

UNIVERSITY OF CAPE COAST ALUMNI IN GREATER ACCRA'S PERCEPTION OF THEIR ALUMNI ASSOCIATION

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ABSTRACT

This study was to find out the perception of university of Cape Coast alumni in the Greater Accra region of Ghana regarding their alumni association. Descriptive research design was adopted to guide the study and a sample size of 120 was used to respond to questionnaire and interview guide. The study revealed that UCC alumni members in the Greater Accra Region were generally not aware of the activities of their Alumni Association. Also, only a handful of them seemed to be conversant with such activities. Generally, UCC Alumni in the Greater Accra Region value their experiences with their alma matter positively and were willing to contribute towards rejuvenating their alumni association.

Key words: *Alumni; alma matter; UCC; perception; association*

Background to the Study

Public higher educational institutions throughout the world are currently facing many challenges, striving to maintain high quality in the face of financial austerity, which indicates that the key issue for administrators in the 21st century is finding financial resources (Hearn, 2003; Ehrenberg, 2000; Hirsch, 1999). Most public colleges and universities have realized the inadequacy of short-term, internally-oriented, cost-containment moves and have begun finding new ways to improve management of existing resources and to diversify their revenue streams. One major source of revenue to public universities now is voluntary contribution from private individuals and organisations (Soley, 2001).

An alumni association, which is an association of graduates (alumni), or more broadly, of former students is a very important stakeholder in the education enterprise. In fact, its influence and contributions in educational institutions have been undeniably phenomenal and cannot be overemphasised. Alumni associations often organise social events, publish newsletters or magazines, and raise funds for the development of their institutions. They are mainly organised around universities or departments of universities, but may also be organised among students who studied in a certain country. They are often considered to be a university

or a school's past students' network. They maintain a sense of community long after school days end, create new opportunities for graduate participation, and generate a sense of support, both financially and personally from those whose feet no longer regularly tread across campus (Yates, 2001).

In Ghana, the affection shown by old students towards the alumni associations of their respective secondary schools seems to be tremendous. This underscores the great influence and contributions to the development of their various institutions. Such contributions range from building assembly halls, buying buses and setting up computer centres, only to mention a few. In some institutions the alumni associations even have a say in the appointment of the institutional head.

In an interview with an administrator at the UCC Alumni Relations Office, Mr Emmanuel Abeeku Essel, he stressed that one major set-back of the Association was lack of funds. He noted that this was as a result of the lack of commitment and the general apathy shown by its members, possibly 'emanating from the fact that they were dissatisfied with their stay on campus' (Vice Chancellor's Annual Report to the 34th Congregation, March 2004, p. 267).

Lack of means of transport and finances to enhance mobility for regular visits to the various regions and chapters, as well as membership mobilization are some of the problems of the Association. This indeed is a threat to the Association. The result of this is that

very little has been done by the association, regarding the development of the University of Cape Coast.

Research Questions

1. To what extent are UCC alumni in the Greater Accra Region aware of the activities of their Alumni Association?
2. How do UCC alumni in the Greater Accra Region value their experiences with their alma mater?
3. To what extent are UCC alumni in the Greater Accra Region willing to contribute their Alumni Association?

REVIEW OF RELATED LITERATURE:

Alumni Contributions and Donations to their Alma Mater

As reported by The Daily Graphic of Monday February 28, 2005, p.71, the then Minister for Education and Sports, Mr Osafo Maafo, acknowledged the achievement of the old boys and girls (alumni) associations, saying, 'these go to complement the efforts of government at improving educational standards in the country'. He therefore called for effective collaboration among various past students, the Ghana Education Service (GES) and the Ministry of Education to enhance quality education in the country. Though it might be below expectation, it can be acknowledged that a few alumni have made valuable contribution to the development of the University of Cape Coast. For instance, at a special congregation in Cape Coast in 2003, the University conferred honorary degree on an alumnus, who had distinguished himself in his services to the university and Ghana as a whole. It is also gratifying to note that to ease the acute accommodation problem on campus the UCC Alumni Association has put up an Alumni Building Complex. Commiserating with the family of the late Speaker of Parliament, the Rt. Hon. Peter Ala Adjetey and the late Kwadwo Baah-Wiredu, the Vice-Chancellor of the University of Ghana, Professor C.N.B Tagoe, acknowledged the invaluable contributions made by the two illustrious alumni towards the development of the University (University of Ghana News File, 2008). Given the financial pressures of a weakening economy, it is necessary for Ghanaian universities to tap the alumni as a potential source of funding higher education. Indeed, as some scholars of alumni giving suggest, "the growing importance of alumni funding of higher education is projected to continue, as the fragility and uncertainty of state subsidies for education intensify," (Bollag's study as cited in Okunade, 1996, p. 214).

