

UNIVERSITY FUND
WAGENINGEN

Stimulating scientific talent, research and entrepreneurship

Policy Plan 2023-2027

creating a difference together



Our donors contribute to the development of talent of WUR-students, for example by supporting student challenges. Photographer: Guy Ackermans

CONTENTS

Our manifesto	4
Introduction	5
Tradition of giving, since 1951	5
Signature and ANBI status	6
Our statutory objective	7
Our purpose, ambition and guiding principles	8
Our purpose	8
Our ambition	8
Our guiding principles	9
Our goals	10
Facts and figures for 2022	14
Policy plan for 2023-2027	16
Fundraising	16
Grant management	19
Stewardship	19
Recognisable communication	20
Team and organisation	22
Board	22
Team	23
Contact	24

OUR MANIFESTO



INTRODUCTION

In 2022, University Fund Wageningen (Universiteitsfonds) embarked on a repositioning process, prompted by the division of Alumni Relations and Fundraising. The Articles of Association were amended, governance was restructured and a new strategic direction for the next five years was drawn up in collaboration with the team and the Board. The contours of the new direction are presented in this policy plan.



TRADITION OF GIVING, SINCE 1951

The tradition of 'giving' to agricultural science in Wageningen goes back more than 135 years. As early as 1884, close friends of the deceased scientist Winand Staring decided to use his estate to set up the Staring Fund to enable the sons of poor farmers to study. This was followed soon after by a number of other funds aimed at developing the Agricultural College and disseminating its knowledge.

This example also inspired Klaas Venema, who wanted to leave his entire fortune in a named fund to the Agricultural College. On 9 March 1951, this university fund, known at the time as the Landbouwhogeschoolfonds (LHF), was donated to the Agricultural College as an anniversary gift during the Dies Natalis. The new fund proved to be a success. Over the years, several other funds became part of the LHF, including the Staring Fund.

In 1986, when the Agricultural College became the Agricultural University, the fund changed its name to Wageningen University Fund (WUF). In the 1990s, WUF began actively raising financial support for special projects that contributed to the growth and prosperity of WUR.

In the early years, donations were made for scholarships or loans for less-fortunate students. Prizes were awarded and junior researchers were supported in their research. Cultivating its relationship with the institution was also a priority. Donors often had a direct connection with the institution; many had studied or worked there themselves.

SIGNATURE AND ANBI STATUS

University Fund Wageningen is an independent support foundation of Wageningen University & Research. The fund has a hybrid character with a small amount of invested equity capital and other forms of capital. It also manages a significant amount of capital in Named Funds and large multi-year gifts. In this respect, University Fund Wageningen most closely resembles an endowment fund. It also actively raises funds for its own WUR objectives through campaigns, 'friendraising' and fundraising.

A major part of its activities is the acquisition and management of programmatic donations from trusts and foundations and major donors, predominantly for fundamental and other research that does not or does not fully qualify for regular funding.



University Fund Wageningen has ANBI status, granted by the Dutch Tax and Customs Administration. An ANBI is a public benefit organisation. An institution can only be an ANBI if it works almost exclusively in the public interest.

An ANBI enjoys tax advantages (Dutch Tax and Customs Administration, 2022), such as:

- An ANBI does not pay inheritance or gift tax on inheritances and gifts that it uses for public benefit.
- If an ANBI itself makes donations in the public interest, the recipient does not have to pay gift tax.
- Volunteers working for an ANBI thereby make a donation to an ANBI under certain conditions.
- Donors to an ANBI may deduct their donations from income or corporation tax.
- In order to benefit from the deduction of regular donations, the donor and the ANBI must record the donation in an agreement.

OUR STATUTORY OBJECTIVE

The Articles of Association were amended in 2022. The statutory objective reads as follows:

As an independent support foundation of Wageningen University & Research, University Fund Wageningen aims to:

1. acquire philanthropic financial resources from national and international businesses, institutions, public bodies, endowment and other funds, alumni and other private individuals to support WUR's objectives now and in the future; and
2. to manage, allocate and use the acquired resources.



