

Audit Co-Chair Executive Summary

Goal Five: Diversify Revenue Through Philanthropy, Contracts, and Grants

Expand and diversify revenue sources to enhance the University's ability to fulfill its teaching, research, and service mission.

Initiatives

1. Enhance grant and contract activity

2. Strengthen the engagement of alumni in the life of the University

The Audit Co-Chairs wish to acknowledge the robust work of the Implementation Chairs (Ed Kinley and Gene Crume), the Initiative Chairs (Mark Green and Chris Hancock), and the Initiative Team members (Jeff Edwards, Jay Gatrell, Dawn Underwood, Kelly Wilkinson, and the Alumni Board). Their thoughtful contributions and the leadership provided have resulted in outcomes that strongly align with the benchmark indicators. Operational plans and actions are found to support the indicators and ensure they are realized in a timely manner.

Implementation Chairperson, Dr. Mark Green, provided leadership for the first Initiative (i.e., ENHANCE CONTRACT AND GRANT ACTIVITY). This initiative acknowledged that diversifying revenues, one of Indiana State's strategic priorities, means increasing the amount of support from contract and grant activities. An FY2010 review of the action details, implementation plan timeline, identification of key personnel, outcome measures, requested budget amount, and overall priority appears appropriate. An extended interview with the Audit Co-Chairs and the Implementation Chair validated the actions taken to date. TaskStream information was not available for FY2011 through FY2014 at the time of this audit. These actions will require the direct support of the Provost and Deans. Further success is foreseen as contingent on incentivized efforts to systemically engage faculty

Implementation Chairperson, Mr. Chris Hancock, provided leadership for Initiative 2 (i.e., STRENGTHEN THE ENGAGEMENT OF ALUMNI IN THE LIFE OF THE UNIVERSITY). This initiative acknowledged that our institution must continually develop and refine portals that bring alumni together to solidify their connection with their alma mater. As such, this initiative focuses on enhancing existing programs and leveraging new initiatives for the benefit of alumni, students, and the University. An FY2010 review of the action details, implementation plan timeline, identification of key personnel, outcome measures, requested budget amount (i.e., \$0 for all actions), and overall priority appears appropriate. An extended interview with the Audit Co-Chairs and the Implementation Chair validated the actions taken to date. TaskStream information was not available for FY2011 through FY2014 at the time of this audit. It is laudable that this initiative is the result of strategic planning through the alumni association and, as such, demonstrates close alignment between the University and Foundation strategic priorities. These efforts are to be commended.

Both qualitative and quantitative evidence dictates that suggestions should be made regarding the benchmark indicators for Standard 5. Specifically, concerns exist around targets for sponsored program support (i.e., grants and contracts). As it regards 50 percent growth for gross revenue and indirect cost recovery, key stakeholders for this goal area may wish to consider a parenthetical note indicating what 50 percent growth through 2014 means on an annualized basis. Doing so may operationalize the indicators in a more easily understood fashion as the percent growth is extremely aggressive based on the current university culture and across campus faculty experience in grant writing. Additionally, the Audit Co-chairs recognize and value the outcomes-based nature of the sponsored program support

indicators. However, an input benchmark indicator may serve to build capacity for a strengthened culture of sponsored program support. For example, increasing the number of grants and contracts submissions by a specified percentage might be advantageous. Further, a submission threshold such as \$50,000 might be considered to communicate expectations for activity in this area. Yield rates are most likely predictable, such that a reasonable benchmark for submissions could be established as a percent of increase from FY2008. While strengthen the alumni engagement in the university benchmarks seem reasonable and achievable, a yearly growth plan would be helpful in implementation.

In conclusion, the Audit Co-chairs are pleased to validate the goal and initiative efforts for Standard 5 to date. Analysis included a thorough review of the data received and interviews with the goal and initiative chairpersons. We look forward to the successful outcome measure of these priority efforts.