Accountability and Alumni Giving

Universities must be committed to results-oriented, open and accountable administration. All stakeholders including the alumni must have the right to know what services are being delivered and what results are being achieved. This according to Health (1999) is known as accountability. Accountability is thus seen as a cornerstone of democratic practice. Promoting accountability is an important part of protecting and advancing the public interest. As noted by Engler (2004), competition for alumni donors is fierce and, due to the greater demand for their generosity, donors are asking more questions and demanding more accountability from the recipients of their contributions. It continues that today's donors want to be able to review financial information easily and to feel confident in the due diligence of the board. Manitoba Health (1999) indicated that accountability is the obligation to answer for a responsibility that has been conferred. It maintains that for an accountability framework, it is important to focus on formal lines of authority—areas where responsibilities have been developed, expectations are clear, reporting is required and performance is evaluated.

Alumni Motivation to Give

Alumni motivation is the internal desire that is rooted deeply enough in one's awareness to induce a desire to give to the alma mater. It is among eleven predictor variables tested to influence alumni determination to donate and was found to be significantly related to actual giving (Oglesby, 1991; Halfpenny, 1999; Clotfelter, 2003). Some research studies suggest that graduates make contributions to their alma mater because their peers and predecessors support the institution. In other words, social pressure motivates alumni giving (Margolis, 1982). Another factor that is often associated with alumni giving is altruism. That is, motivated by an altruistic spirit; the alumni contribute to their alma mater because the institution is in need of financial support (Harrison, Mitchell & Peterson, 1995). Yoo and Harrison (1989) note, however, that few donors give anonymously. If altruism was the primary motivation for giving, then college and university development offices would not spend such vast sums to maximize alumni fundraising efforts (Harrison et al., 1995). According to Cheng, (2004) the feeling that they are cared about and seen as part of the campus community is tied to students' sense of belonging; this feeling in turn is tied to student persistence to give.

Involvement of Students in Alumni Activities

Singer and Hughey (2002) comment on the importance of involving students in supporting the mission of the university before they graduate. According to the authors, “alumni who have a strong sense of the mission of the institution from which they graduated, tend to be visibly supportive of that mission in a variety of tangible ways” (p. 52). In addition, they possess “unique needs and increasingly are recognizing the value of learning as a lifelong pursuit,” therefore contributing to their alma mater financially and personally.

Bejou (2005) supports the importance of developing relationships with students and alumni, revealing that the transition from student to alumni is where “the school must maintain contact by continuously improving alumni relations through activities, recognition and incentives” (p. 46). In an attempt to imbibe in students the need to belong to the Alumni Association after their studies, the Alumni Relations Office of the University of Cape Coast in collaboration with Abusua Foundation, a Non-Governmental Organization based in Cape Coast organized an interaction forum with final year students where some seasoned Alumni were the speakers. Speaker after speaker admonished the students to have a sense of belonging to the University, take their lessons seriously so that after school they could become worthy ambassadors of UCC (Vice Chancellor’s Annual Report to the 37th Congregation). According to Singer and Hughey (2002) “Partnerships between student and alumni affairs provide opportunities for students to observe and model the behaviour and actions of involved alumni” (p. 65). This in turn, assists in enhancing student leadership skills by putting them in contact with professionals associated with the school. It is likely that the students who possess interest in alumni programs during their undergraduate years will emerge as the kind of people the University will benefit most consistently from in alumni leadership position. Singer and Hughey further comment that “alumni who were members of major student organizations while in college tend to give back more to the institution after graduation”.

METHODOLOGY

This section discussed the research design, sample and sampling procedure, research instrument, data collection procedure and data analysis.

Research Design

The descriptive sample survey design was considered most appropriate considering the purpose of the study, which was to describe or report the perception

of UCC alumni as it was. In this study, UCC alumni in the Greater Accra Region answered the same set of questions. Responses given describe ‘a given state of affairs as fully and carefully as possible’ as noted by Fraenkel and Wallen (1990).