Thanks to philanthropic donations, WUR-researchers help restore biodiversity in the Dutch province South-Limburg and monitor progress of the restoration activities with the help of WUR-students. Photographer: David Kingma

OUR PURPOSE, AMBITION AND GUIDING

OUR PURPOSE

University Fund Wageningen is the independent expert in connecting donors with exceptional talent and research at WUR. Through the additional, philanthropic fourth source of funding, it allows projects and activities that are not or not fully eligible for regular funding to still be realised and accelerated. In doing so, we increase WUR's impact and contribute to Wageningen's mission. We support fundamental and cutting-edge research, excellent degree programmes for WUR students and the stimulation of entrepreneurship – all three of which are necessary to find solutions to the societal challenges of today and tomorrow.

OUR AMBITION

Our ambition is that by 2027 University Fund Wageningen will be the hub for philanthropy within WUR and the Fund will be the central party that leads and shapes the raising and distribution of philanthropic funds for WUR. A number of successful campaigns, some of which will be annual campaigns, will have been developed and there will be a broad base of regular and medium donors. We will have developed a structural, strategic relationship with the top 25 national and international trusts and foundations. The team will succeed in raising an average of around €10 million per year, and the market share of the fund, expressed as a percentage of the philanthropic source of funding registered within the WUR (fourth flow of funding), will be at least 75%.

Generous contributions will have been made to all of the University Fund's spending objectives and the donations will have had and continue to have a tangible impact in a number of ways – for students and young graduates, for whom a gift (scholarship or award) is a catalyst for change, and for researchers who develop a proof of concept for solving a problem or who are in the process of starting their own business.

University Fund Wageningen will be firmly established as a clear, distinctive and powerful



WUR-researcher Ingrid van der Meer investigates the use of duck weed as tasteful protein source thanks to the contribution of philanthropic donations.

PRINCIPLES

brand with a clear visual link to WUR. Within WUR, 80% of employees and students will be aware of the University Fund. Donors and colleagues will know what University Fund Wageningen stands for and what it is all about.

OUR GUIDING PRINCIPLES

Four guiding principles (the four Cs) determine the way the UFW team thinks and acts. They stem from a deep commitment to both our donors and the causes for which we raise funds, and represent the way we want to work with each other and with our donors.

- **Connect**
We love to connect people who are passionate about doing good for our planet.
- **Care**
We care for our donors, talents and for our team.
- **Create**
By being open minded we create new ways of fundraising.
- **Contribute**
We contribute to answer the big challenges of our society.

The four Cs determine how we think and act:
Connect, Care,
Create &
Contribute



We connect our donors to the students they have helped. Photographer: Guy Ackermans

OUR GOALS

University Fund Wageningen raises funds for three purposes:

1. Talent

To support WUR talent, including through scholarships, awards and innovative education.

2. Research

To enable ground-breaking research, including towards achieving the Sustainable Development Goals by 2030.

