



Strategic Leadership Plan 2009–2014

Mission Statement

We *inspire others* to become involved in the life of Indiana State University and *secure* the *resources* to ensure the University's growth and success.

Values

- Reflective – ensuring professional and personal growth of all constituents through introspection and assessment
- Authentic – sincerity, honesty and genuineness
- Integrity – transparency and accountability
- Service – acting in service to others by listening and emphasizing sensitivity to their needs

Organizational Commitments

As an organization we commit ourselves to:

- Developing leaders throughout the organization
- Excellence as our standard
- Collaboration
- Honesty
- Open communication
- Measuring important things

Goals

The Board has identified 5 major goals for the ISU Foundation to work collaboratively with the University Leadership over the 2009-2014 time horizon. These goals address the following critical areas:

1. Student Investment
2. Academic Investment
3. Community Investment
4. Foundation Organizational Infrastructure
5. Foundation Offices

1. Student Investment

Goal Statement

The Foundation is in a unique position to affect positive change for students through resource development support. We can accomplish this by dedicating resources (e.g. focused fundraising support, sponsorship support or Foundation investment) to address the following aspirations to support our student's educational and physical needs:

Objective 1.1 To strengthen student scholarship support (Maggie Slaven)

Action Step 1.1.1 – Foundation Leadership Team develop a recommendation of a possible dollar range of scholarship need, taking into account the recent changes to the University's scholarship structure, and present it to the Development Committee at their April, 2009 meeting

Action Step 1.1.2 – Development Committee to recommend a goal and a plan for scholarship fundraising at the June, 2009 Foundation Board meeting

Action Step 1.1.3 – Development Committee reports on the progress of this goal at the April, 2010 Board meeting and each subsequent Board meeting until the goal is reached

Objective 1.2 To endow the University honors program (Jack Fox)

Action Step 1.2.1 – Foundation team to work with the Academic leadership to develop a goal, feasibility assessment, and a plan to endow the Honors program and present to the Development Committee at the January, 2010 meetings

Action Step 1.2.2 – Development Committee provides a recommendation for a plan to endow the Honors program to the full Board for approval at the April, 2010 Foundation Board meeting

Action Step 1.2.3 – Development Committee reports on the progress of this goal at the October, 2010 Board meeting and each subsequent Board meeting until the goal is reached

Objective 1.3 To develop innovative resource development plans to create desirable student housing (John Heintz)

Action Step 1.3.1 – Executive Committee to select a sub-committee by June, 2009 to work with University leadership in understanding the University’s vision as reflected in the draft master plan and how the Foundation can play a role in supporting this vision

Action Step 1.3.2 – Sub-committee provides a discussion recommendation to the full Board at the January, 2010 meeting

Action Step 1.3.3 – Sub-committee presents a recommendation in conjunction with the Real Estate and Investment Committees for approval to the full Board at the October, 2010 meeting

Objective 1.4 To develop innovative resource plans to enhance our athletic facilities (Joel Harbaugh)

Action Step 1.4.1 – Executive Committee to select a sub-committee by April, 2009 to work with the University leadership to develop a process for assessing the capacity to develop athletic facilities

Action Step 1.4.2 – Sub-committee provides a discussion recommendation in conjunction with the Real Estate and Investment Committees to the full Board at the April, 2010 meeting

Action Step 1.4.3 - Sub-committee presents a recommendation for approval to the full Board at the June, 2010 meeting

2. Academic Investment

Goal Statement

The Foundation is in a unique position to affect positive change for the faculty and the students through resource development support. We can accomplish this by dedicating resources (e.g. focused fundraising support, sponsorship support or Foundation investment) to address the following aspirations in support of our faculty and to assist in the development of innovative programs:

Objective 2.1 To invest in Programs of National Distinction, Regional/State Distinctiveness, and Programs of Promise according to University Strategic Plan (Karen O'Rourke)

Action Step 2.1.1 – Select a liaison(s), perhaps a Foundation Board member and a staff member, to meet with the appropriate University academic leadership to prioritize programs and needs within 60 days of initiative number one of the University Strategic Plan

Action Step 2.1.2 – Staff liaisons assign next steps (e.g. budgetary needs, programmatic support), a timeline and a responsible party to each of the programs and presents it to the Committee of Directors at their June, 2010 meeting for approval

Action Step 2.1.3 – Integrate the approved next steps into the Plan of Work of the appropriate Foundation team members by June, 2010

