Background

In July of 1999, Jack Miller became the 13th Chancellor at the University of Wisconsin – Whitewater. Over the course of the next year, Chancellor Miller spent a great deal of time developing a series of goals for the institution to accomplish within the next five years. Included in those goals were a series of fundraising goals related to the UW-Whitewater Foundation.

The Board of Directors of the Foundation reviewed, debated and eventually embraced these goals. However, in order that the Foundation could approach these goals in the best manner possible, it was determined that it would need to undergo a process to develop a comprehensive strategic plan for the future.

In May of 2000, the Board authorized the Foundation to begin the process of developing such a plan under the direction of Vice-Chair, Dennis Torkko. With the counsel of Ron Laughter, of Growth Design, Inc., Mr. Torkko sought out volunteers to become members of the Foundation’s Strategic Planning Team. The Team had an initial meeting on August 21, 2000 at Phil Pelanek’s home in Middleton, WI.

The Team outlined the parameters for the development of the plan and invited all Directors to participate in a retreat at Olympia Resort in Oconomowoc, WI on October 4 & 5, 2000. Prior to the retreat, Judy Whalen surveyed the Directors and conducted an environmental scan and a SWOT analysis on behalf of the Strategic Planning Team.
At Oconomowoc, Ms. Whalen presented her results to the Board. Armed with these results, the Board developed a list of core values and reaffirmed the Foundation’s mission statement. Also at that time, the Board began to work in smaller task forces to develop specific goals and objectives around four key strategic issues.

Over the course of the next few months, these task forces met regularly to further refine these goals and objectives, and develop the action steps needed to ensure that they would be reached. The task forces then submitted their results back to the Strategic Planning Team in December of 2000.

The Team then met on January 16, 2001 on the Whitewater campus to review the results of the task forces, define areas of synergy and divergence, and make specific recommendations for the Board to consider.

The Board of Directors adopted this document as its strategic plan for the future at its February 7, 2001 meeting.

Strategic Planning Team Members:

- Dennis Torkko, Chair
- Marv Siegert
- Sarah Botham
- Judy Whalen
- Jim Caldwell
- Frank Witthun
- Dick Hobbs
- Jack Miller, Chancellor
- Don Kielley
- Mike Spellman, Assistant Chancellor
- Phil Pelanek
- Jon Enslin, President, UW-W Foundation

Task-Force Chairs:

- Fundraising: Don Kielley & Dennis Torkko
- Board Development: Judy Whalen & Barry Wojtak
- Staff Model: Jeff Kranz & Mel Rutlin
- University Marketing: Collette Sorgel & Scott Wrobbel
Core Values

The UW-Whitewater Foundation values:

- The higher education experience and the opportunities it provides.
- A person’s opportunity to access an enriching learning and maturing experience at UWW.
- Nurturing long-term relationships with university stakeholders which result in loyalty and mutual benefit.
- Integrity and high ethical standards.

Mission Statement

Created to help ensure and promote educational excellence, the UW-Whitewater Foundation exists for the benefit of students, faculty and staff of the University of Wisconsin - Whitewater.

Its mission is to enhance the University’s educational mission, by supporting scholarships, faculty and staff development, research, and other major projects.

The Foundation supports the University’s most important needs, not otherwise provided for by State and federal funds, by encouraging, receiving, investing, and disbursing gifts from alumni and friends of the University.

Established in 1962 under Wisconsin law, the Foundation is a not-for-profit, tax-exempt corporation.

Foundation Mission Statement Elements

Resourcing (Primary Element) • Fund raising
• Investment management
• Human/knowledge capital

Advocacy (Secondary Element) • Promote UWW
• Represent UWW constituencies
• Advise the Chancellor as requested
• Advocate for UWW in legislature and other governmental levels
Key Strategic Issues Facing the Foundation (In Priority Order)

1. Fundraising
2. Board development (Including structure and organization)
3. Adequate staffing
4. Integrated University marketing

Goals & Objectives Within Each Issue

Key Strategic Issue #1: Fundraising

Goal: Secure charitable gifts to support key projects

Objectives:

- Raise $1,000,000 by December 31, 2001 to support completion of the Athletic Center.
- Raise $6,000,000 by April 30, 2003 to support the new building for the College of Business & Economics.
- Raise $5,000,000 by June 30, 2006 for the endowment fund.

Key Strategic Issue #2: Board Development (including structure and organization)

Goal #1: To design an effective Board structure that will enable the Foundation to achieve its mission

Objectives:

- Develop a plan for Board diversity.
- Develop a profile for board member qualifications.
• Formalize a leadership structure that maximizes talent and Board effectiveness.

• Formalize the relationship between the Board and the Foundation staff.

Goal #2: Challenge the current process by enhancing strengths, improving weaknesses and implementing needs.

Objectives:

• Develop an evaluation and improvement process for Board structure by February 2003.

• Clarify and crystallize the orientation process for new Board members.

• Formalize the recruiting process for new Board members

• Develop the experience of members while the serve on the Board

• Develop a process to assess the effectiveness of each member.

Key Strategic Issue #3: Adequate staffing

Goal: The development of an ideal staff model

Objectives:

• Establish a personnel committee to evaluate Foundation personnel and make recommendations on future Foundation staffing.

Key Strategic Issue #4: Integrated University Marketing

Goal: To support the efforts of the University to develop a comprehensive marketing plan

Objectives:

• Assist the University in developing and implementing its marketing plan and develop synergies to help promote the Foundation through this plan.
Recommendations for the Foundation Board of Directors

1. Organize volunteers around each fund-raising effort by June 2001.

2. Expand staff in fiscal year 2002-03 to help secure endowment goal. Additional cost: $45,000 - $120,000 with funding source(s) to be determined.

3. Engage counsel to conduct a feasibility study and campaign implementation for the new College of Business & Economics building by February 2001. Additional cost: $80,000 - $100,000 to be funded through campaign proceeds.


5. Create a Board handbook starting in February 2002.

6. Review and make possible revisions to the Board structure by February 2002.


8. Define diversity so that the nomination process may include this objective by February 2002.

9. Develop processes for new Board member identification, cultivation, enlistment, orientation and ongoing education starting in February of 2002. There may be additional costs associated with this step which would be funded through the Foundation’s operating budget.

10. Develop a formalized plan to develop the future leadership structure of the Board by February 2003.

11. Create a task force to develop the initiatives outlined in the above recommendations #5 though #10 by June 2001.

12. Provide input into the University’s development of a comprehensive marketing plan by March 2001.

13. Support funding of marketing plan implementation by the 2001-02 fiscal year. Additional costs yet to be determined, but will be funded through the Foundation’s annual operating budget.
14. Identify and solicit prospects to help fund the implementation of the marketing plan once it is fully developed.

15. Form a personnel committee by June 2001

16. Develop a process for screening funding opportunities by June 2001