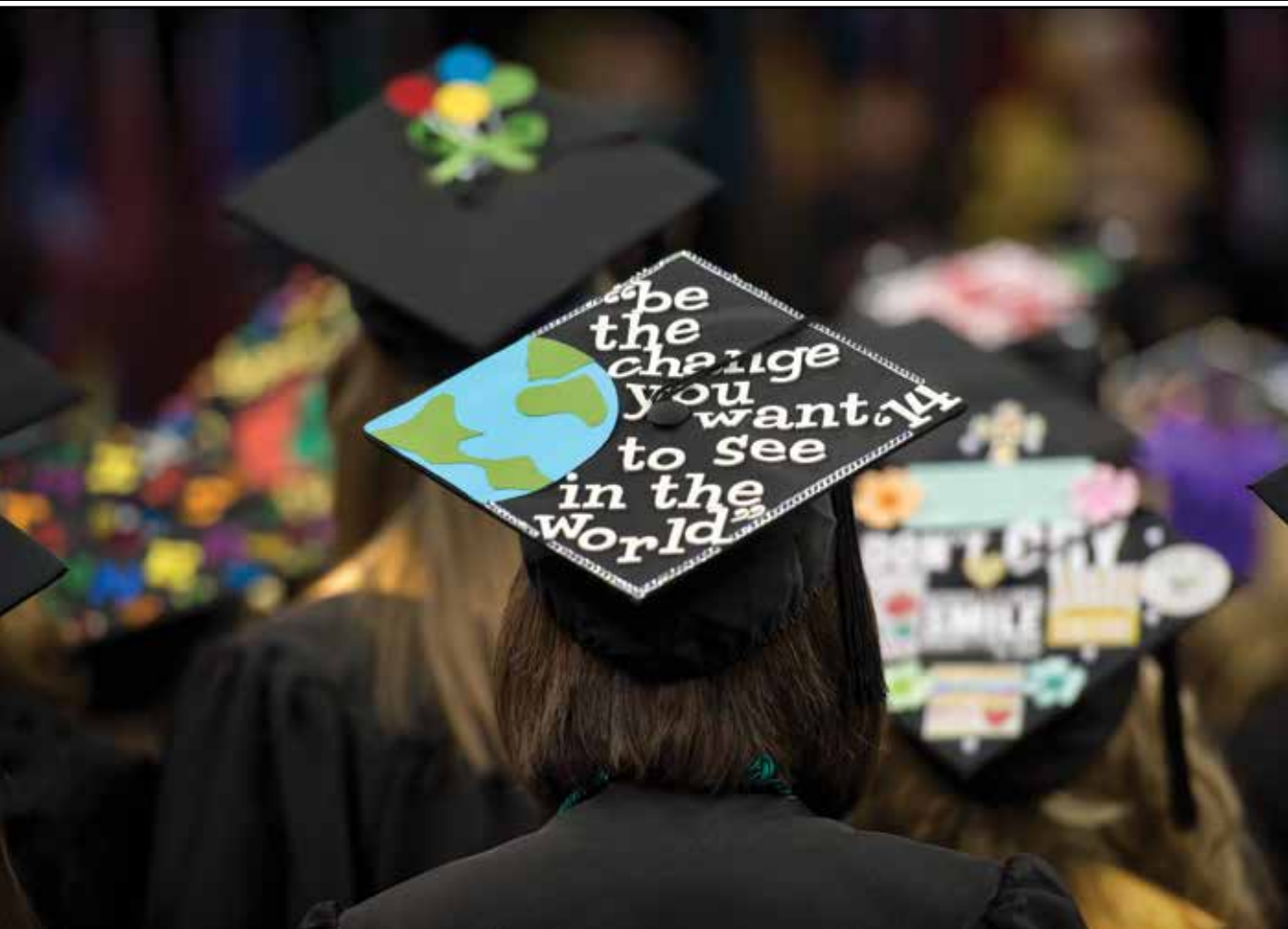


NORTHERN KENTUCKY UNIVERSITY FOUNDATION
2015-2020
STRATEGIC PLAN





NORTHERN KENTUCKY UNIVERSITY FOUNDATION

OUR MISSION

Our mission is to secure, invest, steward, and distribute private resources in support of Northern Kentucky University, to advocate for the University's best interests, and to build lasting relationships with alumni and friends.

