

Goal 5 Executive Summary

Overview

Overall, progress is being made with each of the two initiatives, albeit not without some challenges, and where directly related this progress is having a positive impact on the benchmarks. Enhancing grant and contract activity (Initiative 1) is taking place through numerous proactive efforts to include providing incentive funding, establishing programs to assist faculty and departments with pursuing grants, and utilizing expertise outside the University to help target grant funding. The primary challenge is a cohesive institutional-wide philosophy related to grants and contracts has not been established and communicated, which impacts the success of these proactive measures. A full year of structure and process implementation has been completed on Initiative 2 – Alumni Engagement. The focus now shifts to execution and focus to ensure these programs are successful and actually generate the results needed to support the goals.

Enhance Grant Activity

A significant amount of programmatic work has been conducted over the past year to support a proactive, incentive-based approach for generating increased participation amongst faculty for submitting and successfully winning grants and contracts. Some of these activities include workshop opportunities related to aspects of the grant generation process, academic units working with consultants to target grant opportunities at the Federal level, and incentive funding to promote interest from academic units and individual faculty. These steps have generated a modest amount of new activity.

One important opportunity to ensure the success of this initiative is an institutional-wide discussion and consensus on support for grants and contracts work. This needs to be done in conjunction with the incentive based model currently in place. Addressing structural or process issues such as building a deeper pool of faculty with grant experience and evaluating the importance of grant and contract activity within the scope a faculty member's work or a department's goals would support successful achievement of this initiative.

As reflected in the other documentation concerning this initiative, there is a considerable gap between the numbers this year and the benchmark goals for 2014 for increasing grant and contract revenue and increasing indirect cost recovery from grants and contracts. The prospect of closing these gaps quickly requires continued programmatic support for the incentive support and a substantial discussion and subsequent action on the importance of grants and contracts in achieving the University's strategic plan.

Strengthen Alumni Engagement

This past year the Alumni Association and the Foundation has initiated numerous new programs and restructured several existing ones to support this initiative. The initiatives are as diverse as the implementation of a complete restructuring of the alumni membership program to the chartering of the first international alumni club in Bangkok, Thailand. These efforts combined with increased fundraising

and gift support for athletics which capitalizes on the successful football, men's basketball, track & field and cross-country seasons as well as continued success in the MARCH ON! campaign have had a positive impact on the goals and the benchmarks. However, there is still much work to do. Initiation of new initiatives or restructuring programs requires exceptional execution each year with a focus on annually moving the numbers closer to the goals.

Conclusion

Below are the benchmarks associated with this goal a brief description of how these initiatives are positively impacting achieving the benchmarks.

Increase gross revenue from grants and contract by 50% & Increase indirect cost recovery from grants and contracts by 50% - *As previously stated, the gap in accomplishing this benchmark has grown. However, by expanding the discussion to a University-wide conversation to reach consensus on developing stronger structures and processes which focus on grants and contracts combined with the current incentive model should bring about significant change if implemented immediately.*

Increase gross tuition and fee revenue by 34% by increasing enrollment and limiting increases in tuition – *This benchmark isn't influenced by the Goal 5 initiatives so it is reported here for tracking purposes.*

Increase revenue transferred to the University from the Foundation to ISU by 50% (adjusted for inflation) – *Continued fundraising success in the MARCH ON! campaign is having the biggest impact on this benchmark. As of the end of February, 2011, the campaign was at \$74.9 million of the \$85 million goal.*

Increase non-institutional revenue generated for athletics to the average amount raised by the Missouri Valley Conference teams – *Annual giving for athletics was over \$468,000 at the end of February, which is an 18% increase over last year. Total fundraising for athletics was at \$676,121. At of the end of January, Nelligan Sports Marketing was at 76% of goal in generating \$750,000 of gross marketing revenue for University athletics. This success has been the result of numerous successful athletic seasons this past academic year, increased alumni engagement for that support, and a more positive presence in the Wabash Valley that can be attributed to the University and Athletic Department leadership.*

Increase the number of donors who annually give to the Foundation by 32% – *Overall donors are down so far in this current year. However, with the new membership campaign, the new alumni and donor database fully coming online this year, and several other initiatives it the prospect of achieving this goal by 2014 is still very strong.*

Double the number of "engaged alumni" – *Alumni engagement is defined by any alumnus or alumna who participates in at least three of these following seven areas: membership, social networks, event attendance, Indiana State license plate purchase through the state, affinity program participation, philanthropic support, and volunteering on behalf of Indiana State. As of March 15, approximately 1,534 Indiana State alumni are engaged with a goal of over 4,000 by 2014.*