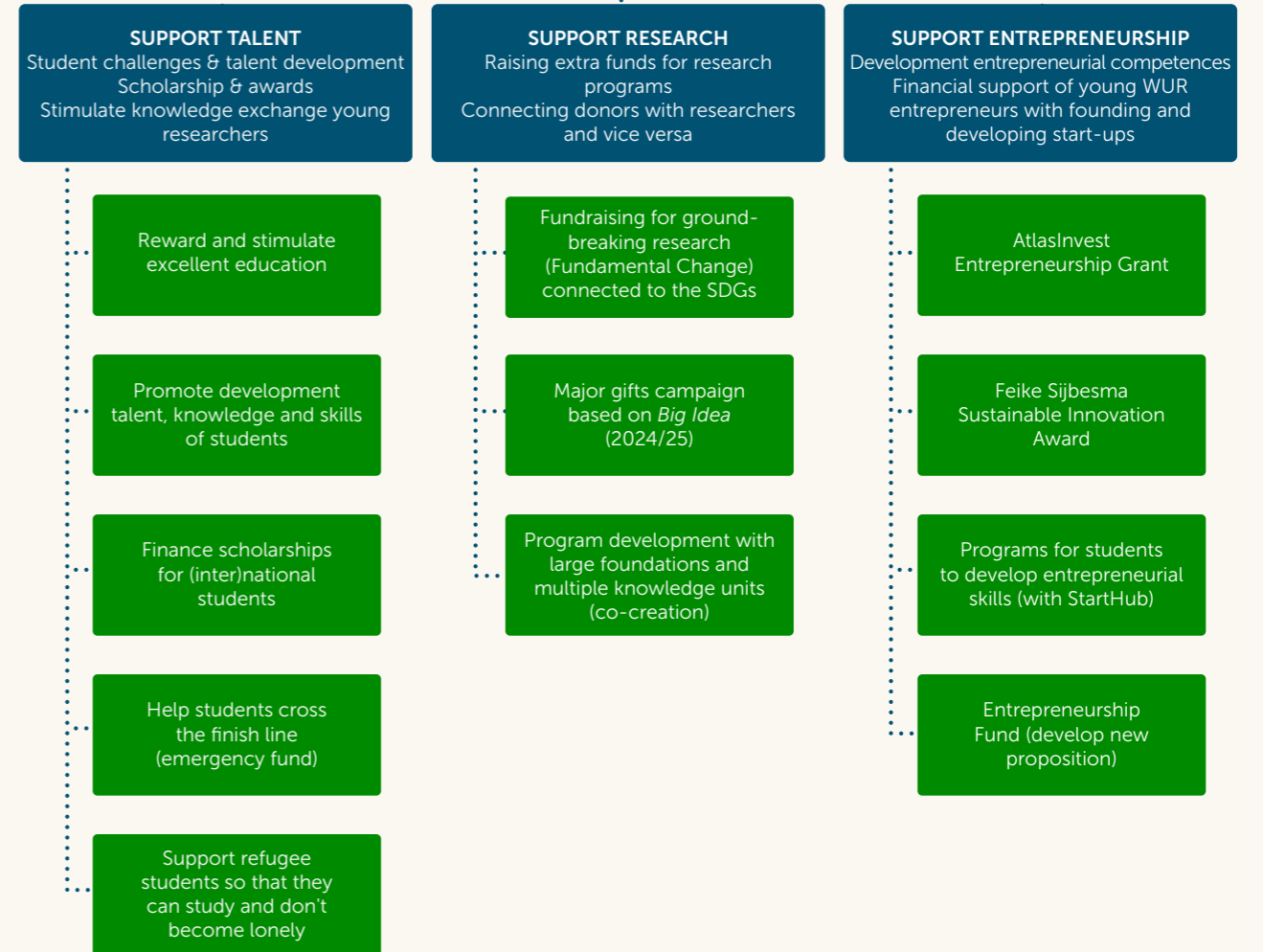
3. Entrepreneurship

To promote sustainable entrepreneurship among students, junior researchers and alumni.

The figure illustrates the different programmes by spending objective.



UNIVERSITY FUND WAGENINGEN





Wageningen Campus. Photographer: António Valente

FACTS AND FIGURES 2022

INCOME FROM FUNDRAISING

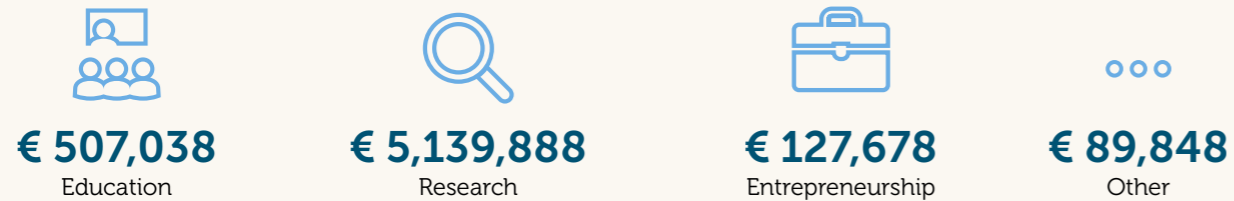


€ 6,259,706

FUNDRAISING



EXPENSE



ACTIVITIES, COLLABORATION & VOLUNTEERS



REGULAR DONORS

1.906
Number of regular donors



POLICY PLAN FOR 2023-2027

To achieve our ambitions, we need a solid organisation and a clear strategy. Our policy plan for 2023-2027 sets out a number of strategic priority areas:

