OUR VISION FOR THE FUTURE
What We Aspire To Be

• The ECU Foundation is a dynamic, forward-looking organization which plays a critical role in advancing East Carolina University. We are widely recognized as a leader among our peers and a model for innovative ideas and best practices in fundraising, stewardship, and advocacy.

• The ECU Foundation continues to develop a highly committed base of regional, national and international donors, including a growing number of students, faculty, alumni, and friends of the university, and effectively manages an ever-increasing endowment to fund the margin of excellence for ECU - supporting scholarships, professorships, fellowships, progressive research, innovative academic programs, and state-of-the-art facilities.

• Renowned for our strong partnership with the university and our responsiveness to institutional priorities, the ECU Foundation is highly regarded for positively impacting East Carolina University ... and making a real difference in the quality of education for students and the quality of life for people throughout the region, the state of North Carolina, the nation, and beyond.
Our Core Mission
The Primary Purpose of Our Organization

Funding the Margin of Excellence for ECU

The Thought Behind the Specific Words in Our Mission

“Funding” is enabled through strong support, aggressive advocacy, successful fundraising, exceptional donor relations, and effective stewardship.

“The Margin of Excellence” is what we underwrite – those things not funded by the state or other resources, but which make the difference in the quality and impact of East Carolina University.
**OUR KEY OBJECTIVES**

*Our Path to the Future*

1. Develop and execute innovative fundraising programs and stewardship initiatives to “wow” our donors and secure their satisfaction for continued growth in giving to ECU. **Development & Donor Relations Committee**

2. Expand scholarship programs to attract more top level students to ECU. **Development & Donor Relations Committee**

3. Partner with the university to expand public and private partnerships, identify influencers, and engage more corporations and foundations in the support of our academic programs, research activities, and facility needs. **ECU Real Estate Foundation and Green Town Properties**

4. Maintain a diversified long-term investment strategy that minimizes volatility while achieving an ROI that exceeds both the balanced index and our peer group. **Investment Committee**

5. Be a highly effective board of directors actively engaged in fiduciary oversight, fundraising, and advocacy of the university. **Audit, Budget & Finance, Development & Donor Relations, and Recruitment & Engagement Committees**

6. Ensure effective foundation governance and operating excellence. **Executive and Governance Committees**

7. Continue to strengthen financial operations and data systems to address the challenges and needs of the future. **Audit and Budget & Finance Committees**
OBJECTIVE 1: Develop and execute innovative fundraising programs and stewardship initiatives to “wow” our donors and secure their satisfaction for continued growth in giving to ECU.

STRATEGIES:

- Identify clear, engaging funding priorities which can be effectively marketed to increase support.
- Significantly expand our donor base by partnering with and opening doors of potential major donors and corporate/foundation prospects.
- Educate the board on specific, aggressive fundraising and participation goals by campus-wide priority, school, college, and specific program.
- Work with campus partners in developing campaign marketing which promotes funding priorities and increases stewardship.
- Develop a method for capturing personal stories from both donors and recipients of funds to use in marketing to existing and potential donors.
- Adopt best practices in donor relations within the ECU Foundation and with our campus partners to continue to build an exceptional donor recognition program.
OBJECTIVE 2: Expand scholarship programs to attract more top level students to ECU.

STRATEGIES:

• Quantify funding needs for Honors College, EC Scholars, “Flagship” Scholarship Program for the Honors College, Merit Scholarships, Access Scholarships, and Graduate Fellowships to increase both number and size of awards.

• Work with Academic Affairs and the Honors College to define and rank scholarship priorities.

• Design and implement a plan for Honors College, EC Scholars, “Flagship” Scholarship Program for the Honors College, Merit Scholarships (campus wide and college based), Access Scholarships, and Graduate Fellowships.

• Identify and cultivate target donors.

• Design and execute an extensive public relations program around the scholarships to enhance the ECU brand that includes print, video, and social media.
**OBJECTIVE 3**

ECU Real Estate Foundation and Green Town Properties

**OBJECTIVE 3:** Partner with the university to expand public and private partnerships, identify influencers, and engage more corporations and foundations in the support of our academic programs, research activities and facility needs.

