



## STRATEGY 2019-2022

Both the mission and the vision of UFW were still up to date in 2019 and serve as the basis of the new strategy. However, UFW's strategy itself needs to be updated because of developments in the areas of alumni policy, the changing world of philanthropy in which philanthropists increasingly want to be actively involved in the goal they support and the fact that WUR is more visible as an organisation that operates and invests in, among other things, value creation.

### Mission UFW

Reaching, mobilising and (in the long term/permanently) connecting (engaging, connecting, retaining) parties involved in the domain of WUR: healthy nutrition and environment. This mission of the UFW is closely linked to the domain in which Wageningen University & Research (WUR) and many of its alumni operate. As such, the UFW contributes to the quality of this domain for society and as a strategic investment in retaining support for and creating a breeding ground for a flourishing WUR. The UFW can contribute to developments in the area of new ways of teaching.

### Vision UFW

The vision of the UFW describes the level of ambition for the institution for the years ahead. From its independent and autonomous position, the UFW contributes to a transfer of knowledge, talent, time and means to strengthen the social role of WUR and its alumni. It does so university-wide (One Wageningen; university and research institutes) for all scientific disciplines. For the alumni and donors, the UFW is important as an autonomous point of contact, recognisable and connected to WUR.

### Strategy up to 2018

To reach, mobilise and connect involved parties, the UFW focuses on:

- a) facilitating an exchange of knowledge so that the university and the parties involved in the domain are optimally informed about developments in the domain and have active interaction;
- b) offering a network platform for WUR alumni and involved parties to inform them about developments in the domain and to keep them in contact with one another;
- c) setting up a professional organisation for acquiring and managing donations intended for scientific research and other goals of WUR in its domain;
- d) stimulating the social dialogue with society.

#### ANNEX 3

SUBJECT  
policy memorandum

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### **Additional value and an independent ANBI institution for WUR**

- **Decisive:** a change in policy and/or programming of activities, including new initiatives, can begin and be executed more quickly than by WUR.
- **Independent:** major donors trust that the donation will be carefully spent and managed by an independent institution.
- **Complementary:** the fund can support new initiatives that are supplemental to the university and not a regular part of the curriculum. For example, innovative projects in teaching or research or special student initiatives. Moreover, relevant and urgent social themes can be addressed more flexibly and more quickly. This also applies to the developments in the area of new methods of teaching. Often with the goal of setting up a pilot and later embedding it in the regular WUR organisation if it has proven to be successful and of additional value.

### **New developments and additions to the current strategy**

- a) Connecting alumni to WUR for life, whereby students in particular also become involved with and form a link to WUR via a special programme. In this way, students are prepared for their future as alumni and become familiar with the way in which an alum can be socially involved in the WUR domain: doing good (philanthropy).
- b) Forming strategic long-term relations is the basis of the work of all UFW staff. We always think from the perspective of reciprocity about how we can give substance to this relationship, whether one is an alumni officer, financial manager or relation manager. What's in it for them and what's in it for us?
- c) We strive to optimise the acquisition of gifts and relation management. The UFW has the intention of further developing relation management for philanthropists together with the involved departments of WUR (CVC, CSA).
- d) Donors make increasingly higher demands on transparency and want to be personally involved and to 'experience' their objective. This requires good relation management, process management and financial management prior to, during and after a project.

### **UFW's spearheads for the years ahead**

- a) Professionalising philanthropy
  - I. Acquisition: improve ROI
  - II. Relation management: Strategic long-term relation is the basis: reciprocity. What's in it for us but more importantly what's in it for them? Always from the 'One Wageningen' perspective.
  - III. Process management
- b) Intensifying student involvement by developing a special programme to prepare them for their future as alumni and to show how alumni can be socially involved in the WUR domain: doing good (philanthropy)
- c) Transforming alumni policy to target-group policy: from students to retired persons
- d) Further developing relation management for philanthropists together with the involved departments of WUR (ESA, CSA) with the goal of successfully acquiring funds.



### ***UFW's position in 10 years***

The UFW connects alumni to WUR for life. Focused and personal alumni policy creates a strong tie with alumni ('friendraising'). Because of this strong tie, alumni willingly contribute in time, talent and/or (financial) means.

