

## EXECUTIVE SUMMARY

The WVU Foundation has experienced nothing short of a transformation in the course of the last 6 years. When the first ever five-year strategic plan was adopted by the WVU Foundation Board in 2015, expectations were set high to accomplish core pillars that would: maximize private support in all forms to WVU, create new/enhance existing WVUF revenue streams while maximizing operational efficiency/effectiveness, engage/align with all WVU entities as “One WVU” and maximize the WVUF Board effectiveness at all levels. These pillars served as a North Star to begin achieving the levels worthy of the students, faculty, researchers, and patients of WVU in the new era of philanthropy.

As the current plan comes to its completion, we have achieved results unprecedented in the history of the Foundation. This positions us for the next phase of growth and continued impact among the WVU and WVUMedicine Community. The future for West Virginia University will be rooted in purpose, focusing on market-driven programs delivering in-demand skills. Therefore, the next Foundation plan will support strategic initiatives aimed at boosting student success, advancing health and wellness, and discovering solutions to real world problems.

This new plan offers yet another moment in time, one that will guide the WVU Foundation to yet a new pinnacle of excellence, working as a strong partner across all aspects of the WVU Community. The following plan is created with four new pillars forming a Strategic Compass: Purpose, Engagement, Talent, and Impact. The following summary will outline the components of the Compass, provide context to key overarching goals and detail elements of a Strategy Map wherein actionable goals and measures of success will reside.

Like the 2015-2020 Strategic Plan, this new roadmap will be equally ambitious, that when accomplished, will once again move the WVU Foundation to new levels of success in providing philanthropic support to its partners WVU and WVU Medicine.



## WVUF MISSION/ VISION/ VALUES STATEMENTS

### WVUF Mission

The mission of WVU Foundation is to enrich the lives of those touched by West Virginia University by maximizing charitable support and providing services to the University, its students, and affiliated organizations.

### WVUF Vision

The WVU Foundation will be the model for excellence in fundraising, investment management, and stewardship.

<u>WVUF Values</u>
Relationships
Integrity
Accountability
Courage
Innovation
Exceptional Performance

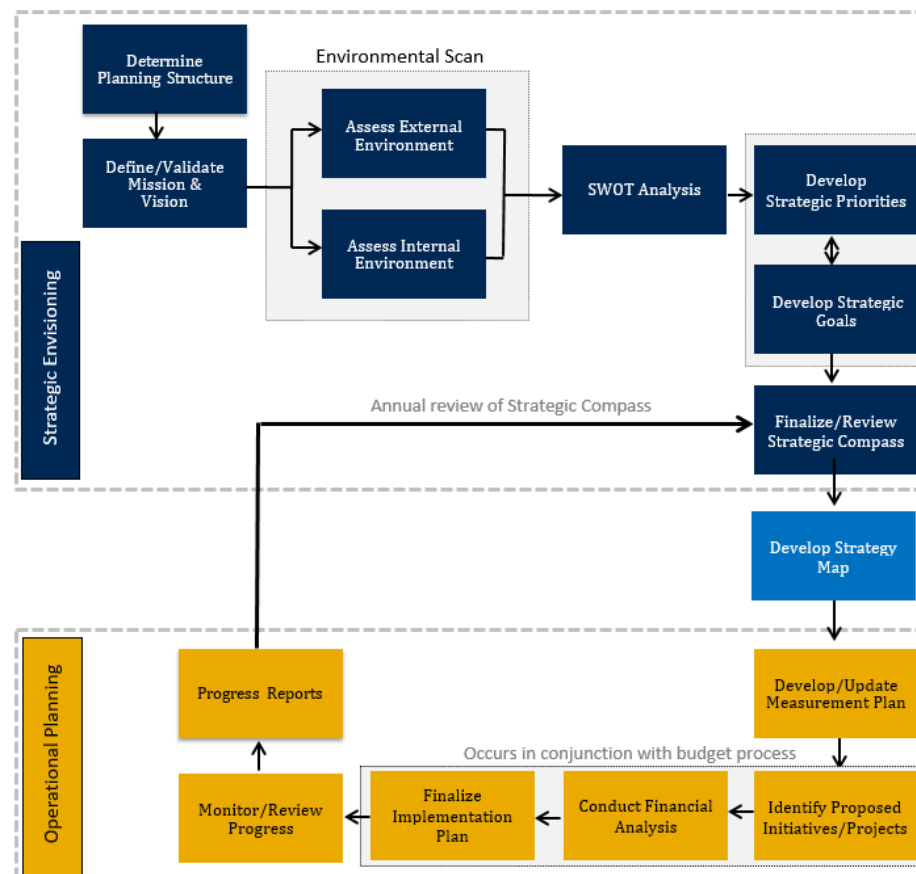
## PLANNING PROCESS

The West Virginia University Foundation utilizes a dynamic approach to planning. The diagram on page 4 outlines the planning process. The blue boxes indicate strategic planning activities and the gold boxes indicate operational planning activities.

