ECU Medical & Health Sciences Foundation
2015-2019 Strategic Plan

Vision, Mission, Key Objectives & Strategies
The ECU Medical & Health Sciences Foundation is an innovative and highly effective organization with great clarity of purpose. The Foundation is committed to providing much needed resources to continually enhance the university’s medical, dental, nursing and allied health sciences educational programs; and increase their ability to transform healthcare across eastern North Carolina and beyond.

Recognized as a national model for effective fundraising and advocacy, the Foundation manages a consistently growing pool of assets which fund extensive student scholarships, clinical experiences, professorships, progressive research and faculty support. It enables ECU to graduate more physicians, dentists, nurses, physicians assistants, physical therapists and other healthcare professionals to meet the ever-increasing need and improve the quality of life for so many.

The Foundation has developed a strong “culture of giving” among board members, staff, faculty, students, parents, alumni and other supporters that is emulated by similar medical and health sciences foundations. The organization cultivates an ever increasing donor base, while maintaining strong, cooperative partnerships with other ECU foundations. Exceptional donor relations is a top priority, and the Foundation is considered among the best at telling their “story”, selling the needs of the university and recognizing those who provide support in creative, meaningful and memorable ways. Donors feel they are truly important to the medical and health sciences programs and share the joy of making a difference.

A key contributor to the ever-increasing recognition and prestige of ECU, the Foundation is critical to fulfilling the university’s commitment to student success, public service and regional transformation.
OUR CORE MISSION
The Primary Purpose of Our Organization

Provide resources to ensure student and faculty success and transform healthcare in the region

The Thought Behind the Specific Words in Our Mission
“Provide resources” is enabled through aggressive advocacy, successful fundraising, exceptional donor relations and effective stewardship.

“Ensure student and faculty success” involves helping fund the needs of students (scholarships, clinical opportunities, facilities and labs) and faculty (funding necessary positions and discretionary spending in support of teaching).

“Transform healthcare” encompasses research, innovations in care delivery and expanded access, community outreach and educational programs.
OUR KEY OBJECTIVES

Our Path to the Future

1. Increase Annual Contributions to $5M and Endowment to $37.5M by 2019 to support critical Division of Health Sciences needs including scholarships, professorships, research, program support and discretionary funding. Executive Committee

2. Develop a strong Culture of Giving across the Division of Health Sciences to include board members, staff, administration and faculty; and among students, parents, alumni, grateful patients and other constituencies. Development & Donor Relations Committee

3. Aggressively build corporation and public and private foundation giving; building effective, long-term relationships. Development & Donor Relations Committee

4. Dramatically increase the scope and effectiveness of MHS donor relations; establishing a donor satisfaction benchmark and continuously increasing the level of donor satisfaction. Development & Donor Relations Committee

5. Develop a unique and effective “brand identity” for the Foundation; implementing innovative marketing to build awareness of the Foundation’s mission and attract new donors. Executive Committee

6. Work to assure necessary staff and resources for the Foundation; right-sizing for both ongoing operations and major fundraising campaign needs. Budget Committee

7. Increase diversity, level of engagement and overall effectiveness of our Board of Directors. Engagement Committee

8. Partner with University Advancement and other ECU foundations to design, plan and successfully execute the next major university-wide fundraising campaign. Executive Committee

9. Enhance the reputation of the Foundation by ensuring that all operations maintain the highest level of accountability, integrity, transparency and financial stewardship. Audit, Investment & Stewardship Committees
OBJECTIVE 1: Increase Annual Contributions to $5M and Endowment to $37.5M by 2019 to support critical Division of Health Sciences needs including scholarships, professorships, research, program support and discretionary funding.

STRATEGIES:

• Identify clear, engaging funding priorities which can be effectively marketed to increase support.
  
  POTENTIAL ACTION PLANS:
  • Set specific, aggressive fundraising goals by program, school and college.
  • Assign clear accountability within the staff organization and Board for meeting goals.