OUR 2020 VISION

We will be recognized by the NKU community, donors and friends, peer organizations, and regional leaders for excellence in fundraising, stewardship, and advocacy which advances Northern Kentucky University.

OUR VALUES

Personal Engagement
Philanthropic Leadership
Exceptional Stewardship
Strong Advocacy
Collaborative Partnerships
Ethical Responsibility
Service Excellence
Enduring Relationships

LETTER FROM THE PRESIDENT OF THE NKU FOUNDATION

Dear Friends of the NKU Foundation,

Forty-five years ago, community and academic leaders came together to form the Northern Kentucky University Foundation to support and promote what is now Northern Kentucky University. Those founders envisioned an organization that would have a lasting impact.

Today, university leaders, friends, and a growing number of talented alumni continue to roll up their sleeves, dedicating their skills and expertise to the tasks of securing and stewarding private resources in support of NKU students, faculty, staff, and programs of today and those to come.

Enclosed is a copy of the Northern Kentucky University Foundation's 2015-2020 Strategic Plan, which will guide our activities through the 50th Anniversary. This plan aligns with NKU's Strategic Plan, *Fuel the Flame*, and will provide a framework that will allow us to continue to lead with excellence.

You should be proud of the growth in assets and sophistication resulting from the hard work of those who have helped build the NKU Foundation. Personal engagement and philanthropic leadership have always been at the core of the Foundation's effectiveness and achievement. Enduring relationships and collaborative partnerships will continue to build through your participation in the implementation of this plan. Please join in these efforts as we light the way to our golden anniversary.

J. David Bender

President, Northern Kentucky University Foundation, Inc.



OUR HISTORY

Founded in 1970, the Northern Kentucky University Foundation was established to provide community support for the University. Nearly 100 influential leaders across the region enthusiastically joined with the University's leadership to begin the work of the NKU Foundation.

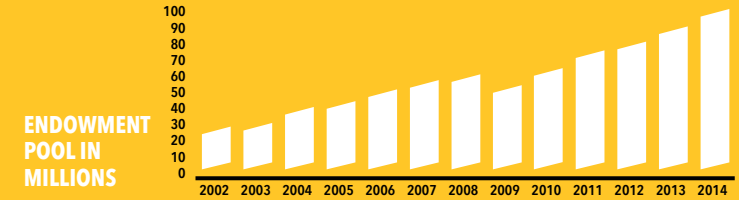
In addition to helping raise private funds, the early NKU Foundation board directors used their expertise in the areas of real estate development, governance, and asset management. Their efforts focused on providing funds for scholarships, and by the time NKU was granted full university status by the legislature in 1976, over 50 named scholarships had been established by a wide variety of individuals, organizations, and corporate foundations.

As NKU expanded its academic offerings, the NKU Foundation helped to expand the University's footprint through property acquisition, both developed and undeveloped, to anticipate future growth. Over time, the Foundation's assets grew to provide further support for student success, as well as for academic support, research, facilities and equipment, general institutional support, and public service. They put policies and processes in place to provide stewardship of the expanded resources entrusted to it.

The NKU Foundation partnered with the University during "Shaping Dreams", NKU's first comprehensive campaign, which ended in 2005. The campaign resulted in an increase of private gifts and assets.

THE FOUNDATION TODAY

Since the end of the campaign, the endowment pool has grown from \$35.9 million to \$94.9 million, outperforming most university endowments over the past 10 years. Today, the Foundation's total assets exceed \$100 million.



As NKU has evolved, so has the Foundation's support. The Board's size and structure reflects a streamlined, modern university foundation. Next-generation leadership is preparing for future capacity and long-term success.

In addition to its historical roles in providing property development and investment management expertise, Foundation directors are in a unique position to assist with local, regional, and statewide advocacy efforts in support of the University's priorities. They also align with the University's advancement and fundraising activities that build relationships and develop emotional connections with the University.

