a draft for institutional consideration and should be harmonized before formal adoption with the ATBU Strategic Plan, University Statutes, financial regulations, procurement rules, alumni governance arrangements, applicable data-protection requirements, Nigerian law and existing donor or partnership agreements.