

# Indiana State University Strategy Plan

## Goal 5 - Executive Summary

Goal 5 provides some of the financial under-pinning by augmenting operational funding. The goal, “Diversify Revenue Through Philanthropy, Contracts, and Grants,” seeks to *expand and diversify revenue sources to enhance the University's ability to fulfill its teaching, research, and service mission.*

Goal 5 is comprised of 2 primary initiatives and a third initiative related to Foundation Activities and the realization of the March-On campaign. Specifically, the initiatives are:

1. Enhance grant and contract activity
2. Strengthen the engagement of alumni in the life of the University
3. Diversification of revenue through Foundation activities

The Strategic Plan identifies several benchmark indicators for Goal 5. By the year 2014, Indiana State University will:

- increase gross revenue from grants and contracts by 50 percent, adjusted for inflation;
- increase indirect cost recovery from grants and contracts by 50 percent;
- increase gross tuition and fee revenue by 34 percent by increasing enrollment and limiting increases in tuition to the Consumer Price Index (CPI) indexes;
- increase revenue transferred to the University from the Indiana State University Foundation by 50 percent, adjusted for inflation;
- increase non-institutional revenue generated for athletics to the average amount raised by Missouri Valley Conference teams;
- increase the number of donors who annually give to the ISU Foundation by 32 percent; and
- double the number of alumni who participate in alumni-related events.

### Summary of Initiative 1 - Enhance Contract and Grant Activity

Dr. Mark Green, Implementation Chairperson, lead the implementation team that is addressing Goal 5 / Initiative 1. The team has used the initial period to identify strategies to diversify revenues by increasing the amount of support from contract and grant activities. The identified four action steps for implementation during the remainder of FY10.

- Funding was made available to Colleges/Departments to hold planning meetings/workshops. These workshops will be facilitated and co-hosted by Dawn Underwood (Director, Office of Sponsored Programs) and Kelly Wilkinson (Director, Center for Instruction, Research, and Technology).
- \$7,500 was provided to hire external reviewers to review proposals requesting \$100,000 or more in external funding. In order to qualify for the funding, the

review of applications must be completed within 7 days of receipt by the reviewer.

- Funding was provided to pay a stipend of \$500 for up to three individuals per project for funded external proposals. To be eligible an individual must be identified within the proposal as either a PI or co-PI as defined by the funding agency and must be in ISU employee. Only one stipend will be paid to an individual per calendar year. The stipend will be paid on new competitions only. Applications for continuation funding or grant renewals are not eligible. The award to ISU must be at \$25,000.
- Funding was provided to reimburse colleges as for expenses related planning activities focused on increasing grant and contract activities.

The deans were informed of these initiatives at a retreat on February 25, 2010 and again by email on March 2, 2010. As a result of funding decisions being made somewhat late in the academic year and having to compete with the typical end-of-academic-year activities, progress has been modest. While no colleges have requested reimbursement for planning activities, it is expected that the availability of resources will allow the colleges to become more purposive in seeking grant.

The final quarter of the fiscal year offers a couple of positive activities. A report of funded awards during the first quarter has identified two individuals with awards that qualify for the \$500 incentive stipend (Dr. Nan McIntyre for a \$36,283 award from the Council for International Exchange of Scholars and Dr. Al Finch for the award of \$41,000 of new equipment from Ariel Dynamics). In addition, the Office of Sponsored Programs and the Center for Institutional, Research and Technology have agreed to co-host a workshop for chairs or their designated alternate representatives on May 13 from 9 a.m. to 1:30 p.m. in Dede III.

While the progress to date is modest, it is important to remember that grant activity tends to have a longer “tail” – it is reasonable to expect the increase of submissions and resultant awards to lag the strategic plan initiatives designed to “prime the pump.” ISU through its offices of OSP and CIRT have a long history of providing training and support to departments and faculty on enhancing grant and contract success. It is believed that the influx of new funding to support these activities would have generated more interest. It is hoped that the May 13 event will become the catalyst for renewed interest and activity across the campus.

It is clear to the team that the current ISU culture doesn't fully understand the full value external funding or embrace the importance of revenue generated through sponsored programs and grants. The value of writing grants could be enhanced significantly if the efforts associate with grant writing was consistently recognized as part of promotion and tenure decisions.

## Summary of Initiative 2 - Strengthen the Engagement of Alumni in the Life of the University

Initiative 2 has been led by Implementation Chairperson, Mr. Chris Hancock. Initiative 2 highlights the importance of continually developing and refining 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.

This Alumni initiative benefited from the existence of a strong Alumni Board and related committees that Chris was able to tap to address initiative tasks. Moreover, the tasks identified through the initiative dovetailed nicely with several of the major goals of the Alumni group.