Consistent with its roots, the NKU Foundation continues to work closely with today's University leaders. Board presidents have assisted with University president searches. And, Foundation Board directors participated in creating the University's strategic plan.

OUR FUTURE

The future of the NKU Foundation is one that includes recognition by the NKU community, donors and friends, peer organizations, and regional leaders for excellence in fundraising, stewardship, and advocacy. This future will be shaped through collaborative partnerships and a focus on inclusiveness. It will rely on an enhanced relationship with the Division of University Advancement. It will call for new and exciting ways of engaging donors and friends, including innovative digital platforms.

With a steadfast commitment to the Foundation's mission, our goal is to continue to outperform peers through our investment portfolio performance. This, in addition to an increase in donor support, and a possible capital campaign, will allow us to continue to put students first, lead with excellence, and make a lasting impact.

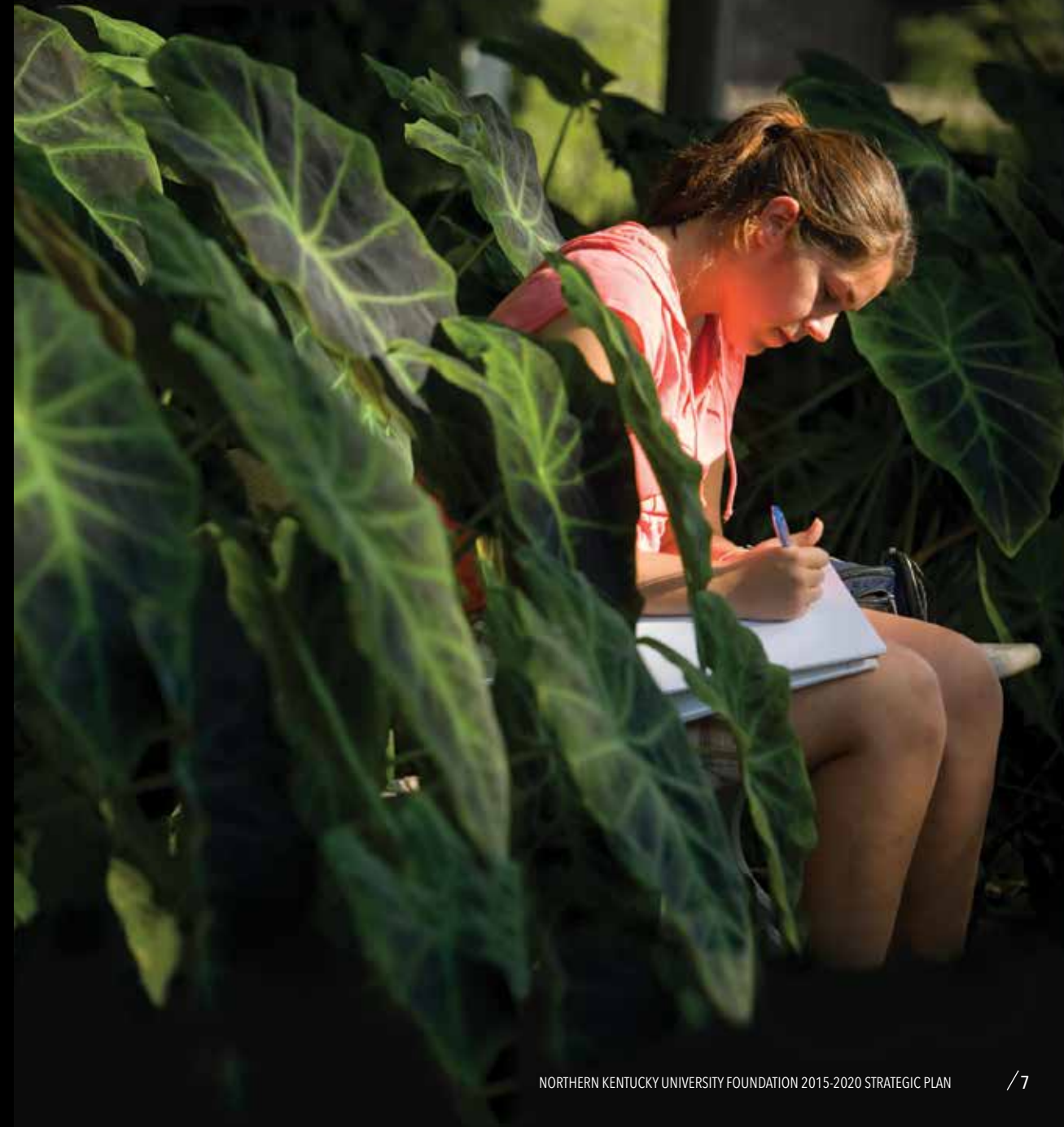
The mission, vision, values, and goals contained in this 2015-2020 Strategic Plan draw on the Foundation's proud history, and begin a new era of stewardship, engagement, and securing resources that support current and future NKU students.