Sample and Sampling Procedure

A total of 120 alumni were selected for the study. In all, 74 males and 46 females were included in the study. The researcher ensured that graduates of various year groups (spanning four decades) were represented. These included 12 members who graduated in the 1970s, 12 in the 1980s, 41 in the 1990s and 55 members who graduated in the year 2000 and after. The snowball sampling method was used to draw the 120 members for the survey. Out of this, 6 members were again randomly selected for a focus group discussion.

Research Instrument

The instruments used for data collection were questionnaire and interview guides. The questionnaire which consisted of 33 items was designed for the 120 alumni in the Greater Accra Region. The questionnaire consisted of two open-ended and 31 closed-ended items and was divided into two parts (One and Two). Part One solicited participants’ background information while Part Two dealt with the research questions. The Part Two was further divided into six sections, each relating to a particular research question. The closed-ended questions were the Likert Scale type because it has been found to be the most suitable type of instrument for the measurement of attitudes and perceptions (Best & Khan, 1996).

The interview guide was designed on the following themes: UCC Alumni awareness of the activities of their alumni association, the challenges facing the association and the suggestions for improving the association’s influence on alumni.

Data Collection Procedure

The questionnaires were personally administered to the participants by the researcher. This was done by visiting identified participants in their work places and if possible their homes. The researcher first made the respondents aware of the purpose of the study before the questionnaire was given out. They were made to study the questions for understanding and clarification of issues before filling them. The questionnaires were retrieved after two weeks and 120 out of the 150 questionnaires sent out were retrieved, giving a return rate of 80%. Focus group interview session was conducted for a group of 6 alumni.

Data Analysis

The data were edited and verified to ensure consistency in the responses provided by the respondents. The items in the questionnaire were then coded and imputed into the computer using the Statistical Products for Service Solutions (SPSS). For all the research questions, the responses given were analysed using frequencies, percentages means and standard deviations.

The Likert scale was scored to reflect extremely positive to extremely negative attitudes. This was

done as follows: strongly agree = 4; agree = 3; disagree = 2; and strongly disagree = 1. Mean scores of 2.6 and above suggested a positive reaction or agreement with a given statement and mean scores of 2.4 and below suggested a negative reaction or disagreement with the given statement. Mean scores between 2.41 and 2.59 indicated a neutral or mixed reaction.

RESULTS AND DISCUSSION**Assessing awareness of the activities of Alumni Association**

In assessing alumni awareness of activities, four sub-questions were asked. These were questions relating to variables such as membership drive, welfare of alumni, education and fund-raising. Table 1 shows the extent to which respondents agreed on issues relating to the variables indicated above.

Table 1: Respondents' Awareness about Alumni's Activities

Alumni Activities	Not at all aware (%)	Not aware (%)	Aware (%)	Very aware (%)	Mean	SD
Periodic Meetings	6(5)	89 (74.1)	13 (10.8)	12 (10)	2.25	0.70
Membership Drive	15 (12.5)	90(75.6)	10(8.0)	5(4.2)	2.04	0.61
Welfare	20 (16.6)	90(74.8)	5 (4.2)	5 (4.2)	1.95	0.42
Education	22(18.3)	84(69.9)	4(3.3)	10(8.3)	2.01	0.74
Fundraising	42(35)	67(55.7)	6(5.0)	5(4.2)	1.74	0.72
Mean of means					1.99	0.64

With respect to the question demanding members' opinion on the association's organization of membership drive, as many as 95(75%) respondents were not aware of any such activity while 6(5%) indicated they were not at all aware. Thus when combined, as many as 96(80%) of the respondents were unaware of the Alumni Association's membership drive. On the other hand 10(8%) respondents indicated they were aware of the association's organization of membership drive for the promotion of the association while 5(4.2%) respondents said they were very much aware of such activities. Thus generally, only 15(12.2%) were aware. Pertaining to the question on whether the welfare of members was catered for, as many as 110(91.6%) of the respondents claimed they were not aware of any such activity of the association. The number represents 90(75%) who indicated that they were aware and 20(16.6%) who said they were not at all aware of those activities. Only 10(8.4%) had any such awareness. This is represented by 5(4.2%)

respondents who indicated they were aware and 5(4.2%), who claimed they were very much aware of such efforts by the association.