- Fundraising
- Grant management
- Stewardship
- Communication

FUNDRAISING: INCREASING DONOR ENGAGEMENT AND DEVELOPING NEW LEADS

In the coming years, fundraising activities will focus on increasing donor engagement and developing new leads. We differentiate between:

- raising one-off/regular donations through annual campaigns and crowdfunding
- acquiring legacy gift
- attracting medium and large donations from companies, endowment and private funds
- developing new ways of fundraising

Gifts from private individuals

University Fund Wageningen engages in relationship-based fundraising. We focus on the donor, who takes the lead in terms of the objective (activity or project) towards which they wish to contribute. We proactively and reactively talk to potential donors about their intentions and motivations, the description of the objective, the form of the donation and the level of commitment. This requires an element of customisation; a medium donor or initiator of a named fund requires a different approach than a programme manager of an endowment fund. All activities are designed to establish a form of partnership and build a lasting relationship.

Legacies

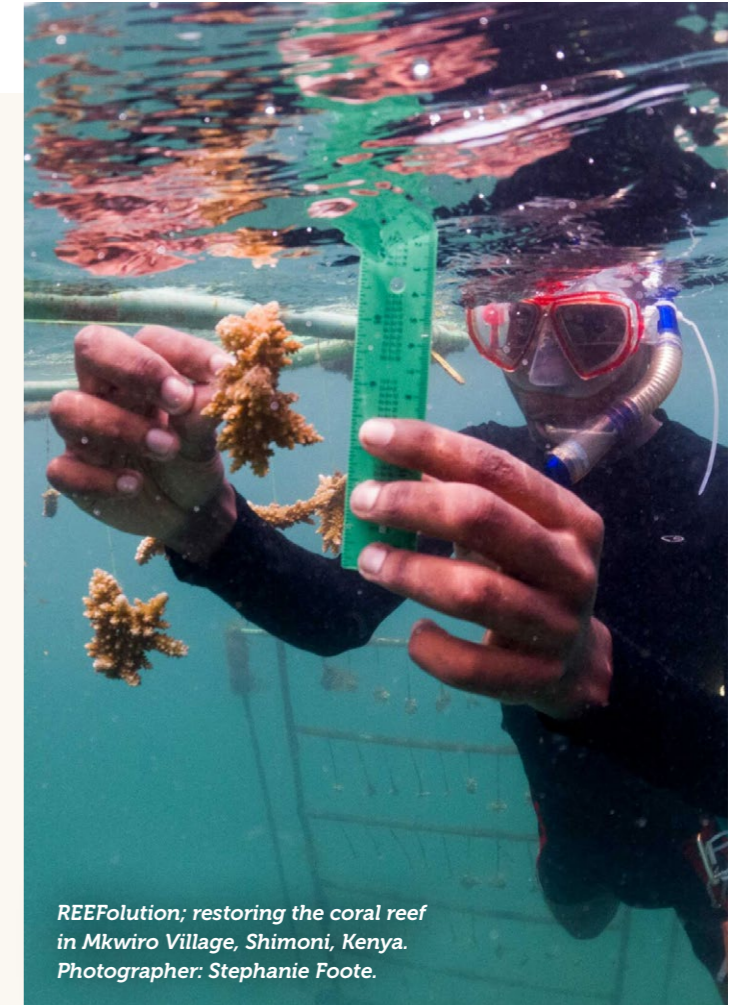
University Fund Wageningen receives legacies gifts almost every year. With their last gift, the testators support WUR – which they have all loved in their own way, and which has inspired them and of which they have many happy memories. Many people are unaware of the fact that they can leave a legacy to the institutions that have given them so much joy and inspiration during their lives, thus ensuring that their

ideals live on even after their death. In the coming years, we will continue to increase this awareness by, among other things, co-initiating the Bequeath to Science (*Nalaten aan de wetenschap*) campaign and organising events for the target group on the Wageningen Campus. In addition to generating leads, we also want to engage testators already known to us at WUR.

