

STRATEGIC PLANNING ADVISORY COMMITTEE
November 2, 2010
Conference Room, Student Union

The meeting was called to order at 3:05 p.m. with the following people present: Brad Chambers, Peggy Clark, Doug Davenport, Lou Ann Gilchrist, Teri Heckert, Deb Kerby, Gina Morin, Clifton Ricana, and Paul Yoder.

Resource Developments – Legislative (Teri Heckert)

Teri had a sobering conversation with Paul Wagner, Deputy Commissioner of Education. If the economy turns around, there are other areas that will get funded before higher education. Tax cuts and scholarships will be restored first. Paul likes the tuition freezes. 2012 may become our new normal. Any increase in funding from the state is likely to be eaten up by increased benefits costs, with essentially no real increase.

Teri met with Kevin Minch, Director of the Truman Institute. His goal right now is to be neutral. He is really on a tri-fold mission of recruiting, marketing, and revenue. Joseph Baldwin Academy (JBA) has lost money most years, but has made a little the last few years. JBA students do feed into our enrollment in a pretty high number. We may want to determine the actual cost.

President Paino spoke with the Department of Psychology after the initiative to look at tax credits in the state. By reducing or eliminating some, it may free up some money for higher education and may be enough to balance the budget.

Fundraising in Times of Uncertainty (Brad)

As history, 2009 really saw a decline in giving, which hadn't been seen for the past 40 years. 2009 is possibly the worst year since the Great Depression, with changes in giving declining almost 12%. Alumni participation rates fell 1%, to the lowest since 1957. They also have a greater debt burden.

Since 2000, there has been greater competition as the number of charitable organizations increased to 1.2M in 2009. There is an element of donor fatigue, and some skepticism in terms of need. There is also a perception that public institutions receive a lot of funding. The funds that took the biggest hit were designated for capital projects. Reported endowments at institutions fell 22% due to poor investment performance and a decline in new contributions. We also need to recognize the fact that prior patterns do not predict future results.

2008 is the best year on the first slide. In 2006 and 2008, there were sizeable gifts from donors. Without them, there was a slight increase in donations during that time. The Kirk Society, composed of donors giving \$500 or more annually, has leveled off. We need to address and reverse the trend of decreased alumni donors and funds. Even though we have fewer donors, they donate more. Truman alumni have a 12 to 13% participation rate, while most public institutions have a 10% rate.

As we move forward, we have several environmental conditions that need to be considered:

- 1) The institution must have a clear and relevant mission.
- 2) Fundraising is increasingly becoming dependent on major gifts.
- 3) Leadership from the University President is essential to the success of all fundraising.

Four obstacles to increased private giving to Truman:

- 1) Perception that donations are not needed
- 2) Lack of history/culture of giving
- 3) Change of mission and name

4) Location of the University

Seven reasons to expect increased giving:

- 1) Truman has a tremendous product
- 2) President Paino's relationship building and fundraising priority
- 3) Increased interest in charitable support
- 4) Advancement's promotion of Truman's case for support
- 5) Growth during the current campaign
- 6) Continued growth and maturing of Advancement over the next 5 to 10 years
- 7) Earning power of alumni post-mission change has increased

The Foundation Five-Year Plan is currently in the draft stage, and the fundraising goal will be determined next spring. The emphasis is expected to be on completion of the Planetarium, scholarship funds, and renovations to the football stadium. President Paino's goal is to have the endowment at \$100M by the end of the decade, which Mark feels is ambitious but realistic.

Several groups on campus have a strategic plan, regarding what things they should think about in their planning process and how Advancement can fund those needs. What other things do you think might resonate with donors? Advancement will work to match the needs with interested donors.

Scholarships have a more substantial role, and are a benchmark for where we need to be in the campaign. Need-based scholarships have more appeal to donors. Selling liberal arts education to employers equates with the employees being more flexible. Doug said we have a working agreement with Boeing, are there any others on the horizon? Brad said they are also reaching out to the School of Business and Computer Science. Mark may know of some.

The number of people on the ground is the single most important factor in fundraising. We have to send a clear message that what goes on in their area depends directly on recruitment and fundraising. What can we do to help get to that point? We need to produce a strong strategic plan, be motivated by it, and have a passion to commit to it. The plan will provide buoyancy to our fundraising efforts. After the plan comes out, all departments will need to facilitate the range of needs they have, and then Advancement can take that and run with it.

Status of Current and Emerging Competitors (Richard Coughlin)

Truman competes across a broad range of schools—large, small, and community colleges.

Changes on the recruiting landscape include demographics (a decrease in the number of local graduates and a higher percentage of minority, first-generation, and low-income students), which needs to be included in the strategic plan, with a plan to support and retain them. Truman doesn't compete in this area as well.

We need to be able to attract community college graduates to Truman for a residential college experience. Online education is increasing, but Truman lags behind in this area. Four core factors working against us include the location; the social life; the academic programs; and the claim to Big yet Small as a way to distinguish Truman.

Additional recommendations included shifting away from enrolling students on the basis of merit aid; reinvigoration of campus life, revitalization of Kirksville, and a re-examination of the curriculum and pedagogy. Communication and recruitment strategies also need to be addressed.

From this information, we can draw two conclusions:

- 1) Degree completion will have to be a priority.

- 2) More coordinated support will need to be provided for the students we bring in.

We need to do a better job at pointing out Truman's strengths. We are moving in the direction of a hands-on university, and trying to articulate the Truman Experience. In some ways, graduation rates depend on students who are goal oriented, but we need more support structure for undecided majors. Adding some courses and majors was one of the recommendations in the A&S report. We need to figure out how to go to the next level and the new paradigm. Truman offers a private college experience for a public price.

Doug stated that the deans' conversation was very similar to what the Committee has been discussing. We recognize that the constraints are enormous, but there is the desire for us to do something innovative and make it happen. We are accountable for making it happen.

Lou Ann said that action plans have to come from the School and Department levels. Doug and Lou Ann will be presenting a report to the Board of Governors on December 4. The report will include an overview of our purpose, the process, and an update of our progress in 15 minutes or less. Lou Ann will try to come up with some planning themes. The Board will have an opportunity to comment.

Lou Ann stated she has an appointment with Debbie Cartwright at 10:00 a.m. on Friday. She will be asking Debbie about trends in curriculum and anything she feels the Committee needs to consider. Anyone is welcome to come.

The meeting was closed at 4:22 p.m.