STRATEGIC PLAN
2012–2017
Ball State University Foundation
Dear Friends of Ball State University Foundation:

I am pleased to share with you Ball State University Foundation’s 2012–2017 strategic plan.

Developed by a team of foundation board members and staff, this plan builds on the success of our previous five-year strategic plan and our ever-expanding partnership with Ball State University. It is designed to be a dynamic road map, defining a clear destination we want to reach by 2017. Focusing on the future is critical as we address expected and unexpected challenges in higher education and ongoing volatility in our state and national economies.

The five overarching goals of this plan are driven by our important role as a financial partner with Ball State and steward to those who have entrusted us with their gifts.

The plan establishes long-term goals, annual objectives, and action steps that manage issues related to our investment strategy, board and staff effectiveness, philanthropy, communications to constituents, and management and stewardship of donor funds.

Through the hard work and thoughtfulness of those dedicated to our vision and mission, we believe we currently have one of the better run foundations in the country. This plan will maintain that momentum and ultimately transform us into a stronger organization, generate positive change, and encourage flexibility and creativity throughout the journey.

Peter F. Campanella
Chairman (2012–2014)
Ball State University Foundation Board of Directors
VISION
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
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.

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—The foundation shall have a clearly stated mission and purpose, approved by its board of directors.

Governance—The foundation shall have an active board of directors that sets the mission and strategic direction of the foundation and is responsible for oversight of its finances, operations, and policies.

Legal Compliance—The foundation shall comply with all applicable laws and regulations. Consistent with its commitment to maintaining the public trust, the foundation shall, as appropriate, provide accurate and timely information.

Financial Management—The foundation shall manage funds entrusted to the foundation responsibly and prudently.

Conflicts of Interest—The foundation 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—The foundation shall continuously improve program and organizational effectiveness.

Inclusiveness and Diversity—The foundation shall promote inclusiveness and diversity in its hiring, retention, promotion, board recruitment, and constituencies served.

Responsible Stewardship—The foundation 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.
The Ball State University Foundation will seek to achieve its investment objectives through continuing refinement of the strategic asset allocation, accessing new investment opportunities, enhancing risk management strategies, and advancing the investment governance process.

**OBJECTIVE A.**
Research and implement a risk assessment and risk management methodology.
- Develop metrics by which the risk of the portfolio will be measured.
- Develop a methodology for evaluating risk tolerance based on the foundation’s financial structure and the status of the foundation’s restricted funds.
- Develop reporting and monitoring tools and procedures.
- Develop methodologies for balancing investment risks with financial risk tolerance and investment return objectives.
- Document risk policies and procedures and make appropriate modifications to the Investment Policy Statement.
- Determine the structure of funds within the foundation in the context of fulfilling our mission (Expendable, Stable Value, Legacy).

**OBJECTIVE B.**
Monitor investment returns.
- Determine and modify the investment objectives and the strategic asset allocation.
- Research new return enhancement and risk management strategies.
- Continue to monitor the performance of the portfolio, the agility investments, the legacy private investments, and the liquidity pool.

**OBJECTIVE C.**
Address committee/staff structure and development.
- Implement the creation of an Investment Subcommittee and the delegation of investment roles and responsibilities among the committee, the subcommittee, the chief investment officer, and the external chief investment officer. Implement the recommendations from the evaluation.
- Develop an investment education program for board members and staff appropriate to their level of involvement with investment governance.

**OBJECTIVE D.**
Determine/modify the governance model as appropriate.
- Annually review the investment governance model and recommend changes as appropriate. Modify the Investment Policy Statement as required.
- Determine the ongoing relationship with the external chief investment officer.

**OBJECTIVE E.**
Review cash flow and debt management policies and procedures.
- Track portfolio liquidity against projected cash flows.

**OBJECTIVE F.**
Monitor the progress and educational value of the Student Managed Investment Fund program.

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**Board and Staff Development**

**GOAL 2**

Ball State University Foundation will ensure board and staff effectiveness through a three-step process focusing on selection, development, and engagement.

**OBJECTIVE A.**
Selection: Recruit innovative directors and professional staff from a diverse pool of candidates, based on criteria that include 1) capacity to give and engage in fundraising, 2) expertise in financial management and philanthropy, 3) fit with current and future needs, and 4) relationships with the university.
- Set guidelines for selection to the board through the following methods:
  1. Develop a comprehensive gap analysis tool.
  2. Provide a definition of diversity.
  3. Develop expectations for philanthropic involvement.
  4. Develop and ascertain expectations for relationship with the university.
OBJECTIVE B.
Development: Develop passionate and committed directors and professional staff.

• Determine the orientation and mentoring process by:
  1. Matching the needs of foundation board with the skills of members and staff.
  2. Ensuring balance of human resources among committees and projects.
  3. Becoming more transparent about individual commitments.
  4. Continuing orientation, mentoring/onboarding processes, and making enhancements to include strategic issues of the foundation.

OBJECTIVE C.
Engagement: Enhance our performance-based culture by focusing on engagement.

• Develop a model of Ball State University Foundation engagement by:
  1. Defining the desired foundation culture.
  2. Defining engagement in relation to desired foundation culture.

The Ball State University Foundation, through the leadership and participation of its board members, will enlarge its role as a resource for the university’s fundraising activities.