Action Step 2.1.4 – Provide an annual update on implementation progress to the Committee on Directors at their June meeting beginning June, 2011

Objective 2.2 To invest in faculty development such as support for the Promising Scholars and recognizing faculty excellence by supporting the faculty awards (Kim Bloch)

Action Step 2.2.1 – Foundation team to develop a plan to provide annual financial support for the Faculty Recognition Awards and the Promising Scholars and present to the Committee on Directors and Budget Committee at the April, 2009 meetings

Action Step 2.2.2 – Budget Committee incorporates funding into FY 09-10 budget by April, 2009

Action Step 2.2.3 – Announcement of funding is communicated and marketed to faculty and staff in Fall 2009

Action Step 2.2.4 – First awards are made and an annual report is provided to the Committee on Directors beginning June, 2010

Objective 2.3 To invest in programs that reengage Emeriti Faculty and Staff in mutually beneficial endeavors (Jennifer Lewellyn)

Action Step 2.3.1 – Appoint a Foundation team member liaison and meet with the academic leadership to appoint an advisory committee to assist with developing ideas to support emeriti faculty and staff by September, 2009

Action Step 2.3.2 – Advisory Committee provides recommendations to the Foundation Leadership Team by December, 2009

Action Step 2.3.3 – Foundation Leadership Team makes recommendation to the Foundation Board at the June, 2010 meeting

Action Step 2.3.4 – Approved plan is put into effect July, 2010, and an annual assessment and review is provided to the Committee of Directors each September beginning in 2011

Objective 2.4 To pursue support for endowed chairs in University identified key programs and as opportunities arise (Steve Brown)

Action Step 2.4.1 – Foundation Team to present to the Development Committee opportunities for endowed chairs at the April, 2009 committee meeting in order to determine a specific, minimum goal for endowed chairs for the next 5 years

Action Step 2.4.2 – Development Committee to recommend a plan for promoting endowed chairs as well as recruiting prospective donors to these opportunities at the June, 2009 Board meeting

Action Step 2.4.3 – Development Committee reports on the progress of this goal at the January, 2010 Board meeting and each subsequent Board meeting until the goal is reached

3. Community Investment

Goal Statement

The ISU Foundation will play a prominent role in enhancing the communities it serves in support of the University by making strategic investments in the following critical areas:

Objective 3.1 To establish a stronger, quantifiable presence for alumni relations, development and University initiatives (e.g. student recruitment) in carefully selected key markets (Gary Ballinger)

Action Step 3.1.1 – Foundation Board to formally request the support of the Alumni Board with this process by appointing a joint committee to work on this initiative (and to include University leadership) and offer financial assistance in facilitating the process by March, 2009

Action Step 3.1.2 – Alumni and Foundation Boards and University representatives hold a joint creative summit to discuss these by September, 2009

Action Step 3.1.3 – Joint Committee provides initial recommendations to the Foundation and Alumni boards by February, 2010

Action Step 3.1.4 – Joint Committee provides final recommendation for approval to the Foundation and Alumni boards by June, 2010

Action Step 3.1.5 – Recommendations are implemented and Foundation Team provides annual updates to both boards each April effective 2011

Objective 3.2 To serve as a resource development catalyst for community growth rooted in planning accomplished jointly between the University and Terre Haute/Vigo County leadership (Eric Motycka)

Action Step 3.2.1 – The Foundation Office President’s Team to conduct an assessment of the principle organizations or individuals that should be involved in forming a community-wide committee dedicated to pursuing these conversations and present a report to the full Board at the June, 2009 meeting

Action Step 3.2.2 – The Foundation Office President’s Team conducts process of confirming University support and recruiting representation on Leadership Wabash Valley by March, 2010

Action Step 3.2.3 – The Foundation Office President’s Team provides recommendation to Budget Committee for funding to support Leadership Wabash Valley beginning with fiscal year 2010-2011

Action Step 3.2.4 – Leadership Wabash Valley presents a detailed plan for collaborative growth for approval from the Foundation and other approval-needed organizations by May, 2011

Action Step 3.2.5 – Plan is approved and marketed to the Terre Haute community from May to September, 2011

Action Step 3.2.6 – Foundation publishes/produces an annual update on the progress of the plan each May beginning in 2012

