



Strategic Plan

For Years 2009 - 2012



SOUTHERN ILLINOIS UNIVERSITY FOUNDATION

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Introduction

The following plan represents the guiding document for the Southern Illinois University Foundation for 2009-2012. This plan was developed through a year-long process involving Foundation Board members and staff as well as the dean of the College of Business. We were also assisted in this process by a consultant from the Association of Governing Boards.

The plan is not intended as the end-all, be-all, but it represents the best critical, challenging thinking of people who love and are committed to SIU – people who want our Foundation and our University to be the best they can be, and to be better than they have ever been. It is our philosophy and strong belief that good plans have inherent flexibility – elasticity, built in. To use terms of recent popularity, they allow the institution for which they were designed to be more “nimble” and to demonstrate greater “transparency.” They are not cast in stone. They will change – or the institution for which they were lovingly, thoughtfully, and even painfully crafted, will die! The value of a good plan is shown by providing a character foundation and framework on which to build – and from which to adapt as real need and situations dictate. This Committee does not subscribe to change in plan or strategy “just because.” As both recent elections and the economy have shown, however, change is all around. We cannot avoid it. But we can build from it and be better! That is how we hope this plan is received and used.

Mission

The mission of the SIU Foundation is to maximize private support for Southern Illinois University Carbondale to assist the University in achieving its long range goals as a top public research institution.

The Foundation shall carry out this mission through the solicitation and acceptance of gifts; the prudent management and investment of funds and property; the distribution of such funds for educational and charitable purposes; and, the performance of services which address the teaching, research and service missions of Southern Illinois University.

The mission of the SIU Foundation is incorporated into the overall mission of the Division of Institutional Advancement which is to advance public understanding, build and strengthen lifelong relationships and enhance philanthropy in support of Southern Illinois University.

Vision

The SIU Foundation will become a nationally recognized foundation committed to the maximum generation of private support from alumni, friends, supporters and organizations of Southern Illinois University Carbondale.

Positioning Statement

Investing in Saluki Futures

Priority Focus Areas

The activities, programs, and efforts of the SIU Foundation for the next three years will be driven by five priority focus areas. These areas are:

- **Develop and Prioritize Next Wave Fundraising Programs**
- **Foster and Improve Relationships with Key Constituency Groups**
- **Recruit and Retain Strong, High-Capability Staff**
- **Create and Implement Comprehensive Marketing and Communication Strategies**
- **Assess and Implement Improved Board Governance/Leadership Structures**

Priority Focus Area #1:

Develop and Prioritize Next Wave Fundraising Programs

GOAL 1: Evaluate the Opportunity through Excellence Campaign

Action Step 1: Develop written assessment of dollars raised, goals achieved, and prospects identified as well as goals not attained, prospects not solicited, etc.

Milestone: Assessment written

Completion Date: June 30, 2009

Staff Responsible: Foundation CEO, Executive Director of Development

Action Step 2: Review completed evaluation with Board's Development Committee and Campaign Executive Leadership

Milestone: Evaluation presented to SIU Foundation Board

Completion Date: Summer 2009

Staff Responsible: Foundation CEO, Executive Director of Development

Board Involvement: Development Committee, Campaign Executive Leadership

GOAL 2: Develop collegiate/unit based and campus-wide fundraising priorities

***Action Step 1:** Work with deans/unit leaders to compile and prioritize list of fundraising initiatives for each unit for the next three years*

Milestone: Lists established and distributed to each unit

Completion Date: December 2009

Staff Responsible: Executive Director of Development, CDOs, central development staff

***Action Step 2:** Work with Chancellor, Provost, and senior administration to identify and prioritize campus-wide fundraising initiatives*

Milestone: List established and presented to campus constituents

Completion Date: December 2009

Staff Responsible: Foundation CEO, Chancellor, senior administration

***Action Step 3:** Present unit based and campus-wide fundraising priorities to Development Committee of the Board for approval*

Milestone: Development Committee approval

Completion Date: Spring 2010 Foundation Board Meeting

Staff Responsible: Foundation CEO, Executive Director of Development

Board Involvement: Development Committee, full Board

GOAL 3: Develop new initiatives to enhance our comprehensive constituency based major fundraising program