GOALS AND OBJECTIVES

NORTHERN KENTUCKY UNIVERSITY FOUNDATION 2015-2020 STRATEGIC PLAN

- 1. Philanthropy/Fundraising:** Increase private resources to support Northern Kentucky University.
 - 1.1. Leading by example, create a strong culture of philanthropy among board members with annual giving participation rate of 100% and increasing the giving level threshold.
 - 1.2. Work with the Office of Development and Alumni Relations in various aspects of the fundraising process including the identification, cultivation, solicitation of gifts and stewardship of donors.
 - 1.3. Build enduring relationships by creating donor-centered stewardship plans that engage existing and potential donors with their areas of interest.
 - 1.4. Collaborate with University leadership and the Division of University Advancement to identify top fundraising initiatives.
 - 1.5. In collaboration with the NKU President and Vice President for University Advancement, conduct a feasibility study for a potential capital campaign.

- 2. Fiscal Stewardship and Investment:** Serve as effective and responsible fiduciary stewards of Foundation assets in a way that maximizes the resources available to support the University.
 - 2.1. Continuously refine the effective and efficient management of the NKU Foundation financial portfolio.
 - 2.2. Prudently manage endowed assets to optimize both current and long-term impact of donor contributions.



3. **Board Engagement:** Strengthen the Foundation's role by empowering and engaging NKU Foundation board members to advance NKU Foundation's and NKU's mission.
 - 3.1. Expand and deepen University/Foundation relationships through individualized board member engagement plans that capitalize on member expertise, interests, and experiences.
 - 3.2. Provide education and training for Board members.
 - 3.3. Assess the format of Board meetings to make sure they are informative, engaging, and actionable.
 - 3.4. Partner with NKU in advocating for a rational State funding model for Kentucky postsecondary education.
 - 3.5. Publicly position NKU Foundation to be a "board of choice" and the premiere volunteer organization in the region.

4. **Organization and Operations:** Strengthen the Foundation's organization and operations to efficiently and effectively support the strategic plan.
 - 4.1. Align NKU Foundation's budget, staffing, and resources to best support the University's philanthropic endeavors.
 - 4.2. Provide resources to support fundraising for the University including University Advancement staff and their continued professional development.
 - 4.3. Assess and develop a revised committee structure to focus the Foundation's time, attention, and resources on the 2015-20 strategic plan.
 - 4.4. Develop a recruitment strategy to attract and enlist diverse, high-performing individuals who will enthusiastically utilize their unique competencies and influence to add value to the Foundation.
 - 4.5. Enhance communications with board members, account holders, and business officers.



