

Sustainability: The role of Advancement

The Next Generation of Academics

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Context

- Paradox: Shrinking public funding – expanding salience of knowledge & skills
- Redistribution of knowledge-production across sectors of society
- Draw on resources from the wider reservoir of society
- Repositioning HE in relation to other social institutions (private sector, government, etc)
- Restructuring relationships between HEIs themselves
- Protect the central covenant of the academy

The Advancement Project

- Advance the strategic priorities of the university in collaboration with partners more widely
- Institutions need to attract resources and support

Resources & Support

- **Four kinds of 'capital'**
- Economic capital
- Intellectual capital
- Relational capital
- Reputational capital

Relational Capital

- Johan Mouton's presentation
- Boundary-crossing is high-cost
- Needs to be sustained to yield rewards
- Convergence of purposes
- Mutuality of rewards
- Dedicated resources & distinctive skills

Reputational Capital

- Profiling & asserting one's real excellence
- Projecting a compelling institutional identity
- Attracts excellence – staff, students & partners
- Attracts resourcing of all kinds
- Sustains loyalties & affiliations
- Institutional self-affirmation & self-confidence
- Shapes the stance of all role-players: state, donor/partners, private sector, civil society, individuals
- Sustainability is built on known excellence (Alex Ezeh)

Wits' Advancement Structure

Deliberately brings together (Inyathelo):

- Development and Fundraising
- Alumni Relations
- Marketing
- Communications
- Public Relations and Events Management
- Partnerships

Intentions

- Shared purposes, widened perspectives
- Complementary skills & resources (data-bases)

- Boundary softening
- Collaborative relationships
- Reputation & resources

Development & Fundraising

Fundraising strength arises from:

- Research, intelligence gathering & strategy
- Data-bases
- Sectoral specialisation
- Strong project & monitoring systems
- Stewardship systems, and ingenuity
- Academics as partners
- Commitment of leadership

Case Study

Discovery of the Sediba fossils

- 2 skeletons of early hominid
- Almost 2 million years old
- Declared new species
- Transitional form – challenges existing theories

Case Study

Sediba fossils – public launch:

- Every unit involved
- Unprecedented media coverage globally
- Institutional morale
- Government ad hoc grants (& future promises!)
- Commercialisation possibilities (media contract)
- Strengthened, or energised, relationships
- Strengthened regional development project
- Re-worked national policy on Palaeo-sciences

Sustainability

Advancement can:

- Reposition institutions reputationally and competitively (based on firm substance)
- Grow & sustain support from various constituencies
- Optimise third-stream resource flows
- Enable self-driven institutional development
- Strengthen institutional self-confidence

Resourcing

- Current internal optimization measures
- Contemporary philanthropy
- Need significant change in the external resourcing environment
- Change the custom & practice of resourcing streams
- Recruit deep pools of capital in private sector
- Underspent, poorly directed state budget

But:

- Unlikely to resource the imperatives & ambitions
- System remains dependent on external funding – usually ear-marked, restricted time-horizons
- Privatised investment vs. Social investment
- Need significant change in the external resourcing environment
- Change the custom & practice of resourcing streams
- Recruit deep pools of capital in private sector
- Underspent, poorly directed state budget

Social leadership

- The shifting social contract with HE
- ‘Values’ trumped by ‘value’
- The new social contract is being written by outsiders
- HEI’s as platforms for informed deliberation on issues of high social consequence

Partnerships

Address the 'Big Issues', the 'Grand Challenges'

- (Re)assert the role of partnerships:
- Organic (bilateral)
- Structured (multilateral)
- Strategic (multi-institutional)

In the absence of formal differentiation:

- Self-driven assertion of identity
 - Niche-seeking
 - niche-consolidating
 - niche-authority

Social Authority

- Insist of the role of HEIs in National Science & Innovation Systems
- Articulate, authoritative & compelling
- We are being positioned; how do we position ourselves?