



Wittenberg Innovation Network (WIN) Foundation



1. CREATING A WINNING PATH

The Wittenberg Innovation Network (WIN) Foundation Corp is an IRS-approved 501(c)(3) charitable foundation that has been formed by concerned Wittenberg University alumni who want to help our school continue to be effective in its mission of passing light onto others. Its members are alumni and current students at Wittenberg.

The WIN Foundation is an alumni-controlled charity and volunteer organization that provides a vehicle to constructively consolidate and concentrate the passion of members who have essential skills to contribute, as well as donations from across the broader community who have a shared interest in the projects of the Foundation. The organization's governance model and mission were developed following several months of research and interviews with alumni, faculty, staff, students, Wittenberg Board members (past and present), and leaders in the Springfield community.

The WIN Foundation is an independent organization that is not designed to compete with the University for donations or volunteers but instead it provides a parallel path for people and institutions who feel passionate about the institution's future and are looking to support a structured and accountable way to contribute.

The WIN Foundation endorses a 21st century re-imagining of the liberal arts tradition which focuses on connections across disciplines, catalyzed by technology. The Foundation sees itself as an integrator, bringing together multi-disciplinary teams (from faculty, staff, alumni, students, and outside organizations) for each project that it funds. Additionally, we strongly believe that the ingredients that make the Wittenberg experience special are the personal engagement of faculty with their students and the opportunities for students to develop practical skills and experiences in co-curriculars and internships.

The Foundation seeks to bring resources to bear to address critical issues, and it is working to collaborate with the Wittenberg Board of Directors, administration, faculty, and Alumni Association Board to avoid duplication and ensure unity of effect.

The WIN Foundation does not represent Wittenberg University in any way and is not employed by or affiliated with Wittenberg University. The Foundation is independent, and its priorities and activities are directed by its alumni members to address Wittenberg's pressing needs.

2. FOUNDATION OVERVIEW

The WIN Foundation is an independent non-profit corporation that brings funding, accountability, and oversight to supported projects that are critical to the future of Wittenberg University. The Foundation draws its members from Wittenberg's diverse population of 26,000 living alumni and current students who are committed to the restoration of Wittenberg's financial health and advancing its reputation. Our alumni members control the Foundation through their voting rights and committee participation.

The WIN Foundation has a governing Board of Directors who are elected by the alumni members, and it is further structured using committees of members that include experts in admissions, advancement, finance, academic programs, innovation, athletic programs, technology, business operations and transformation, marketing, human resources, and other critical areas for investment. Additionally, the Foundation's membership includes alumni and students who are ready to provide "arms, legs, eyes, and ears" to projects that need people to accomplish the tasks at hand. Our experts and volunteers respond to Wittenberg's needs and strategic opportunities, working with Wittenberg's administration to design programs to improve institutional resiliency, market differentiation, student satisfaction, and institutional excellence. Interactions with Wittenberg University are being undertaken via a mutually agreed collaboration framework.

Funding for the Foundation comes from individual memberships as well as grants from government agencies, corporations, and private foundations. The WIN Foundation includes alumni members who are experts in charitable foundation formation, management, fund raising, as well as grant writing/evaluation.

The Foundation has partnered with the Springfield Foundation, a 501(C)(3) community foundation whose focus is on charitable causes in Clark County, Ohio. The Springfield Foundation has established a donor-advised fund on behalf of the WIN Foundation which accepts tax-deductible donations from individuals, corporations, and other sources. The WIN Foundation's Board of Directors authorize project funding to be disbursed by the Springfield Foundation, and these projects are monitored and reported on by WIN Foundation members to provide maximum accountability. Projects that are not meeting planned goals receive additional oversight/support until the project is back on-track or the project is terminated.

3. FOUNDATION DESCRIPTION

From its founding in the mid-19th Century, Wittenberg has matriculated graduates of distinction, and the current generations of Wittenberg alumni are accomplished across a broad range of careers. They have invested their time and money in causes that matter and make a difference – this Foundation is one of those causes. Donors, students, parents, and alumni need to trust that their decision to affiliate with Wittenberg is prudent, accountable, and transparent.

The WIN Foundation has a committee structure which is designed to partition problems and opportunities into specific areas that align with the needs of Wittenberg and the broader Wittenberg Community. These committees include Membership, Academics, Admissions, Human Resources, Marketing, Special Projects and Grants, Co-curriculars (non-athletics), Athletics, and University Liaison. A separate committee, called the Student Committee, consists entirely of student members and is focused on projects championed by Wittenberg's student population.