OBJECTIVE A.
Expand the foundation’s culture of philanthropy by aligning structure, processes, and budgets to better support the university’s philanthropic endeavors.

• Revise director job descriptions and the new director orientation program in a manner that encourages individual support of university fundraising activities.
• Utilize biennially a survey/questionnaire to permit each director the opportunity to select fundraising support activities in which he/she wishes to participate.
• Incorporate a philanthropic engagement process into the board to facilitate the foundation’s support for the university’s fundraising activities.
• Dedicate a portion of each board meeting to a review of philanthropic activities, including invitations for specific projects.
• Maintain appropriate metrics for measuring board engagement in philanthropy activities.

OBJECTIVE B.
Maintain strong teamwork between the foundation, its directors, and the university’s fundraising staff by serving as a valuable resource.

• At least 50 percent of the directors each year will participate in cultivation, prospect identification, event hosting, or other fundraising support activities.
• The philanthropic engagement process will identify multiple ways foundation directors may assist in university fundraising, including planned giving, at least annually reviewing these opportunities with the board, and will provide appropriate recognition for board member engagement.

OBJECTIVE C.
Board members will individually financially support the university.

• Achieve 100 percent board participation in annual and comprehensive campaigns.
• Determine possible criteria for board membership to include capacity for assisting in resource development.
• Increase the percentage of directors making planned gifts to 100 percent over three years.

OBJECTIVE D.
Enlarge the contribution of the foundation’s planned giving program both in dollars and in support provided to the university’s development staff.

• Enhance effective working partnership with University Development by:
  1. Helping facilitate $25 million in new endowment gifts ($5 million per year).
  2. Continuing annual stewardship reports on behalf of endowment donors.
  3. Continuing biannual donor strategy session with development officers.
  4. Continuing brown bag and other educational programs for development officers.
5. Providing comprehensive and strategic gift planning communications and marketing.
6. Maintaining appropriate comprehensive gift acceptance policies and procedures.
   • Enlist 100 new Beneficence Society members (20 per year).
   • Achieve $15 million in new planned gift expectancies ($3 million per year).
   • Record $10 million in matured planned gift revenues ($2 million per year).

Communications
GOAL 4

Ball State University Foundation will enhance communications/interactions with the university, donors, and other constituencies through the use of an integrated communications plan, adoption of best practices and new technology, and creating opportunities for two-way communications to educate and build relationships.

OBJECTIVE A.
Enhance communication for and between foundation directors.
   • Create a Foundation Forum site, which is a password protected online platform for foundation directors and staff.
   • Make board materials and communication pieces available in electronic format for directors and staff.
   • Identify and provide opportunities for directors to interact with university personnel, students, donors, alumni, and friends.

OBJECTIVE B.
Update, enhance, and evaluate the existing communications plan and identify emerging communication tools to further the foundation mission.
   • Develop a focus group to provide input and evaluate the existing integrated communications plan covering planned giving, donor advised funds, special events, annual reports, professional advisor relations, and board communications.
   • Continue marketing and communications efforts geared to educate, inform, and inspire philanthropy to all audiences. This includes a variety of electronic newsletters, printed materials, special events, web pages, and special stewardship programs.

Stewardship and Fiduciary Responsibility
GOAL 5

Ball State University Foundation will continue to provide superior service in the management and stewardship of donor funds by maintaining efficient financial operations and controls, providing sustainable support, meeting compliances, and focusing on accountability.

OBJECTIVE A.
Efficiency: Create and/or maintain an efficient financial operation for Ball State University Foundation.
   • Develop and execute a succession plan for the financial area.
   • Coordinate with Ball State University in the design and implementation of the new donor management system.
   • Develop processes for board education concerning the financial area.
   • Review the accounting processes related to contributions receivable and identify and implement appropriate process improvements.

OBJECTIVE B.
Risk Assessment: Ensure the foundation is providing maximum sustainable support to Ball State University.
   • Annually, review and revise, if necessary, the spending and debt policies.
   • Develop a contingency budgeting framework that will provide the ability to adjust spending on a short-term basis as necessary to respond to economic fluctuations.

OBJECTIVE C.
Compliance: Maintain Ball State University Foundation’s status as an organization of best practices.
   • Continually review and improve all processes related to the foundation’s compliance with applicable laws, regulations, and policies.

OBJECTIVE D.
Accountability to Constituents: Continue to provide outstanding service to our donors and constituents.
   • Provide accurate and timely reporting for donors and university users.
Goal 1: Investment and Fund Management
Board members: J. Richard Emens and Charles Harper
Staff: Thomas Heck, chief investment officer

Goal 2: Board and Staff Development
Board members: Penny Ralston, Michael Smith, and David Bahlmann, president and chief executive officer (emeritus)

Goal 3: Philanthropy
Board members: Stefan Anderson and Hudson Akin, vice president for university advancement
Staff: Philip Purcell, vice president for planned giving and endowment stewardship

Goal 4: Communications
Board members: Donna Oklak and Jan Abbs (emerita)
Staff: DeAnna May, associate vice president for communications

Goal 5: Stewardship and Financial Responsibility
Board members: Mark Ervin and Anthony Smith
Staff: Jeffrey Lang, vice president for operations and treasurer, and Tracy Curtis, controller