## STRATEGIC PLANNING TASK FORCE

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BALL STATE UNIVERSITY
FOUNDATION

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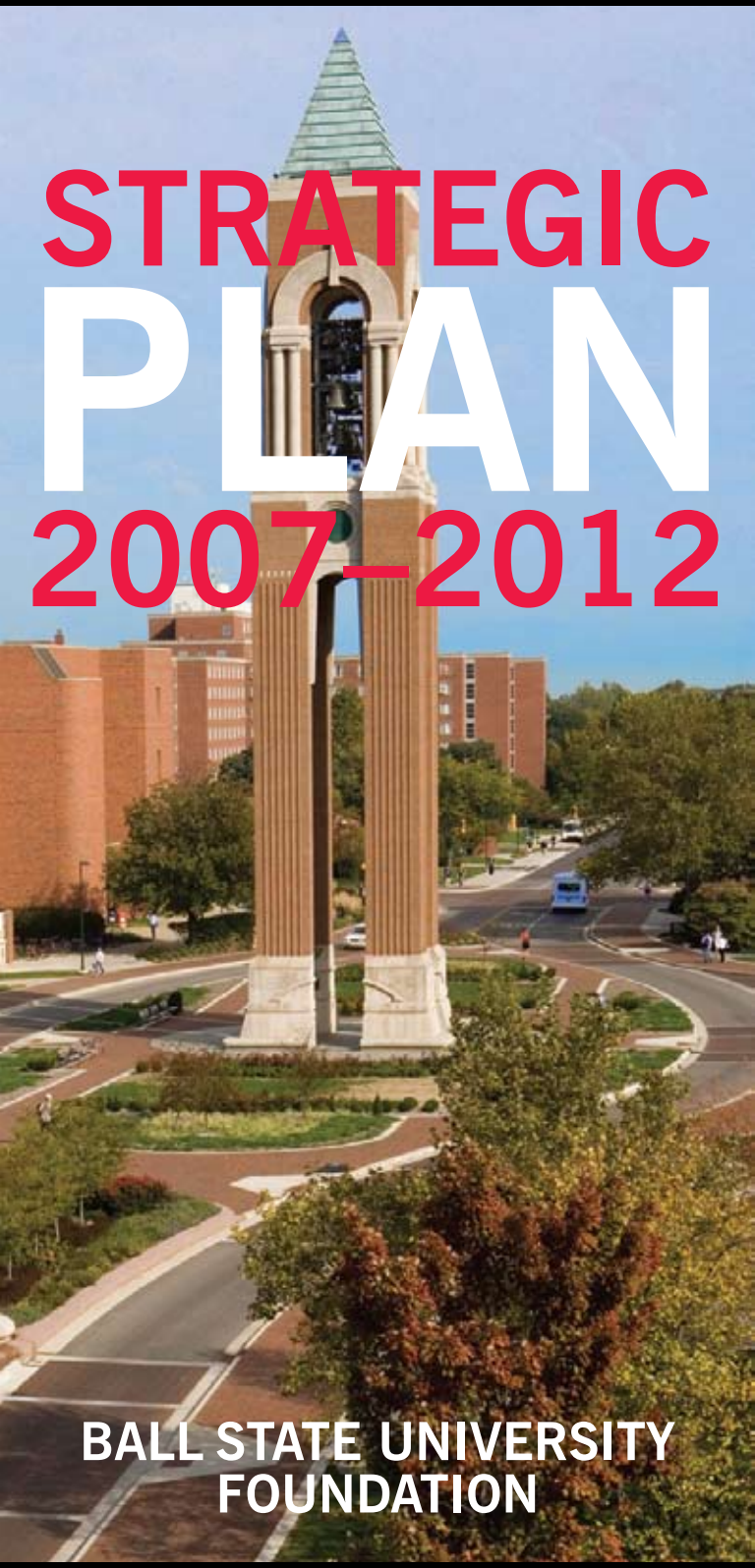

# STRATEGIC PLAN 2007–2012

BALL STATE UNIVERSITY FOUNDATION

*Students walk to class across McKinley Avenue.*

## Dear Friends of Ball State University Foundation:

This is the Ball State University Foundation's first long-term strategic plan. The foundation's evolution over its 50-plus-year history has been remarkable, and the necessity of a strategic vision has never been more critical.

The pace of the foundation's evolution is intensifying, and the future will be ripe with challenges and rich with opportunities. Specifically, the ensuing years could easily be described as transformational for the foundation. This organization will encounter leadership changes, significant asset growth, enhanced compliance standards, and more complex capital markets. Overriding all of these issues will be the fact that there will be greater expectations from the university the foundation supports to the donors who have entrusted us with their gifts.