The deliverable for the strategic envisioning phase is a strategic compass – which is a high-level direction setting document that includes WVUF’s mission, vision, values, strategic priorities, and goals. The deliverables for the operational planning phase are a measurement plan and implementation plan. The measurement plan is a dashboard that quantifies the high-level goals and the implementation plan outlines projects/activities that will be implemented to drive change.

The strategic compass is reviewed annually when planning for the upcoming year; however, a complete strategic planning process will occur every five to ten years. Operational planning will occur on an annual basis, coordinated with the budgeting process, to assess the previous year performance and to identify projects/initiatives that will help move the WVUF towards our stated goals.





## STRATEGIC COMPASS





## STRATEGIC COMPASS



### PURPOSE

**Generate resources to ensure a vibrant future for WVU.**

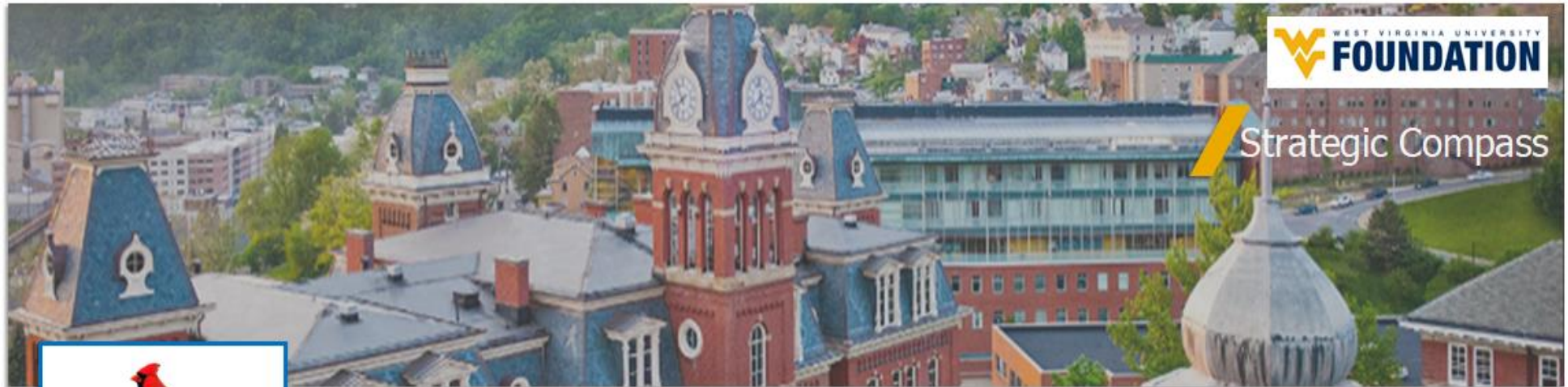
- ✕ Nurture a philanthropic culture
- ✕ Enable our partners to achieve their goals
- ✕ Achieve attractive investment returns while providing sufficient downside protection
- ✕ Secure a sustainable \$200M+ in annual production

West Virginia University relies heavily on the resources provided by the Foundation and its donors, and these resources help address some of the world's biggest challenges. For our University to remain competitive in the future, the Foundation must **generate resources to ensure a vibrant future for WVU**. Growing the pool of philanthropic dollars starts with **nurturing a philanthropic culture** which includes both shared values and appreciation for giving between the Foundation and WVU. This alignment is very important and will play a significant role in our collective success in the future.

Understanding the dynamic nature of higher education, the Foundation will be willing and able to address new opportunities as they present themselves; therefore **enabling our partners to achieve their goals**. Whether it is student scholarships, endowed professorships, or the start of a new program, it is important that the Foundation and WVU work together to understand fundraising priorities and to establish comprehensive campaign goals.

To be an effective, dynamic and financially prudent organization, and to generate the type of funding needed, the Foundation must achieve **attractive investment returns for our assets under management, while providing sufficient downside protection of our investments**. This, coupled with developing fundraising strategies for **securing a sustainable \$200M+ in annual production**, will help the Foundation to ultimately support the University's goals.





