

DCU Educational Trust Strategic Planning Framework 2020-2022

Our Mission: Develop philanthropic relationships to support DCU in its mission to transform lives and societies

Destination Goals:

- **Gifts:** €20M in pledged gifts over the next 3 years, with **50%** being raised in collaboration with the University and our Board
- **Donors:** Increase number of donors at all levels by **10%** per annum, whilst retaining **65%** of donors annually
- **Projects:** Maintain a project pipeline of minimum **€20m in scoped projects** (with a minimum **8 scoped projects**) at all times
- **People: Retain and develop** the DCU ET team to unlock individual potential and maximise business impact
- **DCU Engagement:** Continue to build trusted, authentic and productive relationships across all DCU stakeholders

KEY FOCUS AREAS

1. EVOLVING FUNDRAISING (see detail following foll)	2. BUILDING COMMUNICATION (see detail following)	3. CREATING IMPACT (Progressing the project pipeline)	4. DEVELOPING OUR PEOPLE	5. PROVIDING STRONG GOVERNANCE and FINANCIAL SUPPORT
<ul style="list-style-type: none"> • Build donor affinity through Identifying, building and maintaining Key Donor Relationships • Deliver focussed gameplans for: <ul style="list-style-type: none"> • Principal Prospects • Corporate • Individual Giving • International • Trust and Foundations • International • Trustee Inspired Giving • Grow a philanthropic culture across the DCU Community • Deliver impact through our fundraising for all stakeholders 	<ul style="list-style-type: none"> • Create a strong brand & “case for support” • Increase our visibility across DCU Community • Build a cohesive stewardship journey for our donors • Develop strong project and impact communications • Communicate to enhance the culture of philanthropy at DCU 	<ul style="list-style-type: none"> • Complete a full review of our Shaping the Future Campaign; agree with DCU President on project priorities • Engage with key stakeholders to envision and develop our next fundraising campaign • Develop strong relationships across DCU to ensure strong engagement and alignment between project leads and DCUET team • Continuous focus on strengthening project governance processes 	<ul style="list-style-type: none"> • DCUET Values : build and embed our values in harmony with DCU values • Development: ensure all DCU ET team members have an individual development plan • Health & Wellbeing: Implement a focussed plan to ensure the ongoing well-being of our staff • Performance: Develop and Implement a performance review system which inspires all staff 	<ul style="list-style-type: none"> • Develop and implement a timely, insightful monthly performance management reporting cycle • Drive full compliance with all aspects of the Governance Code • Enhance our Risk management processes • Partner closely with the DCUET team in supporting decision making • Develop strong, collaborative relationships with DCU Finance

KEY ENABLERS

EMBEDDED VALUES

AUTHENTIC RELATIONSHIPS

ENGAGED COUNCIL OF TRUSTEES

DCU STRATEGIC ALIGNMENT

1. EVOLVING FUNDRAISING:

Destination Goals:

- **Raise €20M** in pledged gifts with 50% being raised in collaboration with the University and our Board over the next three years.
- **Reach** an increase number of donors at all levels by 10% per annum
- **Retain** 65% of donors Annually
- **Repeat** Fundraising Cycle - 'Build' 'Execute' 'Grow' 'Deliver'

1. BUILDING AFFINITY	2. EXECUTE STRATEGY	3. GROWING THE PHILANTHROPIC CULTURE	4. DELIVERING IMPACT
<p>'Identifying, building and maintaining relationships'</p> <ul style="list-style-type: none"> ● Identify - Creation and analysis of potential DCU supporters at all levels ● Build - Calendar of engagement events and opportunities ● Maintain - Measure engagement with a focus on donor journey and progression 	<p>'Agree & Implement the key strategic focus for DCU'</p> <ul style="list-style-type: none"> ● Principal Prospect ● Corporate ● Individual Giving ● International ● Trust and Foundations <p>Common themes and Core areas</p> <ul style="list-style-type: none"> - Appropriate Donor Prioritization based on affinity & capacity - Performance management to support delivery - Structured Volunteer engagement - Co-ordinated, collaborative approach, to donor engagement across the DCUET Team 	<p>'Building sustainable relationships to support a culture of philanthropy across the DCU community'</p> <ul style="list-style-type: none"> ● Assist DCU in building a community connected to DCU's missions and goals ● Acknowledgement that philanthropy is a part of the overall relationship ● Prioritisation of long term relationships ● Ensure appropriate opportunities for engagement based on overarching goals 	<p>'Ensure Impact is delivering for all stakeholders (DCU, Donors, DCUET, External Partners)'</p> <ul style="list-style-type: none"> ● Work with DCU to ensure maximum visibility and awareness for projects scoped and funded ● Ensuring donors are appreciated and recognised for the impact of their support ● DCUET celebrates success and acknowledges the support of its volunteers ● DCUET to convey feedback from external partners to DCU leadership to assist with alignment of fundraising strategies to the mission of the University

