Mission: To invest in Ivy Tech Community College of Indiana’s students, faculty, and programs to ensure students meet their educational objectives.
Vision: Building stronger communities and a better Indiana.

Strategic Plan

**Strategies**

- **Customers**
  - Ensure stakeholders are engaged to support student success at Ivy Tech.

- **Finance**
  - Ensure a sustainable resource base.
  - Increase revenue, including non-fundraising dollars, individual donations, corporate/foundation giving and competitive government grants.

- **Process**
  - Ensure effective processes and practices.

- **Capacity**
  - Ensure appropriate human and technical resources are available.

**Objectives**

- **Increase resources available for student success.**
- **Improve financial efficiencies.**
- **Expand philanthropic opportunities.**

**Metrics (2013-2015)**

- Increase solicitations (pipeline asks and appeal codes) by 10% annually.
- Increase $30.8 million in unrestricted assets by 10% annually.
- 1 regional fundraising report with detail accessible by each region by 2014.
- Completed investment policy in place by 2013.
- Increase endowed chairs to 4 by 2015.
- Review existing basic agreement and propose plan to update by 2014.
- Increase fundraising categories (cash/stock pledges, grants to the Foundation, events, annual fund, planned gifts, gifts in kind and real estate/other property) increase by 5% annually.
- 15 alumni council members recruited by 2013.
- 5 regional alumni associations formed by 2015.
- 2 alumni networks formed by 2014.
- 5% of alumni are engaged according to the alumni engagement model by 2015.

**Metrics (2025)**

- Increase solicitations (pipeline asks and appeal codes) by 50%.
- Achieve long-term fundraising goal of $500 million by 2019.
- Achieve top quartile in investment returns.
- 5 new regional fundraising reports for increased data analysis.
- Investment performance goals met – 8.5% return on endowment funds and 5.5% return on operating funds.
- Revised and updated basic agreement in place.

**Metrics (2025)**

- Achieve long-term fundraising goal of $500 million by 2019.
- 14 regional alumni associations formed.
- 10 alumni networks formed.
- 10% of alumni are engaged according to the alumni engagement model.

**Achieve long-term fundraising goal of $500 million by 2019.**
- 30 alumni council members recruited.
- 14 regional alumni associations formed.
- 10 alumni networks formed.
- 10% of alumni are engaged according to the alumni engagement model.

**Achieve long-term fundraising goal of $500 million by 2019.**
- 14 executive directors of development and other college-wide Foundation staff earn CFRE status.
- 30 college-wide Foundation staff attend a professional development conference (i.e. CASE, CRD, AFP, etc.).
- 100% of board of directors meets expectations.
- Reduce the gap by 100%.
- Increase board of directors to 70.
- 2 board of director call per master prospect list assignment annually.
- 100% of regional development councils/campaign committees/sub-committees supported by board of directors.
- Increase number of online gifts by 5%.
- 100% of outreach events will be registered for electronically.
- 6 e-updates sent annually.
- 70% of donors retained.

**Achieve long-term fundraising goal of $500 million by 2019.**
- 5 executive directors of development and other college-wide Foundation staff earn CFRE status.
- 15 college-wide Foundation staff attend a professional development conference (i.e. CASE, CRD, AFP, etc.).
- 100% of board of directors meets expectations.
- Reduce the gap by 100%.
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