• Significantly expand our donor base.
  
  POTENTIAL ACTION PLANS:
  • Identify a wide range of new prospects including potential major donors.
  • Identify and expand corporate and foundation prospects.
  • Expand our database of students, parents, grandparents, alumni.
  • Develop new prospect lists from areas outside eastern North Carolina such as communities housing School of Dental Medicine Community Service Learning Centers.

• Develop strong, attention-getting marketing to promote the funding priorities of the Division of Health Sciences.
  
  POTENTIAL ACTION PLANS:
  • Create a video highlighting the impact of scholarships.
  • Host programs for ECU Alumni at state and national professional conferences.
  • Redesign the Foundation website to include regularly updated articles about funding needs across the division.

• Partner with the ECU Alumni Association to increase Division of Health Sciences alumni participation.
• Develop a fundraising dashboard of key performance measures for regular review by the Foundation Board of Directors.
OBJECTIVE 2
Development & Donor Relations Committee

OBJECTIVE 2: Develop a strong *Culture of Giving* across all the Division of Health Sciences to include board members, staff, administration and faculty; and among students, parents, alumni, grateful patients and other constituencies.

STRATEGIES:

- Annually achieve 100% giving by the Board.
- Establish a Division of Health Sciences Family Council to support fundraising efforts.
- Create an effective “Grateful Patients” fundraising program.
- Engage faculty in the fundraising efforts of the Foundation.
- Leverage and highlight successes in scholarships, professorships and research.

**POTENTIAL ACTION PLAN:**

- Utilize scholarship recipients and faculty as “ambassadors” for the Foundation.
OBJECTIVE 3
Development & Donor Relations Committee

OBJECTIVE 3: Aggressively build corporate and public and private foundation giving; building effective, long-term relationships.

STRATEGIES:

• Work with constituents across the Division of Health Sciences to identify potential corporate donors/partners with an interest in healthcare.
• Create a needs-based case for each prospect identified.
• Solicit appropriate partners within the Division of Health Sciences and the Foundation Board to help in cultivating relationships and pursuing support for each identified prospect.
• Identify and cultivate appropriate foundations for research support.
• Explore opportunities to partner with Vidant Health Foundation on certain corporate or foundation prospects where there is greater potential for both parties to obtain financial support by working together.
OBJECTIVE 4
Development & Donor Relations Committee

OBJECTIVE 4: Dramatically increase the scope and effectiveness of Foundation donor relations; establishing a donor satisfaction benchmark and continuously increasing donor satisfaction.

STRATEGIES:

• Execute donor research to establish a donor satisfaction benchmark level in 2015.
• Evaluate and adopt best practices in donor relations from other ECU foundations and competitive healthcare fundraising organizations.
• Develop a method for capturing personal stories from both donors and recipients of funds to use in marketing to existing and potential donors.
• Develop an ongoing marketing communication program tailored to current donors using publications, social media, personal contacts (notes, e-mails, etc.)
• Evaluate our current process for contacting current donors annually with an “ask”, and improve as needed.
• Develop an exceptional donor recognition program that is highly personal, insures they know they are really making a difference and clearly communicates the impact of their gifts.
OBJECTIVE 5: Develop a unique and effective “brand identity” for the Medical & Health Sciences Foundation and implement innovative marketing to build awareness of the Foundation’s mission and attract new donors.

STRATEGIES:

Brand

• Utilize an experienced brand development firm, or internal resources if available, to help the Foundation build a strong, relevant and appealing brand identity.

POTENTIAL ACTION PLANS:

• Evaluate our current name for clarity and appeal.
• Determine an identity to differentiate ourselves from the Vidian Health Foundation.
• Conduct research to assess current perceptions and misconceptions of the Foundation. Focus on understanding the differences between the Foundation/School of Medicine/Vidian Health/ECU Physicians both internally and externally. (May be part of the brand identity work.)

• Explore improved branding of schools, colleges and programs under the Medical and Health Sciences umbrella.

