



CLEMSON[®]
UNIVERSITY
FOUNDATION

CUF
FORWARD

**A REFRESHING OF THE
STRATEGIC PLAN**



Introduction

The Clemson University Foundation is in the forever business. Yet we fully understand that today is the first day of forever. CUF's vision is long term – to be, quite literally, an eternal foundation upon which Clemson University can build success. To fulfill that vision, we must act each day with clear focus on those strategies that will produce the greatest good for Clemson. In 2016, the University refined its vision, goals and strategic priorities in its “Clemson Forward” plan. This CUF Forward Plan identifies how the Foundation will partner with the University to support the Clemson Forward plan ... while keeping an eye on that endless horizon that lies beyond.

The CUF Forward Plan is built upon CUF's 2020 Strategic Plan, which was adopted in November 2012. Much progress has occurred over the intervening period; staff has remained diligent in maintaining a focus on the plan and our accomplishments- and shortcomings. During 2016, the CUF management team and board undertook a “refreshing” of the plan to ensure continued alignment with the university and their recent planning efforts as well as acknowledging the culmination of the record-breaking “Will To Lead” fundraising campaign.

This plan remains true to and does not alter the foundation mission and vision statements, which have established a substantial perspective regarding what we want to accomplish and who we want to become. The core values established in 2012 are unchanged and continue to serve as touchstones for how we approach the good work we do. Finally, we agreed that our six broad goals should remain intact as they have provided an appropriate focus for our efforts. Specific strategies and measurable outcomes have been evaluated and updated as appropriate; this framework will allow the staff and board to gauge the plan's effectiveness. The following pages provide the high-level governance -focus valuable to the board; a substantial amount of detail regarding initiatives and measurable outcomes will drive management in its efforts on a daily basis.

As we developed the original plan- and four years later as we refreshed this effort, we were struck by the multitude of unknowns and the significant challenges that must be addressed for us to successfully execute. The challenges that confront all of higher education and the broader economy continue to impact our plans. To that end, a number of our strategies outline key processes that, as a Foundation, we must be committed to following to ensure we appropriately react to a changing landscape. The plan provides flexibility to allow us to respond. And as we move from planning to implementation, we acknowledge that this plan has a “living and breathing” nature, requiring us to be open to mid-course corrections.

February 17, 2017

OUR MISSION

To support Clemson University by promoting growth and stewardship of resources entrusted to us which fulfill our covenants with donors.

OUR VISION

To be a long-term stable, and significant provider of resources in supporting Clemson University's goals.

OUR CORE VALUES

Integrity. Transparency. Accountability. Donor focus.

To inspire the confidence of our key stakeholders, create the most productive and rewarding work environment, and best position the Foundation in fulfilling its vision.

STRATEGIC GOALS

1. FUNDRAISING AND CULTURE OF PHILANTHROPY

GOAL

The Foundation will provide counsel to the University and provide leadership, relationships, infrastructure and financial support to enable the university to achieve its fundraising goals and support the concept of intergenerational equity.

COMMITMENT

The Foundation endorses a goal and will provide resources to Development and Alumni Relations in support of a consistent, annual fundraising total of at least \$100 million (new level to be established upon completion of WTL debrief and plan for future campaign). To accomplish this requires exemplary board and volunteer engagement, leadership and support. Adding significant additional staff and enhancing support functions, tools and technology are also requisite, with benchmark performance and real accountability measures put in place to keep our development “flywheel” turning. With the additional resources provided within the last few years, the Development and Alumni Relations team has grown; those resources must continue to be productive: in attracting gifts responsive to the University’s priorities and the Clemson Forward Plan, and through the gifts generated, providing the fees to fund the next level of investment in the enterprise.