As regards the question on alumni members' awareness of the association's efforts at educating members on the need to join the association, as many as 96(88.2%) respondents were unaware of any such activity. This represents 84(69.9%) who were not aware of any such activity and 22 (18.3%) respondents who said they were not at all aware of that. Only 14(11.6%) indicated they were aware that from time to time the association organizes educational programs to sensitize UCC alumni to participate in the affairs of the association. On the association's the association's organization of fundraising activities to solicit funds, as many as 109(91%) of the respondents were not aware that such a program was sometimes organized. Only 11(9.2%), respondents agreed that they were aware of such programmes sometimes organized by the Association. One interesting finding was on the issue

bordering on members’ awareness of periodic meetings organised by the association. As many as 95(79.1%) members were unaware that any periodic meetings were organised by the association. This is a clear indication that indeed, the UCC Alumni Association could not possibly publicize its activities as expected. This is indeed an unfortunate situation because a lot of alumni need to be brought into the limelight before any tremendous achievement can be made.

With a mean of 1.99 out of the maximum of 4, it can be deduced from Table 1 that UCC alumni members in the Greater Accra Region were generally not aware of the activities of their Alumni Association. The Association seemed to be in the hands of only a few devoted members whose efforts could not take the association far enough to be able to achieve the desired goals. It also appears the association lacked the needed publicity that would expose it to the general public in general and UCC Alumni members in particular. Such lack of publicity is a clear manifestation that there was not enough communication between the University and the executive members of the association on one hand, and the alumni on the other hand that would ensure that such activities are communicated to members. The importance of effective communication in the relationship between alumni and their alma mater cannot be underestimated.

As indicated by Mann (2007), it is through effective communication that positive relationships between alumni and their College that will create an emotional connection that may support fund-raising efforts can be developed. Effective communication can be achieved through the publication of a magazine covering current and historical topics about the university and its alumni, newsletters to the alumni, e-mail messages and information in alumni website. This is supported by Cheng, (2004) who maintains that the feeling that they are cared about and seen as part of the campus community is tied to students’ and alumni’s sense of belonging.

Apart from the seemingly poor communication, it is also possible that a large number of UCC Alumni in the Greater Accra Region were not aware of the activities of the Alumni Association because they did not seem to show any interest in issues concerning the university. This attitude is reflected in their apparent apathy towards the association. As indicated by the Vice President of the Greater Accra branch of the association, even though meetings are periodically organised by the association, the attendance of alumni does not seem to be encouraging. The seemingly apathy or disinterest in the alumni association and the activities of the alma mater can be attributed to demographic factors such as marital status, gender, geographic location of residence, number and age of children); psychological factors such as emotional attachment to the institution, level of satisfaction with previous university experiences, personal values and beliefs); and socioeconomic factors such as income, social status and employment status as indicated by Liu (2007). Caboni (2003), Clotfelter (2003) and Monks (2003) state that in general, there is a strong connection between giving and how alumni view their alma mater, the degree of satisfaction with their alumni experience, and their level of engagement in alumni activities.

It is however gratifying to note that the response to research question 2 indicates that to a large extent the respondents were satisfied with their university experiences and were proud of their alma mater. This further suggests that the problem could be more of lack of effective communication. Obviously, addressing the problem of apathy calls for a systematic appraisal of the situation and finding ways and means of getting a lot of alumni on deck. In sum, the finding is that most alumni in the Greater Region were not abreast with the activities of UCC alumni activities. This could be attributed to lack of effective communication, demographic and socioeconomic factors and possibly lack of emotional attachment to the institution.

How UCC alumni members value their experiences in the Greater Accra Region

Table 2 shows the extent to which respondents agreed on the issues relating to the variables indicated.

Table 2: Respondents’ Views on the Value of Experiences

Category	Strongly Disagree (%)	Disagree (%)	Agree (%)	Strongly Agree (%)	No response	Mean	Std. Dev.
Student/Lecturer Ratio allowed students to have access to lecturers	30(25)	59(49.2)	21(17.6)	9(7.5)	1	2.08	0.86