***Action Step 1:** Expand the Annual Fund program to include personal face-to-face solicitations, student and parent based programs and online solicitations*

Milestone: Parents and student programs in place

Completion Date: July 2011

Staff Responsible: Executive Director of Development, Foundation CEO, Annual Fund Staff

***Action Step 2:** Establish an annual target for corporate and foundation support and insure sufficient resources to achieve and exceed targets*

Milestone: Increase in corporate and foundation support

Completion Date: Ongoing with annual targets established by July of each fiscal year with first targets established by July 2010

Staff Responsible: Executive Director of Development, Foundation CEO, Corporate & Foundation staff, CDOs

GOAL 4: Prepare for next comprehensive multi-year fundraising initiative

Action Step 1: *Work with the Chancellor and senior leadership to establish a clearly defined University strategic plan for 2012-2017*

Milestone: University strategic plan in place

Completion Date: July 2012 (assumes a permanent chancellor selected in 2010)

Staff Responsible: Foundation CEO, Chancellor, senior leadership, and campus community

Board Involvement: Executive Committee, full Board

Action Step 2: *Determine campus-wide priorities tied to the University strategic plan for 2012-2017*

Milestone: List of priorities established

Completion Date: December 2012

Staff Responsible: Foundation CEO, Chancellor, senior leadership

Action Step 3: *Engage outside firm to conduct feasibility study*

Completion Date: February 2013

Staff Responsible: Foundation CEO, Executive Director of Development

Priority Focus Area #2: Foster and Improve Relationships with Key Constituency Groups

GOAL 1: Design new collaborations for Foundation and Alumni Association initiatives

Action Step 1: *Discuss and produce a joint vision statement of working together to support SIU Carbondale*

Milestone: Adoption of statement

Completion Date: Joint committee appointed by June 30, 2009; statement presented to Boards during Fall 2009 meetings

Staff Responsible: Foundation CEO, Chancellor, Alumni Association Executive Director

Board Involvement: Foundation Executive Committee, Alumni Executive Committee, full Foundation and Alumni Boards

***Action Step 2:** Develop initial concept and design statement for an Institutional Advancement building*

Milestone: Concept and design statement completed

Completion Date: Committee appointed by June 30, 2009; statement presented to Boards during Fall 2009 meetings

Staff Responsible: Foundation CEO, Alumni Executive Director

Board Involvement: Full Foundation Board, full Alumni Board

GOAL 2: Create and implement an educational program to raise awareness and understanding of the need for an “advancement” approach which focuses on the interrelationships and interdependence of friend raising (alumni activities) and fundraising (foundation activities) in support of SIU

***Action Step 1:** Board of Trustees chair to convene a meeting of BOT and executive committees of the Foundation and Alumni Association*

Milestone: Meeting convened

Completion Date: To be determined

Staff Responsible: Foundation staff, Alumni staff, BOT staff

Board Involvement: Executive Committees of Foundation and Alumni Boards, BOT

***Action Step 2:** Convene a series of discussion groups of alumni board members, foundation board members, administrators, students and staff to focus on advancement across multi-disciplinary units*

Completion Date: Begin in Spring 2010, ongoing

Staff Responsible: Foundation Staff, Alumni staff, Communication staff

Board Involvement: Full Foundation Board, full Alumni Board

GOAL 3: Increase the involvement of Board members in the “stewardship” process

Action Step: Develop a systematic process that provides consistent and ongoing opportunities for Board members to interact with donors and prospective donors

Milestone: Process established and functioning

Completion Date: Fall 2010

Staff Responsible: Foundation CEO, Executive Director of Development, CDOs

Board Involvement: Full Foundation Board

GOAL 4: Further integrate academic units into fundraising planning and execution

Incorporated in Priority Focus Area #1: Goal 2, Goal 3; Priority Focus Area #2: Goal 3; and Priority Focus Area #4: Goal 1

**Priority Focus Area #3:
Recruit and Retain Strong, High-Capability Staff**

GOAL 1: Develop a staffing plan for frontline fundraising staff sufficient to execute a comprehensive fundraising initiative with an anticipated goal of \$300-\$500 million

