

## Our Vision

The Wright State University Foundation's vision is to be a best-in-class foundation, matching the resources, passion, and commitment of our donors with the needs of students and the strategic direction of the university.

## Our Mission

The Wright State University Foundation's mission is to partner with Wright State University in promoting and facilitating a culture of engagement and philanthropy by raising funds and managing and distributing the resources entrusted to us in support of the university's mission and priorities.

## Our Values

We are committed to:

- The needs of students and the passion of our donors
- Responsible stewardship of resources with accountability and transparency
- Long-term relationships with the community and alumni
- Diversity and inclusiveness
- Innovation and resourcefulness

## Strategic Planning Committee

John Lyman, M.D., Board Chair  
Ron Amos, Immediate Past Board Chair  
Travis Greenwood, Board Vice Chair, Chair of Governance Committee  
Andrea Kunk, Board Secretary  
Jeff Lightner, Board Treasurer, Chair of Finance Committee  
Ron Cloyd, Chair of Audit Committee  
David Deptula, Member at Large  
Bill Diederich, Member of Governance Committee  
Deb Downing, President of the Alumni Association, Member of Governance Committee  
Dave McSemek, Chair of Investment Committee



## STRATEGIC PLAN 2017-2019

## Greetings!

We are proud to present the Wright State University Foundation's strategic plan for 2017–2019. Developed by a team of foundation board members and staff, this plan builds on the success of *Rise. Shine. The Campaign for Wright State University* and positions the foundation for an even greater impact on the future of Wright State University.

The Wright State University Foundation is celebrating its 50th anniversary in 2016, and has now matured to the point to where it is invaluable in supporting the strategic endeavors of the university. Our new strategic plan will help cement the foundation's role as the preeminent fundraising arm for Wright State University.

We would like to extend our appreciation to every member of our strategic planning committee for all of their time and effort, and we are grateful for their thoughts and insights. Together, we have created an ambitious, proactive plan that will communicate the guiding principles of the Wright State University Foundation and ensure our positive impact on the university we serve for years to come.

**John Lyman, M.D.**

Chair, Wright State University Foundation Board of Trustees

**Travis Greenwood**

Vice Chair, Wright State University Foundation Board of Trustees  
Chair, Strategic Planning Committee

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## GOAL 1

**University Partnerships and Engagement** — The WSU Foundation will strengthen its relationships and deepen its engagement with the university, building more informed and powerful relationships with Wright State's administration, students, faculty, and staff. Use enhanced understanding of Wright State's strategic goals and initiatives to uniquely and powerfully align resources and investments for the long-term benefit of Wright State and its alumni, community, and external constituents.

### OBJECTIVE A:

Create greater clarity within Wright State University as to the mission of the WSU Foundation and exhibit over time the WSU Foundation's critical role in the achievement of the university's goals.

### OBJECTIVE B:

Support the university's highest-priority initiatives through a process that seeks and receives new funding and vets and prioritizes requests for support.

### OBJECTIVE C:

Influence direct connections between local industry and WSU students, thereby helping the students to prepare for success after graduation.



## GOAL 2

**Stakeholder and Community Engagement** — The WSU Foundation will strengthen its image as the preeminent fundraising arm of the university, clarifying and communicating clearly among our constituencies the purpose, processes, and structure of the WSU Foundation. Increase awareness of and advocacy for Wright State University, resulting in recognition of the value of Wright State's excellence in teaching and learning, research, and service to the community.

### OBJECTIVE A:

Build strategic partnerships with other organizations that will help WSU and the WSU Foundation achieve their goals.

### OBJECTIVE B:

Stimulate engagement with corporate partners in and around Dayton, as well as nationally and internationally where niche situations make that possible.

### OBJECTIVE C:

Strengthen collaboration with WSU's colleges, athletics, and other departments to enhance engagement with the external community.

### OBJECTIVE D:

Inspire donors with powerful messages that serve as calls to action, as well as the substantial and purposeful circulation of positive stories about the university to internal, regional, and national media outlets.