Objective 3.3 **To create or enhance programs and opportunities for international ventures (e.g. alumni travel program, outreach to ISU alumni living abroad, support for recruiting international students in locations such as the Asia, Middle East and South America)** (Brett Hagerman)

Action Step 3.3.1 – Foundation Team to study international opportunities and provide a discussion recommendation to include detailed goals and assessment processes to both the Foundation and Alumni boards by February, 2010

Action Step 3.3.2 – Foundation Team to provide a final recommendation for approval by both the Foundation and Alumni boards by May, 2010 to be implemented in the 2010-2011 fiscal year

Action Step 3.3.3 – Foundation Team provides an evaluation of the progress in June each year beginning in 2011

Objective 3.4 **To develop a long-term plan for alumni, emeriti and friends of ISU communities (living environments) such as adult and senior living environments or young alumni residencies** (Margaret Slaven)

Action Step 3.4.1 – Foundation Executive Committee to select a sub-committee by June, 2011 to work with University leadership and Terre Haute leadership to develop a vision for this initiative

Action Step 3.4.2 – Sub-committee provides a discussion recommendation to the full Board at the June, 2012 meeting

Action Step 3.4.3 – Sub-committee presents a recommendation for approval to the full Board at the September, 2012 meeting

4. Foundation Organizational Infrastructure

Goal Statement

As the Foundation continues to evolve into a self-sustaining, independent organization; two organizational infrastructure priorities are needed to support this continued, positive transformation. These priorities include the development of effective and efficient: (1) Database management system and related technology services and (2) Human resources function.

Objective 4.1 To develop an effective, efficient independent database management system and deploy up-to-date technology and telecommunications systems/services (Michelle Reeson)

Action Step 4.1.1 – Database Management Work Group submits an initial recommendation to the Leadership Team by January, 2009

Action Step 4.1.2 – Foundation staff submits a database and technology services plan to the Budget Committee prior to the April, 2009 board meeting

Action Step 4.1.3 – Foundation staff submits a database and technology services plan at the Foundation Board April, 2009 meeting for approval

Action Step 4.1.4 – Database and technology plan is completed and installed by July 2010 and updates on progress are made to the Development Committee

Objective 4.2 To implement a human resources function for the Foundation that remains consistent with but separate from the University (Kale Walker)

Action Step 4.2.1 – Select and appoint a human resources graduate assistant and establish a work plan for 2008-09 by August, 2008

Action Step 4.2.2 – Submit an initial update and updated work plan for 2009-2010 for human resources to the Human Resources Committee at their June, 2009 meeting

Action Step 4.2.3 – Review initial plan with appropriate University leadership for feedback and support by July, 2009

Action Step 4.2.4 – Assess progress from year one and develop a final, comprehensive plan for the implementation of the human resources function to include integrating into the operational budget, long-term philosophy for the function that reflects the mission and values, and selection of full-time leadership for this function for approval by the Foundation Board at the April, 2011 meeting

5. Foundation Offices

Goal Statement

The Foundation will move its offices from Gillum Hall on-campus between 2009 and 2014. This move should increase the visibility of the Foundation to our constituencies, and it needs to be transformational in that it adds to the continued growth and positive image of ISU and downtown Terre Haute. The move will include both short-term (1-3 years) and long-term (over 5 years) aspects.

Objective 5.1 Conduct a short-term move of the Foundation offices to (1-3 years or longer) provide immediate relief for needed space for both the Foundation and the University and to support planning time for a long-term transformational location (Kevin Hoolehan)

Action Step 5.1.1 – Foundation staff to provide an initial recommendation for a short-term move to the Foundation Board at the April 2009 Board meeting

Action Step 5.1.2 – Foundation Board to approve plans for a short-term move at the June, 2009 Board meeting

Action Step 5.1.3 – Initiate short-term move beginning July 1, 2009 and complete short-term move no later than December, 2010

Objective 5.2 Develop a plan for a long-term transformational move (over 5 years) to ensure a significant impact for the Foundation, University and Terre Haute community (Gene Crume)

Action Step 5.2.1 – Foundation Board to assign planning responsibilities to an ad hoc committee or a sub-committee of an existing committee at the June, 2009 Board meeting

Action Step 5.2.2 – Committee conducts its initial work and submits a progress report to the full Board at the January, 2010 meeting

Action Step 5.2.3 – Committee submits a final plan for approval to the full Board at the April, 2010 meeting and implementation of the plan begins