

**Executive Summary**  
**Indiana State University Strategic Plan**  
**Goal 5**  
**FY-2012**

**Overview**

Goal 5 focuses on enhancing and diversifying revenue to promote the mission of the university. Specifically, Goal 5 has two core initiatives: Enhancing grant and contract activity (Initiative 1) and Alumni Engagement (Initiative 2). Both initiatives have evolved over the past three years and the implementation teams have focused on assessing the appropriateness of current metrics and benchmarks.

**Enhance Grant Activity**

Over the past two years, Initiative 1 has focused on expanding professional development activities at the college level and incentivizing faculty (as well as EAP) grant/contract activities. Additionally, the Office of Sponsored Programs continues to expand campus programming around grant writing and similar themes. Over the past several years strategic plan funds distributed by the Office of Sponsored Program that have been dedicated to relationship building activities between primary or principal investigators and sponsoring agencies appears to have been the most effectively leveraged based on recent major federal awards (i.e., NSF or USDoE). While FY10 had an observed increase of 62% compared to FY09, FY11 had an observed decrease due in large part to the shift of funding priorities of the federal government and the end of stimulus funding. The trend observed at Indiana State University is fully consistent with national trends at major research universities as well as comprehensive campuses like Indiana State. As discussed last year, the 2014 goal may be too ambitious in light of decreased federal and state grant opportunities and shifting staffing/workload issues across ISU's campus. As a result, Initiative 1 proposes a revised FY14 goal of \$14,000,000.

In FY13, expanded resources will be dedicated to building and expanding relationships between ISU faculty and potential sponsors. Additionally, the prior incentive program will be eliminated. Finally, the initiative suggests the development of specific college level goals that are consistent with the broader initiative goal.

**Strengthen Alumni Engagement**

This past year the Alumni Association and the Foundation designed and implemented a metric for alumni engagement and is actively collecting data to assess progress. The metric is based on a 7-point alumni engagement model. Initiative 2 is actively charting participation in alumni events with the expectation to double participation by 2014. Indeed, FY11 activity exceeded the benchmark by nearly 10%. Additionally, it is essential to recognize that ISU successfully completed its first comprehensive campaign known as MARCH ON! Additionally, the Alumni Association is revitalizing regional and metropolitan alumni groups, has completed a strategic plan, and expanded affinity groups to ensure the broadest engagement with alumni possible.

## Conclusion

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

Increase gross revenue from grants and contract by 50% & Increase indirect cost recovery from grants and contracts by 50% - Indirect cost recovery increased in FY11—however total awards have decreased. The increase in indirects represents an increase in total federal expenditures over the prior year. Unfortunately, the 2014 goal of obtaining roughly \$18,000,000 in grants and contracts continues to be problematic. The Goal 5 leadership will focus on increasing submissions, increasing the total number of principal investigators (i.e., new PIs), and fostering a culture of competitive scholarship (broadly conceptualized) with the intent of being well positioned to compete once state and federal funding opportunities rebound. The initiative submits a revised FY14 goal of \$14,000,000.

Increase gross tuition and fee revenue by 34% by increasing enrollment and limiting increases in tuition – Under the leadership of President Bradley, Indiana State has aggressively undertaken efforts to limit tuition growth, and expanded enrollments have resulted in significant revenue increases in the area of tuition. The FY11 target has been reached and additional growth is anticipated.

Increase revenue transferred to the University from the Foundation by 50% (adjusted for inflation) – Since 2009, transfer have increase nearly 70%. Based on the observed growth, the FY14 target is reasonable and the trajectory is on-track to reach nearly \$15.5 million.

Increase non-institutional revenue generated for athletics to the average amount raised by the Missouri Valley Conference teams – FY10 fundraising exceeded \$675,000 and the increase translates into roughly 18% growth since FY10. Progress has been made and the goal is realistic.

Increase the number of donors who annually give to the Foundation by 32% – Total donors have remained relatively stable since 2009.

Double the number of “engaged alumni” – Alumni Association efforts have translated into an increase of engaged alumni over prior years and the goal of doubling participants (i.e., 5,100) continues to be reachable insofar as FY11 activity exceed 4300 unduplicated engaged alumni.