**STRATEGIC
PLANNING
COMMITTEE**

NORTHERN KENTUCKY UNIVERSITY FOUNDATION

J. David Bender

*NKU FOUNDATION PRESIDENT AND COMMITTEE CHAIR
ATTORNEY, J. DAVID BENDER LAW*

Charita Brewer

DIRECTOR OF ADMINISTRATION, PLANNING AND BUDGET, COLLEGE OF ARTS AND SCIENCES

Martin C. Butler

ATTORNEY, STRAUSS & TROY

Eric C. Gentry

VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT

Barry G. Kienzle

CFO, PAUL HEMMER COMPANIES

Karen Zerhusen Kruer

EXECUTIVE DIRECTOR, NKU FOUNDATION

Jeffrey A. Standen

DEAN, CHASE COLLEGE OF LAW

Kara Williams

*VICE PRESIDENT OF COMMUNICATION AND STRATEGIC INITIATIVES, VISION 2015
FOUNDER, SHOESTRING STRATEGIES*

Sue Hodges Moore, STAFF SUPPORT

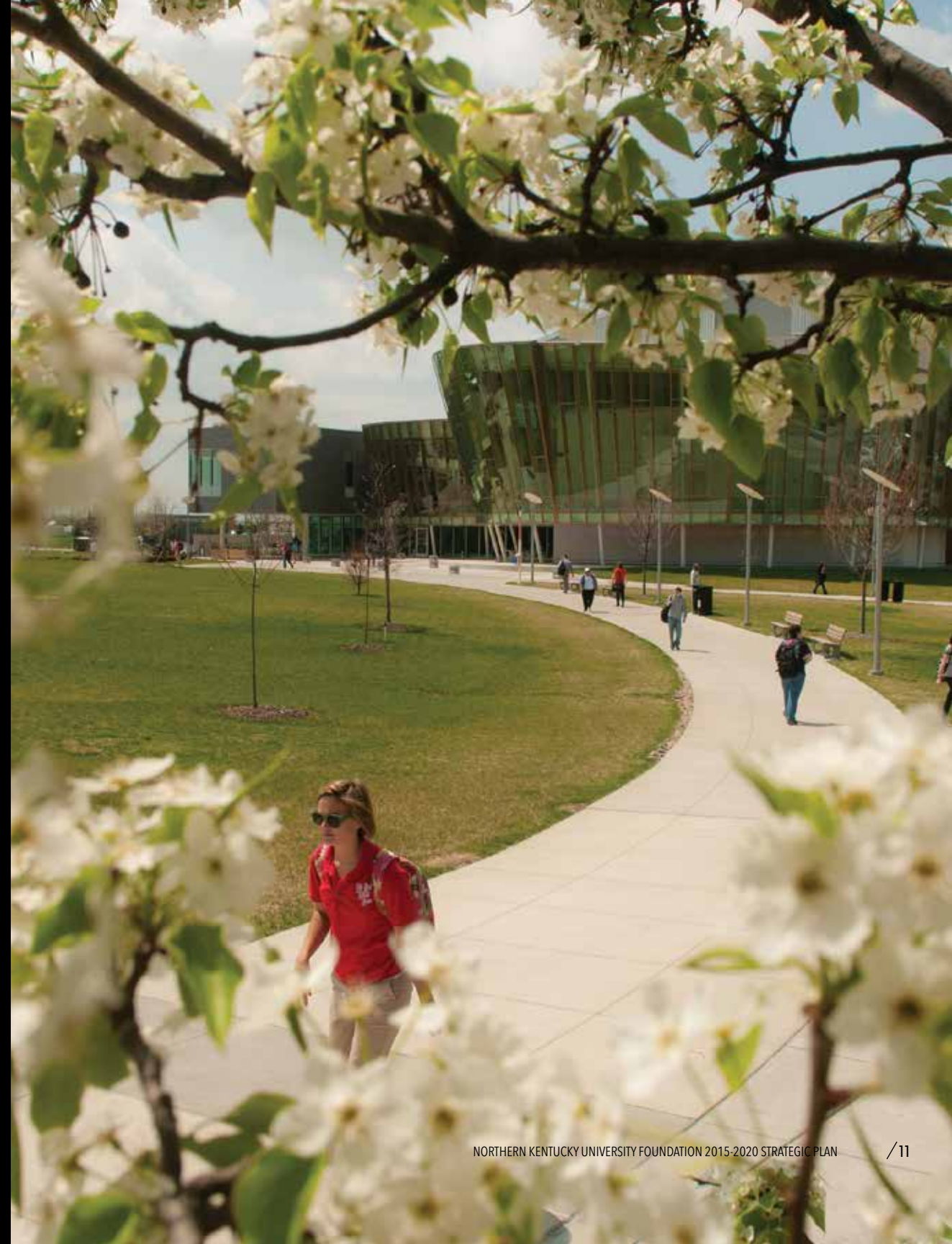
SR. VICE PRESIDENT FOR INSTITUTIONAL EFFECTIVENESS