Action Step 1: Conduct an analysis of current staffing and compensation

Milestone: Analysis completed and presented to Board

Completion Date: June 2009

Staff Responsible: Executive Director of Development, Foundation CEO

Action Step 2: Develop criteria for the identification of 3-5 peer fundraising operations and 1-3 aspirant operations and select 3-5 peer and 1-3 aspirant operations for a comparative analysis

Milestone: Peer and aspirant groups identified

Completion Date: June 2009

Staff Responsible: Executive Director of Development, Foundation CEO

Action Step 3: Conduct a comparative analysis between current fundraising staff and compensation levels and the staff and compensation levels of peer and aspirant operations

Milestone: Analysis completed and presented to Board

Completion Date: December 2009

Staff Responsible: Executive Director of Development, Foundation CEO

Board Involvement: Two volunteer board members to assist staff

***Action Step 4:** Develop a staffing and compensation plan based on a gap assessment derived from the comparative analysis*

Milestone: Assessment completed and presented to Board

Completion Date: May 2010

Staff Responsible: Executive Director of Development, Foundation CEO

Board Involvement: Two volunteer board members to assist staff; full board for approval/adoption of plan

***Action Step 5:** Implement the plan*

Milestone: Staff and compensation plan completed and implemented

Completion Date: Begin July 2010; ongoing

Staff Responsible: Executive Director of Development, Foundation CEO, Managing Director

Board Involvement: Full Board ongoing

GOAL 2: Develop a staffing and compensation plan for financial, accounting, and investment staff sufficient to manage investments, generate revenue and grow an endowment of a minimum of \$250 million

***Action Step 1:** Conduct an analysis of current staffing and compensation*

Milestone: Analysis completed and presented to Board

Completion Date: June 2009

Staff Responsible: Managing Director, Treasurer, Foundation CEO

***Action Step 2:** Develop criteria for the identification of 3-5 peer finance/accounting/investment operations and 1-3 aspirant operations and select 3-5 peer and 1-3 aspirant operations for a comparative analysis*

Milestone: Peer and aspirant groups identified

Completion Date: June 2009

Staff Responsible: Managing Director, Treasurer, Foundation CEO

Action Step 3: *Conduct a comparative analysis between current finance/accounting/investment staff and compensation levels and the staff and compensation levels of peer and aspirant operations*

Milestone: Analysis completed and presented to Board

Completion Date: December 2009

Staff Responsible: Managing Director, Treasurer, Foundation CEO

Board Involvement: Two volunteer board members to assist staff

Action Step 4: *Develop a staffing and compensation plan based on a gap assessment derived from the comparative analysis*

Milestone: Assessment completed and presented to Board

Completion Date: May 2010

Staff Responsible: Managing Director, Treasurer, Foundation CEO

Board Involvement: Two volunteer board members to assist staff; full board for approval/adoption of plan

Action Step 5: *Implement the plan*

Milestone: Staff and compensation plan completed and implemented

Completion Date: Begin July 2010; ongoing

Staff Responsible: Managing Director, Treasurer, Foundation CEO

Board Involvement: Full Board ongoing

GOAL 3: Develop a staffing and compensation plan for other advancement staff sufficient to support the fundraising, investment and administrative operations of the SIU Foundation

Action Step 1: *Conduct an analysis of current staffing and compensation*

Milestone: Analysis completed and presented to Board

Completion Date: June 2009

Staff Responsible: Foundation CEO, Corporate Secretary, Managing Director

Action Step 2: *Develop criteria for the identification of 3-5 peer advancement operations and 1-3 aspirant operations and select 3-5 peer and 1-3 aspirant operations for a comparative analysis*

Milestone: Peer and aspirant groups identified

Completion Date: June 2009

Staff Responsible: Foundation CEO, Corporate Secretary, Managing Director

Action Step 3: *Conduct a comparative analysis between current advancement staff and compensation levels and the staff and compensation levels of peer and aspirant operations*

Milestone: Analysis completed and presented to Board

Completion Date: December 2009

Staff Responsible: Foundation CEO, Corporate Secretary, Managing Director

Board Involvement: Two volunteer board members to assist staff

Action Step 4: *Develop a staffing and compensation plan based on a gap assessment derived from the comparative analysis*