FOCUS AREAS

1. Commitment to Annual Fundraising Goal evidencing long-term, continued, upward trend of accomplishment
 - a. Evaluate WTL campaign
 - b. Develop, plan, and address identified gaps in development structure
 - c. Plan and successfully launch successor fundraising campaign
2. Board & Volunteer Engagement
 - a. Cultivate and facilitate the introduction and engagement of major and principal gift prospects
 - b. Increase LEAD: Annual, major, endowed, and deferred gifts by board members
 - c. Participate as an active member in the University’s Will to Lead Campaign evaluation and future campaign planning team
3. Funding Model & Enterprise Structure and Depth
 - a. Evaluate funding model for new revenue streams to support Development; coordinate development fundraising needs with university
4. Accountability Reporting
 - a. Create, maintain, periodically assess, and refine a development report card to evaluate productivity and effectiveness of fundraising

2. STEWARDSHIP

GOAL

The Foundation will support Clemson University in its efforts to provide a superior donor experience through fulfillment of donor intentions, appropriate use of funds and expressions of impact and gratitude.

COMMITMENT

In partnership with the university, the Foundation will support the University's efforts in the enacting of a Stewardship Vision Statement:

"In appreciation for the private gifts entrusted to us, Clemson University will exercise superior stewardship that connects students, faculty members, academic and administrative leaders, and benefactors in an ongoing 'Circle of Gratitude' that:

- Supports the University to share the understanding of the impact private gifts have on people's lives;
- Promotes a culture of innovation and resourcefulness in expressing gratitude for private gifts;
- Supports meaningful engagement and connectivity between benefactors and beneficiaries; and
- Identifies and nurtures future philanthropic support for Clemson students and faculty."

FOCUS AREAS

1. Culture
 - a. Yearly engage CUF board member(s) to represent the board on the University Stewardship Committee.
 - b. 20% of CUF board members will serve as ambassadors/participants of Clemson University's "Circle of Gratitude" at key University activities and events.
 - c. Reframe the University Stewardship Committee to serve as a key driver to fostering a strong spirit of stewardship and gratitude throughout the faculty, staff and students throughout the University.
2. System Support
 - a. Create and implement systems to provide donors an annual impact report, tailored to donor's level of giving
 - i. Systems established (FY17)
 - ii. Baseline of reports provided established (FY18)
 - iii. Increasing targets established, monitored and reported (FY19+)
 - b. Establish a robust framework for tracking and monitoring our stewardship/impact reporting
 - i. Develop metrics to evaluate donor satisfaction and the "return on investment" of stewardship activities
 - ii. Develop and implement via the Development Enterprise a donor retention assessment plan that will be executed on an annual basis. Emphasis will be focused at Major Gift level.
 - iii. Develop a tracking process to capture and analyze donor recovery issues for potential operational enhancements
3. Compliance, Monitoring & Reporting
 - a. Monitor the compliance of funds donated to Clemson University and Clemson University Foundation

3. ENDOWMENT BUILDING

GOAL

The Foundation will grow the endowment through intentional fundraising and policy in accordance with its fiduciary duty, in the interest of intergenerational equity and in support of students and faculty.

COMMITMENT

To accomplish this goal will require an emphasis regarding the importance and significance of endowment giving among donors and other University stakeholders. Leadership on this initiative must start with CUF's board. A full-blown focus including education, product development, policy alignment and scorecard metrics to track progress will drive success in endowment building. Each year a funding goal for Cash to Endowment and increased inventory for Planned Gifts will be evaluated.

FOCUS AREAS

1. Commitment to meet/exceed goals for endowment building and future gifts to Clemson
 - a. Continue to set a cash goal for endowment each year (\$12 million for FY17)
 - b. Continue to set annual goals to secure future gifts to Clemson, which have significant endowment focus (\$12 million in FY17)
2. Continue to build robust comprehensive marketing program for planned gifts and endowments
3. Create an understanding of the financial landscape for donors (Donor Advised Funds and Private Foundations)

4. INVESTMENT MANAGEMENT

GOAL

The Foundation will achieve, over the long term, an average annual total return that exceeds the sum of the Foundation's approved payout plus inflation plus investment management and related fees. CUF will effectively steward payout and administrative fee practices with an aim to achieve intergenerational equity and maintain an individual endowment's purchasing power.