Attracting medium and large donations

The importance of philanthropic partnerships is growing. Many leading philanthropists address the world's challenges through large, professionally managed and equipped foundations. These foundations are effective agenda-setters and see their primary role as being catalysts for change. They can raise important issues in a more accessible way and across different platforms. Philanthropists take initiatives that governments are unwilling or unable to take due to a lack of resources or a reluctance to take risks with public money. Philanthropists play a role in influencing policy formation and facilitating the translation of the results of scientific efforts into real impact. Like WUR, they are committed to creating a more sustainable world, and they can make a real difference with their donations.

In the Netherlands there are around 1,000 charitable funds and foundations, which together spend around €400 million a year. The international market is much larger. Although the portfolio, and with it the amount of philanthropic donations, has grown tremendously in recent years, there is still a great deal of potential to be unlocked.



REEvolution; restoring the coral reef in Mkwiro Village, Shimoni, Kenya. Photographer: Stephanie Foote.

Between 2017 and 2022, University Fund Wageningen generated more than €20 million for the fourth flow of funding in this segment. Every year, the portfolio continues to grow with new prospects and leads. In the coming years, the focus will be on further developing this portfolio by investing in intensifying existing partnerships and providing partners with Wageningen knowledge. Investments will also be made in more collaborations between and within the Sciences Groups, a thematic approach, a greater focus on the Dutch and European markets and increased capacity within the University Fund Wageningen team.

New propositions and themes

The new ways of fundraising are based on the new proposition of University Fund Wageningen, more data-driven fundraising and a bigger range of funding opportunities.

Activities that we will focus on in the coming years include:

1. Developing a framework for new forms of named funds (e.g., themed funds).
2. Designing two to three recognisable annual campaigns/propositions based on University Fund Wageningen's new brand strategy and spending objectives.
3. Developing a big idea (case for support) for a major donations campaign in close cooperation with WUR's Executive Board and Management Board.
4. Formulating a new proposition on sustainable entrepreneurship and/or bundling existing WUR funds and initiatives in this area, with the aim, among other things, of gaining access to networks of philanthropists who want to stimulate entrepreneurship and to the now-active entrepreneurial community at WUR.
5. Adopting a proactive approach towards charitable funds and foundations with relevant projects that have an urgent impact on global challenges related to climate, biodiversity and the transition to sustainable food systems.
6. Developing a programme to celebrate the 75th anniversary of the University Fund in 2026 as a prelude to a fundraising event held every two or three years.
7. Setting up an alumni giving circle in the United States of America.

GRANT MANAGEMENT; MAKING LIFE EASIER FOR FUNDRAISERS, DONORS AND RESEARCHERS

Grant management is a relatively new activity of University Fund Wageningen. The Grant Management unit contributes to sound project proposals and budgets, the proper execution of due diligence procedures, the drafting of grant and donation agreements, auditing and sound administrative management of the project, including effective internal communication. Grant management monitors progress and ensures timely reporting to the donor, both in terms of outputs and financials. Grant management evaluates internal processes and initiates and coordinates progress meetings.

The first objective is to reassure donors that their gift is in good hands and to provide them with a single, central point of contact. The second objective is to reduce the burden on project leaders in this administrative and sometimes complex process, within the framework of ANBI and other laws and regulations, and in line with the strategic policy of University Fund Wageningen, so that researchers and donors can focus on the substance and on creating impact. Through Grant management we also place the donor at the centre, following as far as possible the donor's definitions, procedures and models, and ensuring that the donation is used in accordance with the donor's wishes. In the coming years, we will work within the WUR to raise awareness of this part of University Fund Wageningen, emphasising the Fund's neutral position and its role as an expert. In 2023 and 2024, we will also work on tightening up the gift acceptance policy and streamlining the gift acceptance process.