Milestone: Assessment completed and presented to Board

Completion Date: May 2010

Staff Responsible: Foundation CEO, Corporate Secretary, Managing Director

Board Involvement: Two volunteer board members to assist staff; full board for approval/adoption of plan

Action Step 5: *Implement the plan*

Milestone: Staff and compensation plan completed and implemented

Completion Date: Begin July 2010; ongoing

Staff Responsible: Foundation CEO, Corporate Secretary, Managing Director

Board Involvement: Full Board ongoing

Goal 4: Explore the feasibility of a “Grow Your Own” Program

***Action Step 1:** Identify various models designed to create an apprenticeship/internship program to attract people to the advancement profession*

Milestone: Models identified

Completion Date: December 2009

Staff Responsible: Corporate Secretary, Foundation CEO

***Action Step 2:** Review various models and recommend an approach for SIU Foundation*

Milestone: Recommendation presented to Board

Completion Date: May 2010

Staff Responsible: Corporate Secretary, Foundation CEO

Board Involvement: Two volunteer board members to assist staff; full board to approve recommendation

Priority Focus Area #4: Create and Implement Comprehensive Marketing and Communication Strategies

GOAL 1: Develop a communications plan to support the Foundation’s Strategic Plan

***Action Step 1:** Develop and present to the Board for approval a positioning statement*

Milestone: Positioning statement established and approved

Completion Date: May 2009

Staff Responsible: Foundation CEO, Communication staff

Board Involvement: Full board for approval

***Action Step 2:** Develop a Foundation Awareness Campaign*

Milestone: Campaign in place and executed

Completion Date: October 2009

Staff Responsible: Communication staff, Foundation CEO

***Action Step 3:** Develop a communication strategy to support each element of the strategic plan*

Milestone: Strategy established

Completion Date: Ongoing

Staff Responsible: Communication staff, Foundation CEO

Board Involvement: Two to three volunteer board members for ongoing feedback

***Action Step 4:** Coordinate Foundation's communication plan with University's communication plan*

Milestone: A coordinated and integrated plan established

Completion Date: Ongoing

Staff Responsible: Communication staff, Foundation CEO

Priority Focus Area #5: Assess and Implement Improved Board Governance/Leadership Structures

GOAL 1: Conduct an assessment of the current Board's composition

***Action Step 1:** Develop a profile of the current Board based on demographic factors, interest survey, and academic/business interest and background*

Milestone: Profile established

Completion Date: August 2009

Staff Responsible: Foundation CEO, Corporate Secretary

***Action Step 2:** Assess current Board composition for skills/fit to meet governance, fiduciary, and strategic needs and develop a gap analysis based on best practices of similar foundations*

Milestone: Gap analysis completed and presented to Board

Completion Date: Fall 2009 Board meeting

Staff Responsible: Foundation staff

GOAL 2: Establish a committee for the identification, cultivation, recruitment, orientation, and education of Board members

***Action Step:** Create a job description for the committee and identify the committee membership*

Milestone: Committee and job descriptions completed

Completion Date: Spring 2010 Board meeting

Staff Responsible: Foundation CEO, Corporate Secretary

Board Involvement: Executive Committee, full Board

GOAL 3: The new committee to develop a plan of action to carry out its duties

***Action Step 1:** Committee to review board structure and develop plan to better utilize Board members and gain access to a wider range of expertise*

Milestone: Utilization plan in place

Completion Date: October 2010

Staff Responsible: Foundation CEO, Corporate Secretary

Board Involvement: Newly established committee

***Action Step 2:** Develop an orientation and training program*

Milestone: Orientation and training program in place

Completion Date: January 2011

Staff Responsible: Foundation CEO, Corporate Secretary

Board Involvement: Newly established committee

***Action Step 3:** Develop a Board self-assessment tool and process*

Milestone: Self assessment tool in place and implemented

Completion Date: Summer 2010

Staff Responsible: Foundation CEO, Corporate Secretary

Board Involvement: Newly established committee

This document can be found on the SIU Foundation's website. That web address is: www.siu.org