Student/Lecturer interactions were cordial	20(16.5)	65(54.2)	25(20.8)	8(6.7)	2	2.18	0.79
I had a mentor	14 (11.7)	28(23.3)	56(46.7)	21(17.5)	1	2.71	0.90
Acquiring documents from the university is stressful	5(4.2)	27(22.5)	40(33.3)	46(38.3)	2	1.89	0.89
I feel proud when the name of UCC is mentioned	9(7.5)	19(15.8)	42(35.0)	49(40.8)	1	3.10	0.93
I feel sad over the exposure of UCC's weakness	8(6.7)	38(31.7)	47(39.2)	24(20.0)	3	2.74	0.86
I celebrate UCC's Success	5(4.2)	17(14.2)	45(37.5)	49(40.8)	4	3.19	0.84
Mean of means						2.72	0.87

In response to the suggestion that the student/lecturer ratio made it easy for members to interact easily with their lectures while they were in school, 89(74.2%) members disagreed. This indicates that 74% of respondents were of the opinion that their interaction with their lecturers was not up to their expectations. On the other hand, 28(25.1%) members responded in the affirmative. With regard to the statement relating to members having mentors while schooling in the university, 42(35%) of the members disagreed. However, as many as 77(64.2%) members agreed that they had a mentor in school. This implies that, at least more than half of the respondents claimed to have had a mentor in the university. On the issue of whether it is stressful or not getting certificates and other documents from the university, 32(26.7%) respondents disagreed that it was stressful getting these accomplished, while 86(71.6%) agreed to this. This shows that a large number of the respondents thought that it was stressful acquiring transcripts and other documents from the university.

Pertaining to the statement on whether members were proud when they heard the name of UCC mentioned 28(23.3%) respondents disagreed. However, while 91(35.0%) respondents agreed that they felt proud whenever they heard the name of UCC mentioned 49(75.8%) strongly agreed to this. This indicates that the majority of respondents were proud of their alma mater. As regards the statement on whether members felt sad whenever a weakness of UCC was exposed, 46(38.4%) respondents disagreed. Agreeing to this were 71(59.2%) respondents. This shows that at least,

more than half of the respondents were not happy whenever a weakness of their alma mater was exposed even though quite a good number did not feel the same way.

The reactions for the statement bordering on whether members celebrate the success that UCC achieves yielded the following results. Twenty-two 22(18.4%) respondents disagreed. On the contrary, 94(75.8%) members registered their agreement. Thus it can be said that the large number of respondents celebrate the success that UCC achieves as an institution. With a mean of means of 2.72 and a standard deviation of 0.87, it can be said that generally UCC Alumni in the Greater Accra Region value their experience with their alma mater positively. Nonetheless, from Table 2, it is clear that they had some negative impressions about their experiences with their alma mater particularly with regards to poor student-lecturer interaction and the difficulties in acquiring transcripts and other documents from the university. The implication is that the alumni commitment and desire to contribute to the development of their alma mater will be negatively influenced. This supports Calvario (1996) who probed the level of satisfaction with the educational experience at the University of Northern Colorado, and concluded that satisfaction with the college experience impacted the likelihood of making a gift to the institution and discriminated potential donors and non-donors with 80% accuracy. Similarly, Pearson (1999) in his research found that alumni who were more satisfied with their student experience were also more likely to view important

features of their education as deliberately provided by their university, or that the quality of their education was attained through the university's design rather than by chance and therefore become committed to the institution's course.

The findings of Cunningham and Cochi-Ficano (2001), suggests that alumni's giving is associated with favourable faculty student ratio. If more lecturers are recruited, it will surely lessen the burden of lecturers and allow them to devote more time and attention to their students. Indeed, in the past, it was quite cumbersome and frustrating to acquire documents from the university, but at the moment, it is gratifying to note that things have been streamlined and so it is no longer as difficult as before. However, some alumni of UCC appear to have failed to recognise that there is some kind of bureaucracy governing the acquisition of such documents and should not expect to have them at their beck and call. This problem could be addressed by ensuring that students are well educated on such issues while they are still on campus. This can be done through

orientation, particularly, when students are about to graduate and finally leave campus.

On the issue of mentorship, the study findings suggest academic and hall counsellors need to be stepped up in order to realise the objectives for which they were established, as they would serve as good avenues for students to find solace whenever they need it. This is very important in view of Clotfelter's (2003) revelation that alumni giving is associated with mentoring in college. Interaction between lecturers and students calls for appropriate institutional culture which, according to Fourie (2008), provides a sense of identity and community, and provides commitment towards the goals of the organization. Despite the negative impression the alumni have about their experiences with their alma mater, it is heart-warming that they were still proud of their University and shared its successes and failures. Their pride in the university suggests that the alumni have the emotional attachment to their alma mater and that with effective mobilisation they would readily lend their support and commitment to its course.