COMMITMENT

The Foundation will establish and/ or refine its processes to provide:

- Distributions & Capital Preservation - employing prudent fiscal practices that aim to support the needs of Clemson University today and tomorrow
- Investment Process & Approach- continually improving our investment science to ensure policies and practices generate resources for the current and future needs of Clemson University
- Performance & Risk Management- critically reviewing all facets of the portfolio to ensure proper management and safeguarding of assets
- Reporting, critical assessment, partnering with knowledgeable professionals as advisors and volunteers, refinement of our processes to drive best contemporary practice and complete and accurate stakeholder communications will provide the Foundation with the best opportunity to accomplish this goal.

FOCUS AREAS

1. Distributions & Capital Preservation
 - a. Continuous evaluation of the spendable return payout relative to investment returns
2. Investment Process & Approach
 - a. On-going focus on long-term performance and benchmark returns
 - b. Periodic evaluation of consultants
 - i. Trust/Planned Giving services
 - ii. Hedge Fund management
 - iii. Others as identified
 - c. Plan for future state of investment function
 - d. Evaluation of operating cash investment strategy
 - i. Development of robust cash management approach and enhance return/risk proposition for this "middle sleeve"
3. Performance & Risk Management
 - a. Routinely report and monitor performance, risk, and liquidity scorecard to key benchmarks
 - b. Outperform peer median investment returns and established return and return/unit of risk benchmarks
4. Reporting
 - a. Provide transparent, complete, and timely reporting of investment results and endowment activities to key stakeholders

5. GOVERNANCE

GOAL

The Foundation will govern with integrity, best practices and adherence to Foundation values and the highest ethical standards.

COMMITMENT

Vigilance in noting external best practices and internal perspectives will allow us to continually improve our governance practices and our core governance documents and approaches. Benchmarking and evaluating our board size and structure, our Constitution and Code of Conduct with other foundations' documents will provide us the opportunity to remain effective and contemporary in practice. Surveys of the board to identify strengths and areas of improvement will allow mid-course corrections and gauge adherence to our strategic plan. Furthering a culture of governance engagement and participation, we will monitor board member attendance and proactively build dialogue opportunities into committee meetings. Continued evolution of our nominations process will allow us to identify best talent and recruitment to fill core competency and other needs. Enhanced reporting and dialogue with key University officials and trustees will best allow the Foundation to serve its mission.

FOCUS AREAS

1. Best Practice Benchmarking & Continuous Improvement
2. Continually "raising the bar" on board education, engagement, and evaluation
3. Talent Identification & Fit, Continuity & Succession Planning
 - a. Continually evaluate and enhance the board nomination process to align corporate objectives with board member core competencies, attributes, and inclusive composition
4. Strategic Structure and Alignment
 - a. Evaluate board size and structures to most effectively accomplish fiduciary and development objectives

6. NIMBLE PARTNER

GOAL

The Foundation will partner with the University on high priority initiatives where CUF can provide “landscape-changing” impact.

COMMITMENT

CUF will have a willingness to support “landscape-changing” initiatives and will maintain processes to monitor the growth of its unrestricted resources, evaluate the impact of supported initiatives and be open to these opportunities.

FOCUS AREAS

1. Resource Availability
 - a. Be open and responsive to University needs
 - b. Leverage resources to maximize future support opportunities
 - i. Maintain and grow a payout stability reserve
 - ii. Monitor and report on use/value/growth of CUF resources
2. Address core infrastructure needs to ensure CUF is in the best position to support fund raising operations and activities for the University.
 - i. Building - Provide architectural and site plan, financial analysis and funding recommendation regarding development of a building to house development, alumni relations, and the Foundation.
 - ii. IT Systems - Establish a plan, based on evaluation of consultant recommendations, regarding an integrated information technology infrastructure that would link development, alumni relations, and IPTAY
3. “Acceptance” & Authorization
 - a. Maintain disciplined process to consider high-priority, landscape-changing University initiatives

**Specific objectives and measurable outcomes related to the CUF Strategic Plan are on file at the Clemson Foundation Office.*