**STRATEGIES:**

- Partner with colleagues in Administration & Finance and Economic Development to promote and help develop the millennial campus and other public-private partnerships to enhance the economic development of eastern North Carolina.

- Continue to utilize the ECU Real Estate Foundation and Greentown Properties to partner with the university to meet facility needs and promote real estate development in Uptown Greenville and the surrounding community.

- Develop fundraising strategies to promote and solicit gifts to support academic programs and research activities that directly tie to economic development, public-private partnerships, and work-force development.

- Increase partnership, engagement, and solicitation of corporations and foundations that align their areas of philanthropic focus with our university mission.

- Coordinate with the three other ECU foundations on prospect strategy to maximize benefit to donor and ECU.

- Coordinate marketing and communications around a campaign brand that enhances all of ECU.

- When appropriate, partner with ECU to create, promote, and sustain public-private partnerships when beneficial to the university or millennial campus.

- Identify best practices from successful programs across the state and region.

- Promote, seek, and explore creative/cutting edge gifting strategies with real estate for the benefit of the university and the ECU Foundation, buy property with ROI objective, and consider making business operations of the foundation(s) educational opportunities for our students.
OBJECTIVE 4: Maintain a diversified long-term investment strategy that minimizes volatility while achieving an ROI that exceeds both the balanced index and our peer group.

STRATEGIES:

- Maintain members who are knowledgeable and possess expertise in investing.
- Maintain a well-defined investment policy and asset allocation.
- Maintain investment performance objectives and measure results annually.
- Formally evaluate our investment consultant annually.
- Utilize investment industry tools, industry specific benchmarks, and published peer data to evaluate the portfolio.
- Ensure key financial policies involving investments are properly revised/developed based on current trends and conditions.
OBJECTIVE 5
Audit, Budget & Finance, Development & Donor Relations, and Recruitment & Engagement Committees

OBJECTIVE 5: Be a highly effective board of directors actively engaged in fiduciary oversight, fundraising, and advocacy for the university.

STRATEGIES:

• Communicate expectations and ask each director for an annual self-assessment of their engagement and consider an evaluation process led by a qualified 3rd party.
• Recruit new directors to continually broaden the demographic profile of the board, to include a focus on needed skill sets.
• Develop an outstanding new board member orientation program and continuing education program.
• Expect each of the operating committees to conduct a planning retreat to set goals and objectives for the next two years.
• Implement succession planning to facilitate orderly transitions in leadership. Explore new ideas to freshen and strengthen the board (like Emeritus, Honorary, Notable, Junior, or Retired Directors).
• Board meetings should be meaningful, interesting, and interactive to all directors.
• Ensure honesty, integrity, accountability, and transparency in all operations and transactions.
• Ensure people with professional expertise lead the key administrative committees.
• Document all financial policies, procedures, and guidelines.
• Develop a multi-year strategic plan for the foundation’s financial operations.
OBJECTIVE 6
Executive and Governance Committees

OBJECTIVE 6: Ensure effective foundation governance and operating excellence.

STRATEGIES:

• Maintain board members who are knowledgeable and possess expertise in business management, operations, and the operations of the university.
• Ensure honesty, integrity, accountability, and transparency in all operations and transactions.
• Review the articles of incorporation, bylaws, policies and procedures, and any operating agreements on an annual basis for general operating and statutory compliance.
• Evaluate the foundation’s organization structure and the responsibilities of officers and committees.
• Ensure that all committee charters and key operating policies are reviewed by the effected committee for operational compliance and recommended changes.
• Ensure people with professional expertise lead the key administrative committees.
• Revise the centralized tool for measuring and tracking general operating compliance.
OBJECTIVE 7: Continue to strengthen financial operations and data systems to address the challenges and needs of the future.