### ENGAGEMENT

#### Cultivate long lasting, meaningful relationships

- ✂ Personalize our stewardship and donor experience
- ✂ Expand and diversify our prospective donor base
- ✂ Identify opportunities with our partners and connect them with the right prospects
- ✂ Collaborate to build community

The core of the Foundation's mission is relationships. Whether it's relationships with our donors, faculty, alumni, students, and other affiliates, **cultivating long lasting relationships are essential to our success**, and help to build high levels of engagement, trust, and a common purpose. Honesty and trust must be embedded in any relationship for it to endure.

To create meaningful relationships, the Foundation must **personalize our stewardship and donor experience**. The giving experience is incredibly important when it comes to retaining our donors and converting them into lifetime supporters. A personalized approach stewardship conveys to our donors that they are a valuable part of the Foundation's mission and we care about them as individuals.

Increasing the Foundation's philanthropic gifts is a top priority, and being effective is fundamental. By **diversifying and expanding our prospective donor base**, the Foundation creates more opportunities to increase giving, while maximizing our impact. The Foundation must **identify opportunities with our partners and connect them with the right prospects**. There are many good causes to attract people to donate, but to differentiate ourselves, the Foundation must work with our University partners to identify compelling opportunities meaningful to our donors. By working as 'One WVU', we can **form collaborations to build community**, which in turn strengthens our connectedness and drives us towards successful outcomes.





### TALENT

#### Attract, develop, and retain extraordinary Foundation professionals

- ✂ Recruit and retain top talent which espouse our values and culture
- ✂ Build leadership at all levels
- ✂ Empower people to act
- ✂ Invest in programs to promote big picture thinking, team building, and personal mastery
- ✂ Recruit and develop Foundation professionals with leading edge skills

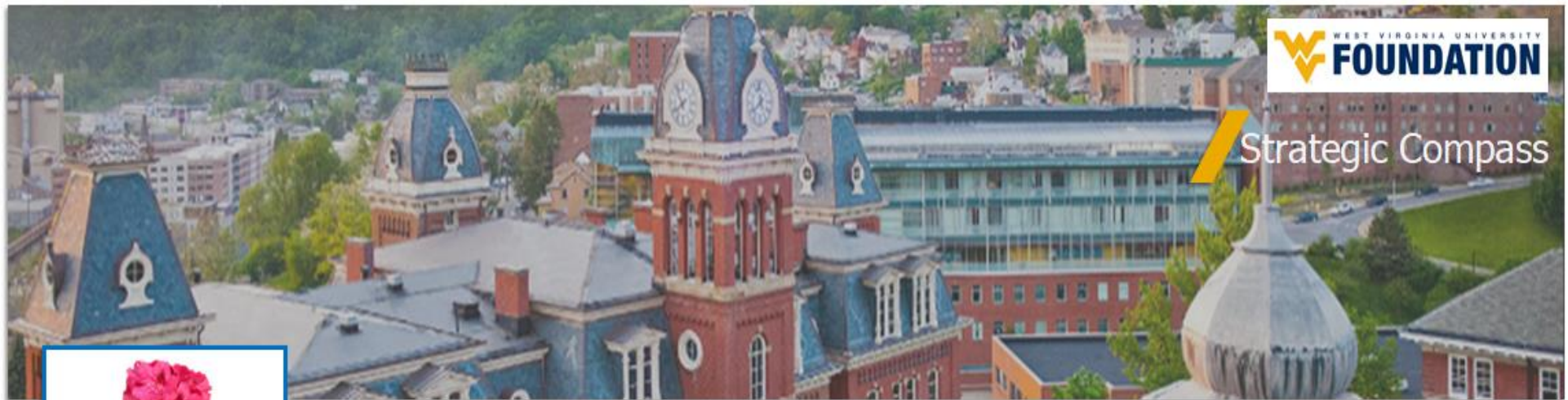
**Attracting, developing, and retaining extraordinary Foundational professionals** is an essential cornerstone of each strategic pillar. Because of the “people centric” nature of our business, **recruiting and retaining top talent which espouse our values and culture** is critical to our success. To ensure our future, the Foundation must invest in our current staff to build a talent pipeline while **building leadership at all levels of the organization**. This includes the development of succession plans to ensure ongoing organizational viability.

To be a nimble and effective organization, the Foundation’s leadership must **empower people to act**. Each Foundation professional should feel comfortable in making decisions within their area of responsibility, suggesting new ideas, and identifying positive change. To help bolster the skill sets of our current professionals, the Foundation must **invest in programs which promote big picture thinking, team building, and personal mastery**.