Within this plan are six crisply defined goals that give birth to new ideas and initiatives. These goals have specific objectives and targeted action plans.

This plan was constructed to focus on the near-term steps toward our long-term prosperity. We will use this plan as our guide, being mindful that interim modifications may be necessary. With confidence, we will pursue action items. It is these measures that will optimally fulfill our vision and mission.

Meeting the goals will make the foundation better and will make the future rewarding for the foundation and university we serve.

Anthony L. Schneider
Chairman (2006–2008)
Ball State University Foundation Board of Directors

## VISION STATEMENT

The Ball State University Foundation will support the continuing development of Ball State University by continuing to be a foundation of excellence, promoting and facilitating a culture of philanthropy, service, volunteer leadership, and exemplary fiduciary responsibility.

## MISSION STATEMENT

The mission of the Ball State University Foundation is to maximize sustainable support for Ball State University by obtaining, investing, and administering private gift support and prudently discharging its fiduciary obligations to the university, donors, and designated beneficiaries.

*Students preparing for a broadcast of NewsLink.*

## STATEMENT OF VALUES

The values of the Ball State University Foundation include:

- Commitment to Ball State University
- Responsible stewardship of resources
- Commitment to excellence and to maintaining the public trust
- Commitment to comply with the law
- Respect for the worth and dignity of individuals
- Respect for diversity
- Commitment to integrity and honesty.

## CODE OF ETHICS

- ***Personal and Professional Integrity***—All staff, board members, and volunteers of the foundation shall act with honesty and integrity in all their dealings as representatives of the foundation.
- ***Mission***—We shall have a clearly stated mission and purpose, approved by our board of directors.
- ***Governance***—We shall have an active board of directors that sets the mission and strategic direction of the foundation and is responsible for oversight of our finances, operations, and policies.
- ***Legal Compliance***—We comply with all applicable laws and regulations. Consistent with our commitment to maintaining the public trust, we shall, as appropriate, provide accurate and timely information.
- ***Financial Management***—We shall manage funds entrusted to us responsibly and prudently.
- ***Conflicts of Interest***—We shall have a conflict of interest policy that ensures any conflict of interest, or the appearance thereof, is appropriately managed through disclosure, recusal, or other means.
- ***Organizational Effectiveness***—We shall continuously improve program and organizational effectiveness.
- ***Inclusiveness and Diversity***—We shall promote inclusiveness and diversity in hiring, retention, promotion, board recruitment, and constituencies served.
- ***Responsible Stewardship***—We shall respect the privacy concerns of each donor, foster transparency, expend funds consistent with donor intent, and disclose important and relevant information to donors and potential donors.

# GOALS AND OBJECTIVES

## GOAL I:

**Service to Constituents—The Ball State University Foundation will offer unparalleled service to all constituents it serves, including the university, donors, and beneficiaries.**

**Objective A.**
During 2008, establish constituent service standards and measurement dynamics to assure unparalleled service levels to all constituents.

- Periodically survey constituents for feedback.
- Address all inquiries for information or service promptly.
- Provide multiple opportunities for regular feedback from major constituencies.
- Identify and improve specific problem situations.

**Objective B.**
During 2008, improve communication strategies.

- Develop an enhanced and integrated communication program to reach even more donors and to maximize the effective use of donors' gifts.
- Develop enhanced communication materials to broaden the information exchange related to the foundation's investment results to all constituencies.
- Improve visibility to external constituents.
- Increase recognition and publicity for foundation board, emphasizing the prestige and honor of serving.

**Objective C.**
By 2012, develop online capabilities for account reports.

***"I use my experiences in business and the nonprofit world to add ideas to the work of the foundation."***

Oz Nelson
Director, Foundation Board of Directors
Retired Chairman and CEO, UPS

## GOAL II:

**Investment Management—The Ball State University Foundation will use investment management strategies to prudently maximize the long-term performance of its growing asset base.**

**Objective A.**
During 2008, establish a staff structure that will enhance the ability to govern and improve investment management.

**Objective B.**
By 2008, develop an investment committee process that enhances investment management activities.

- Develop enhanced and understandable risk measurements to more fully assess risk and return dynamics.
- Develop and track top quantifiable portfolio objectives.

**Objective C.**
Achieve investment returns that consistently rank in the top quartile in appropriate national rankings over a five-year rolling average.