Marketing

• Allocate Foundation resources for marketing and public relations.
• Develop a comprehensive marketing campaign to introduce the new Foundation brand identity/positioning.
• Educate all constituencies to serve as spokespersons and advocates for the Foundation.
• Create a strong, effective social media program for the Foundation.
• Increase events and public speaking engagements to build awareness and understanding of the Foundation.
• Expand regional events such as “Dean Dinners”.
• Evaluate potential new marketing venues such as sporting events, cultural performances, etc.
OBJECTIVE 6
Budget Committee

OBJECTIVE 6: Work to assure necessary staff and resources for the Foundation; right-sizing for both ongoing operations and major fundraising campaign needs.

STRATEGIES:

• Help fund adequate staffing as needed to deliver on our mission and future campaign goals.
• Support Foundation President in efforts to ensure MGO’s are focused on fund-raising and donor relations versus administrative duties.
• Encourage MHSF leadership to explore options within University Advancement and other foundations at ECU for coordinating and sharing resources, such as communications and marketing.
• Assist in improving communications and sharing of ideas among the three ECU foundations and the ECU Alumni Association.
• Annually evaluate specific performance goals and metrics for the staff organization to maintain a culture of accountability within MHSF.
• Promote continuity in MHSF leadership.
• Support MHSF leadership in retaining and providing professional development to staff.
• Ensure succession plans are developed for MHSF staff in conjunction with University Advancement and other foundations.
OBJECTIVE 7
Engagement Committee

OBJECTIVE 7: Increase diversity, level of engagement and overall effectiveness of our Board of Directors.

STRATEGIES:
• Identify potential directors from diverse geographical locations, businesses, professions and ethnic/gender groups.
• Articulate clear board member responsibilities and expectations to communicate to prospective directors. Also reinforce expectations periodically with current directors.
• Identify key skills, experience, relationships, spheres of influence and contacts for each director to ensure we maximize their participation and engagement as board members.
• Increase frequency of meetings, consider rotating meeting locations (Raleigh, etc.) and use technology or conference calls to increase participation.
• Increase dialogue and discussion versus reporting at meetings.
• Provide regular updates on the Vidant Health Foundation relationship and ensure directors are informed of any significant issues.
• Increase board member participation outside board meetings through highly engaged operating committees and specific roles in donor relations.
• Use our board, in partnership with the University’s efforts, to educate and lobby state legislators on the impact of ECU’s Medical and Health Sciences programs and our priority needs.
• Continue annual self-evaluation scorecard completed by directors.
OBJECTIVE 8
Executive Committee

OBJECTIVE 8: Partner with University Advancement and other ECU foundations to design, plan and successfully execute the next major university-wide fundraising campaign.

STRATEGIES:
• Continue to build strong, cooperative relationships with the ECU Foundation, ECU Educational Foundation and Alumni Association.

POTENTIAL ACTION PLANS:
• Consider periodic meetings of foundation/ alumni association chairs and presidents to discuss learning and strategies.
• Clearly articulate and push for our Foundation’s priorities and needs for funding.
• Actively participate in overall goal setting for the campaign; establishing specific Division of Health Sciences fundraising targets.
• Significantly expand prospect lists and include more corporations and relevant foundations.
OBJECTIVE 9
Audit, Investment and Stewardship Committees

OBJECTIVE 9: Enhance the reputation of the Foundation by ensuring that all operations maintain the highest level of accountability, integrity, transparency and financial stewardship. (Audit, Investment, Stewardship Committees to add strategies and action plans)

STRATEGIES:

• Review Articles of Incorporation, Bylaws, policies and procedures and any operating agreements on an annual basis for general operating and statutory compliance.

• Ensure that all committee charters and key operating policies are reviewed by the effected committee on an annual basis for operational compliance and recommended changes.

• Review on an annual basis the Foundations Code of Ethics and Conflicts of Interest Policies for operational compliance and recommended changes.

• Develop a centralized tool for measuring and tracking general operating compliance.