Underlying within this strategic pillar is to **recruit and develop Foundation professionals with leading edge skills** who understand the importance of critical thinking, collaboration, communication and creativity. When these key characteristics exist, we will have a staff capable of applying these skills and delivering exceptional performance at all levels across the organization.



## STRATEGIC COMPASS



### IMPACT

#### Deliver transformative outcomes

- ✂ Foster a collaborative environment to promote innovation
- ✂ Support our partners to be disruptive and “think big”
- ✂ Demonstrate impact by telling our compelling stories
- ✂ Provide a sustainable \$100M+ annually in University support

People want to invest in opportunities to make a difference. The best way we can demonstrate the power of giving is by **delivering transformative outcomes**. Therefore, the Foundation must work with our University partners to **foster a collaborative environment promoting innovation**, while **supporting our partners to be disruptive and “think big”**. It is in this type of environment where true potential is recognized and big ideas are born from our students, faculty and researchers.

At the core of success in this pillar is **demonstrating impact by telling our stories**. Telling our stories gives the Foundation the power to connect with our donors on an emotional level, allowing individuals to unite in action. Storytelling can be a powerful tool to attract and excite donors. A story can motivate people to take action because the cause is more than an abstract idea - it is a real situation affecting real people.

For the Foundation, one of the most powerful ways for us to impact the core of our mission is by **providing a sustainable \$100M+ annually in University support**. This level of financial support to the University allows WVU to achieve its purpose to transform lives of students, faculty, research and patient care, which in turn positively impacts the state, region, nation and the world.

# STRATEGY MAP

Strategic Compass	STRATEGIC PRIORITIES			
	PURPOSE Generate resources to ensure a vibrant future for WVU	ENGAGEMENT Cultivate long lasting, meaningful relationships	TALENT Attract, develop, and retain extraordinary Foundation professionals	IMPACT Deliver transformative outcomes
Strategic Compass	STRATEGIC GOALS			
	<ul style="list-style-type: none"> <li>Nurture a philanthropic culture</li> <li>Enable our partners to achieve their goals</li> <li>Achieve attractive investment returns while providing sufficient downside protection</li> <li>Secure a sustainable \$200M+ in annual production</li> </ul>	<ul style="list-style-type: none"> <li>Personalize our stewardship and donor experience</li> <li>Expand and diversify our prospective donor base</li> <li>Identify opportunities with our partners and connect them with the right prospects</li> <li>Collaborations to build community</li> </ul>	<ul style="list-style-type: none"> <li>Recruit and retain top talent which espouse our values and culture</li> <li>Build leadership at all levels</li> <li>Empower people to act</li> <li>Invest in programs to promote big picture thinking, team building, and personal mastery</li> <li>Recruit and develop Foundation professionals with leading edge skills</li> </ul>	<ul style="list-style-type: none"> <li>Foster a collaborative environment to promote innovation</li> <li>Support our partners to be disruptive and “think big”</li> <li>Demonstrate impact by telling our compelling stories</li> <li>Provide a sustainable \$100M+ annually in University support</li> </ul>
Operational Planning Phase	MEASUREMENT PLAN			
	<ul style="list-style-type: none"> <li>✓ Meet goals within comprehensive campaign</li> <li>✓ Achieve investment performance net of fees greater than benchmark, after hedging costs, over a rolling 5-year period</li> <li>✓ Increase scholarships</li> <li>✓ Create compelling fundraising initiatives to motivate donor external stakeholders to donate</li> </ul>	<ul style="list-style-type: none"> <li>✓ Donor/Non-Donor Satisfaction Survey Results</li> <li>✓ Partner Satisfaction Survey Results</li> <li>✓ Board Satisfaction Survey Results</li> <li>✓ Personal feedback from Donor Focus Groups and interactions</li> <li>✓ Increase in Overall Giving</li> <li>✓ Increase in Alumni Giving (dollars and participation)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Employee Satisfaction Results</li> <li>✓ Retention Statistics</li> <li>✓ Recruitment Statistics (e.g. offer acceptance rate)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Donor/Non-Donor Satisfaction Survey Results</li> <li>✓ Partner Satisfaction Survey Results</li> <li>✓ Board Satisfaction Survey Results</li> <li>✓ Increase in Overall Giving</li> <li>✓ Meet Goals within Comprehensive Campaign</li> <li>✓ Number of Views/Hits to Web Published Stories, Videos, etc.</li> <li>✓ Social Media Utilization</li> </ul>
Operational Planning Phase	IMPLEMENTATION PLAN			
	<ul style="list-style-type: none"> <li>□ Work with WVU to develop a strategy to increase minimally restricted scholarships and reduce student debt</li> <li>□ Kick-off of the new comprehensive campaign</li> <li>□ Employ hedging strategies and continue to research other protective investment strategies</li> <li>□ Develop and implement strategies to increase endowed giving</li> <li>□ Research and initiate new investment strategies that yield attractive returns</li> </ul>	<ul style="list-style-type: none"> <li>□ Conduct a PRR from a student perspective to gain insight</li> <li>□ Plan with partners to utilize unspent funds</li> <li>□ Standardize Satisfaction Surveys – schedule on routine basis</li> <li>□ Schedule regular meetings with WVU and WVU Medicine leadership to ensure mission/goal alignment</li> <li>□ Schedule events bringing together stakeholders to build relationships/bridges across constituent groups</li> <li>□ Educate various groups on the role and value of the foundation – focus on students and alumni</li> <li>□ Ensure better coordination between WVUF and the Alumni Association</li> <li>□ Celebrate donors</li> </ul>	<ul style="list-style-type: none"> <li>□ Employer of choice in the Mid-Atlantic region</li> <li>□ Create a leadership incubator that nurtures careers of high performing staff to increase retention</li> <li>□ Provide employees opportunities to lead various work groups and/or initiatives</li> <li>□ Provide educational opportunities on relevant topics to enhance skill sets</li> <li>□ Identify, prioritize, and provide the right tools so that people can effectively do their jobs</li> <li>□ Develop succession plans for key leadership positions</li> <li>□ Engage WVUF professionals in performance improvement – create formal mechanisms.</li> <li>□ Continue to provide comprehensive classification/compensation reviews to assure fair, reasonable, and competitive compensation</li> <li>□ Participate in a comprehensive retiree program</li> <li>□ Emphasize operational transparency – how employees work effects the bigger picture</li> <li>□ Finalize the consolidation of University development officers under the Foundation</li> </ul>	<ul style="list-style-type: none"> <li>□ Form “think tanks” to help develop new ideas</li> <li>□ Investigate hiring a Chief Innovation Officer</li> <li>□ Implementation of the advancement fee to help address staff shortage</li> <li>□ Develop and implement a creative communication strategy that focuses on telling our stories - the right message that inspires</li> <li>□ Emphasize how the work of the WVUF improves West Virginia</li> <li>□ Develop an executive dashboard</li> <li>□ Celebrate people and their work</li> </ul>