ASSUMPTIONS

- €20M in scoped projects at all times
- Based on clear strategic direction from the University
- DCU Leadership, Trustees, Alumni Relations - fully aligned, supportive & committed to DCUET strategy
- A supportive economic climate, which will affect the quality and quantity of prospects

Fundraising Strategy - Specific Objectives/Goals - Grow/Increase Focus/Decrease Focus/Sense of Priority

- **Principal Prospect** -
 - Manage a pool of c. **70 principal prospects** across the prospect cycle with emphasis on **5 priority prospects** at any one time.
 - Increase donations from principal prospects while working in partnership with leadership across DCU, while also maintaining donor relationships through effective stewardship (Level to be assessed/agreed)
 - Establish and maintain a group of key strategic advisors in Ireland and in key international markets to create wider access to potential donors
- **Corporate** -
 - Increase participants & philanthropic donations through DCU Access to the Workplace Programme
 - Create pipeline of Project 'Asks' aligning with Corporates values, affinity and capacity
 - Respond to Corporate Opportunities based on Industry Sector performance
- **Individual Giving** -
 - Develop a structured IG programme with Alumni in consultation with the Alumni office
 - Increase the number of individuals who philanthropically donate to DCU through regular giving, annual appeals & legacies
 - Maintain these donations through engaged stewardship activities
 - Actively move donors up to the next level ie. Standard Gifts become Major Gifts
- **International** -
 - Raise €2? million in philanthropic donations per annum by end of quarter two of 2023
 - Re-invigorate the board and mission of our IAEE organization
 - Establish Advisory board for each of the targeted US Regions
 - Match specific project/programmes with US
 - Work closely with Alumni office to ensure clarity of engagement with and communication to International Alumni.
- **Trust and Foundations** -
 - Develop a well-functioning qualification and cultivation process
 - Collaborate with foundations to identify DCU projects on which to partner and develop proposal
 - Increase pipeline and income stream across the various types of institutional, community, professional, corporate and family foundations
 - Enhance our stewardship activities, to ensure supporting organisations are recognised, see the impact of their donation/grant, and value being part of the DCU community

2. BUILDING COMMUNICATION:

Destination Goal:

DCU Educational Trust will be a highly visible and engaged member of the DCU community with widespread understanding of the integral role it plays in enabling DCU's mission to transform lives and societies.

Our donors and the DCU Community will be inspired by our “case for support” and will fully understand and feel part of our mission to generate philanthropic support for projects that transform lives and society.

<p>1. Creating a strong brand & “case for support”</p> <p><i>Clear DCUET vision & purpose connected to DCU mission and flowing down to strong individual project “cases for support”</i></p>	<p>2. Increased visibility across DCU Community</p> <p><i>Making our work and the impact of philanthropy highly visible to students, staff and alumni.</i></p>	<p>3. A cohesive stewardship journey</p> <p><i>Supporters are recognised, see the impact of their gift, feel appreciated, and part of DCU community.</i></p>	<p>4. Strong project and impact communications</p> <p><i>Through our project narratives, we tell the story of the difference philanthropy makes to lives and society.</i></p>	<p>5. Creating a culture of philanthropy at DCU</p> <p><i>Philanthropic journey starts from student days and is a lifelong connection.</i></p>
<ul style="list-style-type: none"> • Research into current donor perceptions & motivations • Develop new DCUET intro text & materials with new narrative • Proposals and other project collateral • External review to provide advice on rebranding 	<ul style="list-style-type: none"> • Integration of philanthropic stories into existing DCU & alumni comms • Wider circulation of our impact report & newsletter to staff • Full participation in college events and DCU@40 • Greater presence at alumni events • External office branding • Possible re-launch following re-brand. 	<ul style="list-style-type: none"> • Review corporate stewardship matrix • Develop new individual matrix • Donor recognition on website & physical locations in DCU • Calendar of stewardship events & touchpoints • Gift announcements • Newsletters • Events • Research & clarify important role of fundraiser 	<ul style="list-style-type: none"> • Support FR team and project leaders to prepare materials and pitches to communicate an impactful case for support • Time for training, research & events to help generate new and creative ideas. • Case studies & reports • Annual Impact Report • External recognition 	<ul style="list-style-type: none"> • Increase DCUET presence at key campus events / days • Work with students to run events to raise funds for student welfare projects • Sponsor provision of facilities / small project funds each year • Alumni are aware of the opportunity to contribute philanthropically
<p>Quality content & materials: We will produce clear, high quality documents and videos.</p>	<p>Relevant & purposeful events: We will only run events that we understand have a clear value to donors.</p>	<p>Active online & social media presence: A highly visible and active presence on social media will be a core tool to disseminate our messaging and achieve goals above.</p>	<p>Real stories & figures: Our case for support and impact materials will focus on real and tangible stories with clear impact.</p>	