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Philanthropy substantially contributes to the major social challenges facing society. Philanthropy is a fully-fledged fourth cash flow for WUR. Impacting contributions to major social issues and important breakthroughs are made possible in part by philanthropic partners. Philanthropy in cocreation also with other partners, such as companies, NGOs, government offices and investment funds. A sustainable society on WUR's domain.

### ***Goals and strategy for 2019-2022***

UFW's goals for the next four years stem from the long-term vision described above and are fully in line with WUR's Strategic Plan: 'Finding answers together'. That is the core of UFW's work, together with our alumni and philanthropic partners. The UFW goals contribute directly to at least three of the 'change performance indicators' in WUR's SP: 2) significant scientific and societal impact on the three investment themes (connected circularity, protein transition, digital twins), 6) Improved entrepreneurial culture and practice in education, research and value creation and 10) expanded connection with society and partners.

Below are the objectives for the next four years, followed by the strategy of how to realise them. The strategic steps form the basis for developing the annual plans.

#### **Philanthropy**

1. UFW is the central organisation for WUR in the area of strategic relation management with philanthropic partners and the expert in philanthropic fundraising. The WUR Science Groups focus on fundraising in their own disciplines and for their actual needs, whereas the UFW does so on the basis of the relation 'friendraising before fundraising.'
2. We realise social impact by 'partnerships for impact' and are of additional value by enabling 'risk-taking research' for WUR.
3. Increasing the income for WUR from the fourth cash flow via UFW by 50% to an average of 3 million euros annually<sup>1</sup>.

By:

- a. Relation-oriented science group overarching fundraising based on the needs of (potential) partners ('from outside to inside') and by means of custom-made work.
- b. Working with propositions/themes (such as SDGs) that are in keeping with current developments and external trends (e.g. the large gifts campaign 'Fundamental Change').
- c. Developing strategic relation management WUR including philanthropic partners, this together with WUR departments.

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<sup>1</sup> 2017: Total income from fundraising €1,995,567.



- d. Together with WUR's Corporate Value Creation department, developing new forms of financing that align with external needs such as impact investment / venture philanthropy.
- e. Focus on equity funds/institutions rather than individual donors and on international philanthropic partners.
- f. Transition to 20 strategic philanthropic accounts by intensive relation and account management.
- g. Develop campaign for acquiring legacies.
- h. Increase retention of regular donors.
- i. Professionalise crowdfunding by focusing on a smaller number of projects and more intensive supervision of project leaders.

### **Alumni policy**

4. Connect alumni to WUR for life and involve students in this in particular. This involvement is the basis for giving time, talent and (financial) means by alumni.
5. Transform generic alumni policy into focused target-group policy. This is in line with the three mentioned Challenge Performance Indicators of WUR's Strategic Plan 2019 - 2022.
6. The relevancy and loyalty of the growing international alumni population demands renewed attention to the international alumni policy.

By:

- a. Relation management by development per target group: from students to retired persons, nationally and internationally, focused on the reciprocity between the university and alumni. Per group a plan of approach in which initial focus is on students and young alumni.
- b. Developing a programme for students to connect them to the university after graduation.
- c. Developing an international alumni and donor programme that contributes to WUR's international account management.
- d. Making alumni policy more visible internally and externally so that reciprocity in particular becomes visible for alumni and the university. This will make use of alumni's feelings of loyalty and their role as ambassadors (intake, leads and reputation).
- e. Further optimising and increasing the use of the existing online network platform for alumni, students and parties involved in WUR.
- f. Actively involving the KLV's study circles and networks in developing the content of alumni activities.

### **Work method**

Careful process management and a related work method are crucial to being able to professionally execute relation management with alumni and philanthropic partners. A suitable CRM system and the correct manner of working contribute to this; everyone can and must work with them.

7. All staff of the work organisation (and, in the future, also the relevant WUR departments) work with the CRM system.
8. UFW's work method contributes to careful, simple and flexible cooperation between donors and the researchers at WUR.



By:

- a. Optimising the financial management of donations for objectives such as teaching scholarships, scientific research, cultural heritage and other goals;
- b. Removing internal obstacles (e.g. pricing, fees)
- c. Facilitating a good internal alignment of systems and processes, including the optimisation and improvement of the current CRM system Sage, both qualitatively and quantitatively.
- d. Joining the existing regulation for recognition in the Netherlands with philanthropic seal: e.g. CBF (Central Bureau on Fundraising).

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