Extent to which UCC alumni are willing to contribute towards their alumni association

Table 3 presents the result on the willingness of UCC alumni to contribute their alma mater

Table 3: Respondents Views on their Contribution towards the Association

Category	Strongly Disagree (%)	Disagree (%)	Agree (%)	Strongly Agree (%)	Mean	Std. Dev.
I am aware of the Problems facing the association	36(30)	58(48.3)	17(14.2)	9(7.5)	1.99	0.87
The association needs my support	3(2.5)	10(8.3)	72(60)	35(29)	3.16	0.67
It will be worthwhile supporting the association.	4(3.3)	18(15.0)	68(56.7)	29(24.2)	3.03	0.73
I am capable of making a financial or time commitment to the association	7(5.8)	23(19.2)	73(60.8)	17(14.2)	2.83	0.74
I wish to contribute towards the Association	9(7.5)	21(17.5)	75(62.2)	14(11.7)	2.79	0.75
Mean of means					2.76	0.75

On the issue of whether members have been made aware of the problems of the association, 94(78.3%) respondents disagreed, while 26(21.7%) members agreed. Thus, as much as over 78% of respondents were of the opinion that they had not been made aware of the problems confronting the association.

The statement, 'the UCC Alumni Association needs alumni support' attracted the following responses. While 13 (10.8%) members disagreed, 107 (89.2%) agreed. Thus the data clearly indicates that almost

90% of the respondents agreed that the UCC Alumni Association needed their support. Only roughly 10% disagreed to this.

Pertaining to the question on whether it was worthwhile supporting the UCC Alumni Association, the data as indicated in Table 3 shows that a very large number of UCC alumni deemed it worthwhile doing so. As many as 97(80.2%) respondents agreed while 22(18.3%) disagreed. The indication is that a

great number of respondents thought it was worthwhile supporting the UCC Alumni Association. As regards the question as to whether members were capable of making financial or time commitment towards the association, the data reveals the following results. While 30(25%) disagreed 90(75%) of the total respondents agreed and strongly agreed. Thus, the majority of respondents agreed that they were capable of contributing their time and financial resources towards the UCC Alumni Association. Only a quarter of the respondents indicated that they were not capable of doing so. On the issue of whether respondents wished to contribute towards the association, the data revealed that 30(25%) disagreed. On the other hand, 89(74.2%) agreed. Clearly the indication is that a large number of the respondents were willing to contribute towards the sustenance of the UCC Alumni Association. This group formed 74.2% of the total respondents.

It can be concluded that UCC Alumni in the Greater Accra Region were generally willing to contribute towards rejuvenating their alumni association. Their willingness to contribute towards the association is an indication that when the alumni are made aware of the difficulties facing the association and for that matter their alma mater, they would be ready and willing to provide the needed assistance. Thus, if alumni contributions were not forthcoming, it was probably largely due to the lack of awareness concerning the difficulties faces by the University.

The data from Table 3 reveals that UCC Alumni in the Greater Accra Region were not at all aware of the problems facing the association. Rosabeth Moss Kanter, as cited in Owens (1995) describes less successful organisations as being segmented such that members find it difficult even to discover what is going on beyond their own little sphere of operations, much less to deal with problems that affect the whole organisation.

It is evident from Table 3 that the alumni in the Greater Accra Region believed that the association needed their support and it would be worthwhile providing support for it. This is enough motivation for the alumni to contribute substantially to the development of their alma mater. As noted by Weerts and Ronca (2007) the value or perceived outcome of the support and the belief that support (time and / or money) will help the university achieve a certain outcome are important factors that help alumni make financial or time commitment. Such commitment can however be achieved when there is effective communication between the alumni and their university or alumni association.

Indeed it is gratifying that the participants in this study expressed their willingness and capability of

contributing to the Association and their alma mater. It must, however, be noted that the desire to contribute is not an end in itself as alumni contribution is influenced by a number of factors such as raised earlier on in the study.

Based on the findings of the study, it is recommended that communication between the alumni association and students, student-lecturer ratio, students' school days experiences among others should be improved tremendously, before any good alumni commitment from alumni towards their association can be achieved.

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