STEWARDSHIP; BUILDING ON PARTNERSHIPS WITH DONORS AND WUR TALENT

Stewardship is about engaging and thanking donors, so that they remain committed to Wageningen University & Research in the long term. The use of communication (thank you campaigns, website, newsletters, donor days, annual reports, special events) plays an important role in informing, inspiring, involving and thanking donors. Stewardship contributes to the appreciation of all donor target groups and is fertile ground for (repeat) donations.

The Stewardship Programme devotes a great deal of attention to Wageningen Ambassadors; with five events a year, University Fund Wageningen ensures that the network remains actively involved and engaged with WUR, so that Wageningen Ambassadors can fulfil their role as a bridge to society. Our goal is to expand the network to 50 ambassadors, who will spend €100,000 per year to promote new initiatives.

RECOGNISABLE COMMUNICATION WITH UNIVERSITY FUND WAGENINGEN AS A LEADING BRAND

It is important to raise awareness of the name and proposition of University Fund Wageningen and to achieve a clear profile as a charity with social impact. In 2023, a clearer brand portfolio will be developed with University Fund Wageningen as the leading brand, leveraging the strong reputation, image and brand strength of Wageningen University and Research. This will result in a strong message, an appealing house style, a relevant visual language, a tone of voice and a mix of tools that are distinctive and recognisable to all target audiences.

In the coming years, we will work on an effective communication strategy based on a clear proposition and rationale. This will include the development of new tools such as a corporate recruitment film, brochures and fact sheets (digital and on paper) for different target groups, effective fundraising mailings, social media messaging and mini-docs (impact stories), etc.

COMMUNICATION THROUGH STORYTELLING

At the heart of our communications is the telling of stories about what has been made possible with the support of our donors. Our stories help donors feel good about the difference they are making, and we inspire potential donors to make a positive contribution to students' personal lives or to global issues, near and far.



Nguyen Vu Bao Nam studies in Wageningen with a scholarship. Photographer: Guy Ackermans

TEAM AND ORGANISATION

Without a strong team and clear, efficient work processes, University Fund Wageningen cannot fulfil its ambitions. In 2022, many of the foundations were strengthened; work processes were streamlined, and governance is sound and complies with new laws and regulations and ANBI requirements.

The administrative organisation is also largely in place, the redesign and clean-up of the CRM database has begun and important steps have been taken to improve financial management and payments.

In the coming years, the focus will continue to be on further professionalising the management and use of resources, monitoring, transparency and accountability to the Board, our donors and other stakeholders within and outside WUR. Continued efforts will be made to invest in the development and learning capacity of University Fund Wageningen's team so that its ambitions and goals can be achieved.

BESTUUR

Jacqueline Pieters-Zetsma, chair
Sebastiaan Berendse, member, Director of Corporate Value Creation at WUR
Drees Peter van den Bosch MSc, member
Wouter Hendriks, member, Dean of Research, WUR
Harry Paul, member
Willem de Feijter, treasurer



*The Board of University Fund Wageningen, 2023.
Photographer: Guy Ackermans.*

TEAM

Lies Boelrijk, Director and Fundraiser for Major Donors

Fanny Castel, Relationship Manager Trusts & Foundations

Maruscha Clarke, Grant Development Manager Trusts & Foundations

Daniëlle Grashuis, Relationship & Event Manager

Esther Kloppenberg-Fakkert, Financial Officer

Sacha Tijnstra, Communications Advisor

Jelle Zeilstra, Financial Controller

Harry Verwaaijen, Relationship Manager Private Donors & Legacies

Anne Zaal, Coordinator Awards & Board Affairs

Florence Taaka, Relationship Manager Trusts & Foundations

Marleen Kesting, Database Officer

Florie de Jager Meezenbroek, Relationship Manager Trusts & Foundations

Stacey Buscher-Brown, Relationship Manager Trusts & Foundations



The University Fund Wageningen team, 2023. Photographer: Guy Ackermans.

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Front cover photo: António Valente



The CANOPIES-project is a study into the ideal agroforestry farm, made possible with a donation from a European philanthropic foundation.

Photographer: Jonas Steinfeld