## KEY TERMS

[Partners / partnerships](#) – Constituents and entities with whom the WVU Foundation works to help advance the philanthropic needs and services in alignment with our mission; or those with whom the WVUF engages in creative developments, real estate or investments that have potential to bring new sources of revenue to the WVUF. Includes: WVU, WVUMedicine, WVU Alumni Association, Corporations/ Foundations, Individual Donors, Parents, Business Leaders, Developers.

[Strategic Compass](#) – Five to ten-year high-level direction setting document that highlights the WVUF's mission, vision, priorities, and goals

[Strategy Map](#) – Document linking the strategic compass to operational planning. It helps organize what will be measured and what actions will be implemented to move the Foundation towards the stated goals.

[Measures of Success](#) – Indicators that will allow the Foundation to objectively measure progress towards achieving our strategic goals.

[Measurement Plan](#) - Dashboard with quantitative goals and established targets that supports the priorities and goals highlighted in the strategic compass. Measurement plan is reviewed/revised annually.

[Implementation Plan](#) - Tactical actions/projects/initiatives selected by WVUF that will move organization closer to achieving the goals in the strategic compass. Implementation plan should be reviewed and revised annually.

[Progress Report](#) – Provides status updates on actions/projects/initiatives that are in-progress or have been completed and how they are/have moved the Foundation closer to achieving our strategic goals.

[Project Management Tool](#) – Project management methodology and tracking software creates accountability for achieving stated goals – on time and on budget.

## KEY TERMS

### WVUF Values

Relationships	We value relationships, teamwork, and community involvement as fundamental to achieving our goals and at the core of our mission.
Integrity	We conduct our activities in an independent, fair, trustworthy and honest manner.
Accountability	We are responsible for our actions.
Courage	We support an environment where people feel safe to speak up and take bold, appropriate action with open communication.
Innovation	We encourage creative, effective ideas in a collaborative environment to drive successful outcomes.
Exceptional Performance	We lead by setting new standards of excellence.