**Objective D.**
By 2012, achieve endowment market value of $300 million.

**Objective E.**
By 2012, achieve total assets of the foundation at $350 million.

*The Museum of Art is an educational venue for students and the community.*

## GOAL III:

**Fundraising—The Ball State University Foundation, through the leadership of its board of directors, will become an active participant and catalyst in the university's fundraising initiatives.**

**Objective A.**
Build a culture of fundraising.
- During 2007, assign fund-raising responsibilities to the planned and endowment giving committee.
- During 2008, develop fundraising goals and initiatives.
- Beginning in 2008, provide resources to development/planned giving for fundraising purposes.
- During 2008, increase communications regarding fundraising programs.
- During 2008, endorse the university's comprehensive campaign.

**Objective B.**
Board members will financially support the university.
- During 2008, establish university support criteria for consideration of board membership.
- By 2008, achieve 100 percent board participation in annual and comprehensive campaigns.
- Increase giving levels of board members.
- By 2012, increase board participation in planned giving.

**Objective C.**
By 2012, increase new commitments to the endowment by at least $100 million.

**Objective D.**
By 2012, achieve 25 percent of campaign goal through planned giving (matured planned gifts not counted in an earlier campaign and new planned gifts).

**Objective E.**
By 2012, increase Beneficence Society membership by 25 percent.

**Objective F.**
By 2012, increase planned giving expectancies to $70 million.

## GOAL IV:

**Volunteer and Staff Development—The Ball State University Foundation will engage in ongoing development and succession strategies to ensure board and staff effectiveness.**

**Objective A.**
Identify and periodically review desirable skill sets to be represented on the board. Identify and recruit members in part based on skills.

- Provide opportunity for volunteers to participate in outside learning opportunities.
- Provide temporary and permanent plans for filling of volunteer vacancies.

**Objective B.**
During 2008, develop long-term staffing plans and related space needs to fully execute the expanding responsibilities of the foundation.

- Emphasize staff development as a primary objective of the chief executive officer.
- During 2008, assess staffing responsibilities related to investment and financial leadership and responsibly address these areas.
- Provide opportunity for staff to participate in outside professional learning opportunities.
- Prepare temporary and permanent plans for filling of staff vacancies.

***"I have always been impressed by the foundation's organizational strength, dedicated staff and directors, and its ability to get things done."***

Michael Cox
Director, Foundation Board of Directors
Retired CEO, First Merchants Bank Corp.

## GOAL V:

**Organizational Structure—The Ball State University Foundation board will continuously pursue an organizational structure which optimizes the advancement, endowment management, and investment functions it performs, and maximizes board participation in support of the university.**

**Objective A.**
During 2008, evaluate the structure and function of foundation standing committees and special task forces to accomplish the goals of the foundation.

- Study organizational plans of other effective foundations.
- Survey the board members regarding desired meeting times/dates/venues to maximize board participation and address travel time, loss of work days, and costs considerations.

**Objective B.**
Establish and maintain nationally recognized and innovative best practices to promote functional proficiencies and efficiencies.

- Perfect the working models which define and integrate the role and responsibilities of the foundation and university such that university resources are optimized.
- Continuously develop and redevelop policies and procedures to assure the foundation is a leader in fulfilling the compliance standards of the many communities it serves.
- Develop integrated thinking about processes.
- Annually review and update, as appropriate, the Strategic Plan.

**Objective C.**
During 2008, develop a formal plan to migrate to a sustainable approach for the provision of unrestricted resources for university initiatives and foundation operations.

*The* Frog Baby *fountain was dedicated during the 75th anniversary of Ball State University.*

## GOAL VI:

**Integrated Operational Model—The Ball State University Foundation, an independent 501(c)(3), will operate in an integrated manner with university departments, constituents, volunteer and administrative bodies, students, faculty, and donors.**

**Objective A.**
By 2011, review and update the memorandum of understanding with the university.

**Objective B.**
By 2008, create a comprehensive institutional model for securing and managing private support.

- Expand joint staff meetings on topics of mutual interest, i.e., planned giving brown bag seminars.
- Promote internal and informal communications among staff and other university units.

**Objective C.**
During 2008, begin to increase number of events for sharing information and planning with donors and internal constituents.

- Hold periodic, informal meetings with development staff and board members.
- Hold a "State of the Foundation" gathering with trustees, university deans, and administrators.
- Hold more joint meetings with other university advisory boards and administrative units.

**Objective D.**
Create immersive learning opportunities within the foundation.

***"The foundation board's strength comes from the support, in terms of time, talent, and resources, given by a diverse and geographically dispersed group of dedicated volunteers."***

Bill Skinner
Past Chairman, Foundation Board of Directors
Retired Vice President, Alltrista Corp.