## GOAL 3

**Philanthropy and Resource Development** — The WSU Foundation will increase its role in the overall philanthropic and resource development efforts for the university through greater engagement of individual board members and a focus on determined fundraising priorities.

### OBJECTIVE A:

Analyze the changing needs of the university and benchmark against the performance of foundations from peer universities to set specific fundraising objectives for endowments and other targeted priorities.

### OBJECTIVE B:

Define the WSU Foundation Board's role in the philanthropic process and develop a menu of opportunities for trustees to engage with donors.

## GOAL 4

**Portfolio and Asset Management** — The WSU Foundation will ensure the long-term integrity of its invested assets through the creation and proactive management of policies and practices that promote growth, mitigate risk, and produce an appropriate distribution rate to the university.

### OBJECTIVE A:

Review and revise the Investment Policy Statement to provide a sustainable framework for the ongoing management of the WSU Foundation's investment portfolio.

### OBJECTIVE B:

Evaluate the WSU Foundation's current spending policy in light of changing market conditions to determine the maximum appropriate distribution rate.

### OBJECTIVE C:

Create a benchmarking plan and schedule to formally evaluate the WSU Foundation's investment manager relative to performance, risk, asset allocation, and adherence to the Investment Policy Statement.

### OBJECTIVE C:

Support the work of the Alumni Association and the Office of Alumni Relations in engaging alumni across the country and strengthening an early engagement strategy to build relationships with students and young alumni.

### OBJECTIVE D:

Research peer institutions and establish new guidelines for trustee giving with an annual goal of 100% participation.

### OBJECTIVE D:

Develop new and existing talent on the WSU Foundation's Investment Committee by creating a proactive recruitment and education plan.



## GOAL 5

**Board and Staff Development** — The WSU Foundation will continuously evaluate and recruit talented individuals needed to further ensure the board's strategic goals are successfully met. The WSU Foundation must also retain and develop the most qualified staff to better address the changing requirements as the organization moves forward.

### OBJECTIVE A:

Build the WSU Foundation into a best-in-class organization comprised of top-level talent and operational processes utilizing state-of-the-art infrastructure and tools.

### OBJECTIVE B:

Achieve continued board development by recruiting and retaining a board with diverse skills, cultural backgrounds, and vocations to bring a broad range of perspectives and expertise to the board.

### OBJECTIVE C:

Build a culture where board engagement is encouraged and expected. Focus on ongoing engagement and volunteer opportunities for board members to strengthen their commitment to the WSU Foundation and the university. Create and implement assessment tools for board and trustee performance to evaluate and enhance board impact over time.

### OBJECTIVE D:

Develop a plan for recruiting, developing, and retaining the most qualified staff to support the execution of our plan.



## GOAL 6

**Stewardship and Fiduciary Responsibility** — The WSU Foundation will better serve its donors and beneficiaries by examining and adjusting its governance and staffing structure to accomplish the newly redefined mission, vision, and values. As a donor-centric organization, the WSU Foundation will operate efficiently, communicate openly and often, and maintain strong metrics of accountability.

### OBJECTIVE A:

Examine and realign the governance structure to fully support the WSU Foundation's new mission, vision, and values statements, which emphasize the board's role in the philanthropic process.

### OBJECTIVE B:

Identify and pursue new sources of revenue for WSU Foundation operations, benchmarking against peer institutions and adopting best practices.

### OBJECTIVE C:

Create a superior donor experience through the fulfillment of donor intentions, excellence in the stewardship of funds, clear communication of donor impact, and appropriate expressions of gratitude. Engage each trustee as a partner in creating a superior donor experience.

### OBJECTIVE D:

Create a set of non-financial metrics that allow the WSU Foundation to articulate the long-term and year-to-year impact generated from the annual distribution of resources.

### OBJECTIVE E:

Maintain and enhance strong financial controls and organizational checks and balances. Employ open communication and transparency to maintain the public trust.