STRATEGIES:

• Assess funding models to meet foundation operational and staffing needs in coming years.
• Assist in improving communications and sharing of resources, ideas, and policies among all of the advancement entities at ECU.
• Develop an onboarding and annual training program on financial matters for new and existing staff.
• Coordinate the annual budget of the foundation with the advancement state budget and other advancement entities.
• Review and assess current financial systems for potential technology improvements or expansion of existing infrastructure to help streamline and automate processes.
• Continue to assess/analyze the donor database and perform a feasibility study for a future campaign.
## East Carolina University Foundation Strategic Planning Scorecard
### 2016-2020

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measure</th>
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<th>Initiatives</th>
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<tr>
<td><strong>Culture of Giving</strong></td>
<td>Develop and execute innovative fundraising programs and stewardship initiatives to “wow” our donors and secure their satisfaction for continued growth in giving to ECU.</td>
<td>Total dollars raised and campaign planning as well as increased donor satisfaction via best donor relations practices.</td>
<td>Increase total campus giving from $39M to $50M over multiple years to prepare for and successfully meet $400,000,000 campaign. Measure and track stewardship efforts.</td>
<td>Identify clear, engaging funding priorities which can be effectively marketed to increase support. Set specific, aggressive fundraising goals by campus-wide priority, school, college, and specific program.</td>
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<tr>
<td><strong>Student Success</strong></td>
<td>Expand scholarship programs to attract more top-level students to ECU.</td>
<td>Increase donors and number of merit and access scholarships.</td>
<td>Increase endowment by $25M through gifts, pledges and planned gifts. Strive for 25 Endowed Scholars awarded annually and 100 Access Scholarships awarded annually.</td>
<td>Implement a strategic plan for pre- and campaign endowment fundraising. This plan will take into account scholarships at all levels endowed and annually funded for university-wide initiatives.</td>
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<tr>
<td><strong>University Partnership</strong></td>
<td>Partner with the university to expand public and private partnerships, identify influencers, and engage more corporations and foundations in the support of our academic programs, research activities and facility needs.</td>
<td>Increase the number of real estate projects that become revenue streams for the foundation. Unload non-productive assets.</td>
<td>Build out Student Services Center (One-Stop Shop) and lease back to ECU. Build out 5th Street offices and lease back to ECU. Sell off real estate holdings that have been on the books for many years.</td>
<td>Continue to utilize the ECU Real Estate Foundation and Greentown Properties to partner with the university to meet facility needs and promote real estate development in Uptown Greenville and the surrounding community. Develop fundraising strategies to promote and solicit gifts to support academic programs and research activities that directly tie to economic development, public-private partnerships, and workforce development.</td>
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<td><strong>Fiscal Responsibility</strong></td>
<td>Maintain a diversified long-term investment strategy that minimizes volatility while achieving an ROI that exceeds both the balanced index and our peer group.</td>
<td>Meet or exceed performance measurements of our peers.</td>
<td>Exceed CPI + spending rate on both pools. Rank in the upper 50% of peers based on Commonfund Study of Endowments.</td>
<td>Review policies and procedures to ensure effective investment management. Establish a peer-based group to benchmark against.</td>
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<tr>
<td><strong>Board Engagement</strong></td>
<td>Be a highly effective Board of Directors actively engaged in fiduciary oversight, fundraising, and advocacy of the university.</td>
<td>Board recruitment, retention, and performance assessment.</td>
<td>Adhere to best practices for board growth and engagement. Aspire to board diversity, excellence in succession planning, and being a leader in transparency on fiscal transparency.</td>
<td>Attend AGB annually and review annually policy and procedures for fiduciary oversight, board engagement and advocacy. Continue to seek best practices amongst peer institutions.</td>
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<tr>
<td><strong>Operational Excellence</strong></td>
<td>Ensure effective foundation governance &amp; operating excellence.</td>
<td>Annual audit and assessments.</td>
<td>100% compliance, transparency, and unqualified audit opinions.</td>
<td>Review policies &amp; procedures annually utilize tools to measure &amp; track operating compliance.</td>
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<tr>
<td><strong>Operational Integrity</strong></td>
<td>Continue to strengthen financial operations and data systems to address the challenges and needs of the future.</td>
<td>Technology improvements, wealth screenings, and fundraising feasibility assessment.</td>
<td>Increase automation in stewardship reporting and target fundraising goal set for an upcoming campaign.</td>
<td>Implement and utilize endowment management software, develop new staff training, analyze database, and perform a feasibility assessment for an upcoming campaign.</td>
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