Vickie Natale, STAFF SUPPORT

ASST. VICE PRESIDENT, OFFICE OF PLANNING & PERFORMANCE

Susan Stringer, STAFF SUPPORT

ADMINISTRATIVE SPECIALIST, NKU FOUNDATION





NORTHERN KENTUCKY UNIVERSITY FOUNDATION

EXECUTIVE COMMITTEE

J. David Bender '76, '79
PRESIDENT

John M. Lucas '73, '79
VICE PRESIDENT

Barry G. Kienzle '73
TREASURER

Kara Williams '01
SECRETARY

Richard A. Boehne '81
Eric C. Gentry
Jason Jackman
Geoffrey S. Mearns
Nathan Smith '94

Karen Zerhusen Krueger '10
EXECUTIVE DIRECTOR

BOARD OF DIRECTORS

B. Charles Alexander
Chad A. Bilz '94
Olivia A. Birkenhauer '81
Chris G. Carle
Paul W. Chellgren
Greg Cole '82
Eva G. Farris
Martin J. Gerrety '85
Judith H. Gibbons
Mark D. Guilfoyle
Jakki L. Haussler '88
Dennis R. Honabach
Barbara M. Johnson
Bryson P. Lair '95
Fred A. Macke, Jr. '76, '77
Karen D. Meyers '78
Kristi P. Nelson '95
James R. Poston, Jr. '81
Lee A. Rose '96
Thomas R. Saelinger
Gregory S. Shumate
Diane Sticklen-Jordan '72, '74
Rhonda R. Whitaker
Brenda L. Wilson
John F. Winkler '88

EX-OFFICIO DIRECTORS

Leon E. Boothe
Trey Grayson
Kris Knochelmann
Gary W. Moore
P. Steve Pendery
Tracy Schwegmann '95
James C. Votruba
Stephen Wood

EMERITUS DIRECTORS 2009

Emerson L. Brumback '73
Thomas C. Donnelly '78
Michael J. Hammons
Marcia L. Hosea
Alice S. Sparks
Henry L. Stephens
Andr  R. Ward '86

EMERITUS DIRECTORS 2010

Herbert R. Booth
Ruth S. Doering
James L. Flood '81
Mer Grayson
Kenneth F. Harper
David C. Herriman
Kenneth R. Lucas
Carol Swarts Milburn

EMERITUS DIRECTORS 2011

Eric A. Ernst
Robert R. Fitzpatrick, Jr.
Paul A. Gibson
Roger C. Meade
Richard L. Murgatroyd
C. Andrew Neagle '73

EMERITUS DIRECTOR 2013

Kevin M. Sheehan

EMERITUS DIRECTOR 2014

Daniel R. Groneck
William C. Vermillion

NORTHERN KENTUCKY UNIVERSITY

OUR MISSION

As a public comprehensive university located in a major metropolitan area, Northern Kentucky University delivers innovative, student-centered education and engages in impactful scholarly and creative endeavors, all of which empower our graduates to have fulfilling careers and meaningful lives, while contributing to the economic, civic, and social vitality of the region.

OUR CORE VALUES

Excellence
Integrity
Inclusiveness
Innovation
Collegiality

OUR PROMISE

We promise to put our students first.
To lead with excellence.
And, to make a lasting impact.

OUR GOALS

Goal 1 – Student Success

Provide a supportive, student-centered educational environment that promotes academic success, global awareness, and timely graduation.

Goal 2 – Talent Development

Increase educational attainment levels of the region by serving more students, producing superior graduates, and promoting lifelong learning.

Goal 3 – Academic Innovation

Advance academic programs that are innovative, distinctive, experiential, and transdisciplinary.

Goal 4 – Community Engagement

Engage with community partners to catalyze regional growth and vitality.

Goal 5 – Institutional Excellence

Strengthen the capacity of the University to fulfill its mission and achieve its vision.



foundation.nku.edu