Simply stated, the initiative goal is to double the number of alumni engaged in the life of the University. As a first step, the team developed a model that defined “alumni engagement” and which can be used to guide subsequent activities. In addition, the goals of the Alumni association, as documented in the Foundation Strategic Plan, were aligned with the goals found in the University Strategic Plan. In essence, this action created a three-year “strategic plan” for the alumni association that will keep the alumni board and staff focused on playing a vital role in the overall goals of the University and Foundation.

Significant progress toward completing several of the goals has been made during the first reporting period:

- The alumni board and staff have begun the process of developing a new plan for our alumni clubs that will focus on student recruitment, membership growth and community engagement.
- The team has identified the specific geographical areas where were ISU needs to be represented alumni clubs and have started recruiting and training volunteer leadership.
- The Alumni organization has successfully launched a robust social networking plan that currently includes over 4,500 alumni.

In April, the alumni board plans to vote on a proposal to implement a new membership structure to assist in increasing membership in the alumni association. It is also expected to approve an enhanced approach related to diverse constituents (i.e. newly established African-American Alumni Advisory Committee and first International Alumni Club effort in Thailand).

The next quarter will be important as the alumni board will vote on a new membership plan and our diverse constituents plan at their April board meeting. Following that meeting, the team expects to begin the process of implementing the new plans into the overall operations of the Alumni association. The Alumni association will also begin tracking alumni engagement data points in the new Blackbaud database. This will also allow the association to provide regular reports

on progress. Finally, with the realization of these initiative tasks the team will begin the development of specific work plans for year two of the Strategic Plan.

Overall, the Initiative 2 team has accomplished quite a lot. A concerted effort needs to be made this summer to educate new alumni board members about the plan and how the association can assist in its implementation.

### Summary of Initiative 3 - Diversification of Revenue Through Foundation Initiatives

Having the appropriate fundraising infrastructure in place is critical to accomplishing this goal. A volunteer led fundraising effort is a catalyst to accomplishing this benchmark. Also, sustained, successful winning seasons in the four major sports (men's basketball, women's basketball, baseball and football) would help accelerate accomplishing this benchmark.

The strategy of diversifying annual giving marketing through targeting has been an important addition this past year. The campaign continues to bring in new donors. Also, the impact of the new academic deans in conjunction with the exceptional support of the existing deans has helped re-engage alumni.

The status of the 3 major benchmarks is as follows:

#### ***Increase revenue transferred to the University from the Indiana State University Foundation by 50 percent***

The Foundation Board Investment Committee has done an exceptional job this past year of responding to the economic downturn by developing a more responsive decision-making process and asset allocation structure. The continued success of the MARCH ON! campaign has also led to an increase in fundraising this past fiscal year. Last fiscal year the Foundation contributed \$8,173,000 of revenue to the University. We are currently projected to finish the 2009-2010 fiscal year by contributing approximately \$10,000,000 in financial support to the University.

#### ***Increase non-institutional revenue generated for athletics to the average amount raised by Missouri Valley Conference teams***

Two initiatives have been implemented this past year that will impact this benchmark. First, the Foundation is developing the Sycamore Athletic Foundation, which will engage supporters by creating a new organization and board to help integrate all of the athletic fundraising to achieve this benchmark. Second, the University has included the Foundation in discussion and changes regarding facilities (e.g. the renovation of the baseball stadium), marketing (e.g. enhancing the in-game experience), and season tickets sales, which have a significant impact on athletic annual giving. *Fundraising support for this fiscal year for athletics is up 17% year -to-date through February 2010.*

***Increase the number of donors who annually give to the ISU Foundation by 32 percent***

Mirroring a national trend, the total number of donors has declined over the past several years. An important goal coming into this fiscal year was to reverse that trend. Restructuring the annual giving program, becoming more aggressive in ensuring the marketing and accountability of affinity agreements such as the Indiana university license plate program, and the launch of the faculty-staff phase of the MARCH ON! campaign represent some of the changes implemented this past year. *Through February, 2010, we have 4% increase in total number of donors compared to last year, and we project concluding the year with at least this same percentage increase.*

The work of the Foundation is guided by the Foundation's Strategic Leadership Plan and each team member's Plan Of Work. The plan for the 4<sup>th</sup> quarter of this fiscal year is to continue the aforementioned work and ensure a successful close to the year. As the new investments begin achieving their projected returns and continued success in fundraising, we anticipate remaining on-track in accomplishing the various benchmarks in the recommended timeframe. Remaining diligent in our plans is critical to ensuring success.