WIN Foundation committees assess problems and identify opportunities in their purview and develop draft projects for funding consideration. The WIN Foundation Board of Directors prioritizes and funds projects that are overseen by WIN Project Monitors, reporting on progress against schedule and milestones. To offset the costs of participation by Wittenberg's staff, faculty, and students, contributions are made to Wittenberg via WIN's Springfield Foundation Donor-Advised Fund. Additionally, WIN's University Liaison committee works with Wittenberg's administration and Board of Directors to maximize unity of effort. Projects are incrementally funded, and as such, continued funding is contingent on measurable performance. Projects are paid for by tax deductible donations from alumni, charitable foundations, and grant funding from grant agencies. Broad categories of funded projects include:

Restoring Critical Institutional Infrastructure

Wittenberg has experienced extreme personnel stresses to its administrative and academic departments in the past ten years. Our programs restore resiliency to functions that are essential to the needs of faculty, staff, parents, students, and alumni.

Building Programs of Distinction

The Foundation funds the development and staffing of initiatives aimed at a modern interpretation of liberal arts in our increasingly connected society, equipping Wittenberg

graduates with skills and experience to prepare them for inevitable changes in the workplace.

Growing Enrollment and New Demographics

Declining numbers of traditional high school students has contributed to reductions in enrollment. The Foundation funds efforts to identify and recruit students from new markets, as well as funding outreach campaigns to personally engage those prospective students – increasing application rates, lowering the average tuition discount rate, and increasing enrollment yield. Projects under consideration also include efforts to broaden the revenue opportunities of the institution through non-traditional students, graduate studies, certificate programs, joint programs with other institutions, and international enrollment.

These projects are in the context of something that we call a 21st Century Liberal Arts tradition. Much like traditional liberal arts, the goal is to provide coursework and experiences that forge a multi-disciplinary alloy for its graduates. The WIN Foundation will develop and invest in projects that produce graduates that are trained to be resilient in the face of adversity, piecing together solutions to problems that draw from the breadth of their liberal arts experience and capitalizing on the fact that technology can amplify the voice of a single person to have much greater effect.

4. ORGANIZATIONAL STRUCTURE

The Foundation is unique amongst education charities in that: 1) it focuses entirely on one higher education institution; 2) alumni donors control the charity; 3) alumni and students design the projects that will be funded by the Foundation; 4) the Foundation provides both funding and volunteers to assist with funded projects; 5) the project structure provides unparalleled accountability and transparency for operations and funded projects; and 6) it is a unique opportunity for students of Wittenberg to participate in the operation of a company, as well as its governance.

The WIN Foundation has a Board of Directors comprised of a President, Vice President, Treasurer, Secretary, and At-Large Member. The board is responsible for authorization of projects and disbursement of funds. Board members are elected by alumni members of the foundation. The Foundation also has a set of committees which are populated by alumni and student members, and these committees are responsible for the development, oversight, and execution of projects within their area of responsibility.

The WIN Foundation directs the disbursements from a donor-advised fund at the Springfield Foundation. This relationship is based on an agreement between the two organizations. Using the federally tax-exempt status of the Springfield Foundation allows contributions to the WIN Foundation to be tax deductible.

5. OPERATING PLAN SUMMARY

Members of the Foundation work together virtually using cloud-based productivity and collaboration applications. There are two basic activities that the Foundation engages in: 1) solicitation and sustainment of membership; and 2) project development, execution, and grant writing. All activity of the Foundation is undertaken through the Foundation Committee structure. Foundation members self-select their level of interest and involvement in these committees, and the members of each committee select a chairperson, and other officers as required.

MEMBERSHIP AND FUND RAISING

The Foundation raises money through the recruiting and retention of alumni members, as well as soliciting donations from non-alumni, foundations, corporations, and writing/winning competitive grants. The WIN Foundation's Committees on Membership and Marketing/Communications are responsible for the membership drive as well as soliciting of donations that are larger than the minimum \$100 for Foundation membership. This involves the use of social media, direct marketing, word-of-mouth, and strategic presentations to foundations. As is the case with all WIN Foundation committees, all labor is from volunteers (alumni and students). All funds raised through membership and other sources are expended through Foundation projects to benefit Wittenberg University.

PROJECT DEVELOPMENT, EXECUTION, AND GRANT WRITING

The primary purpose of the WIN Foundation is to develop and execute projects which are conceived within the Foundation's committees. All members (alumni and students) are eligible to participate in these committees, although the Student committee is comprised only of current Wittenberg Students.

Each Committee has a chairperson and committee members, and they have a responsibility to develop projects aimed at solving problems faced by Wittenberg and/or projects that can capitalize on opportunities to improve the fiscal or reputational health of the university. Each committee has a scope of responsibility.

- Admissions. The Admissions Committee is focused on developing projects to stabilize and increase enrollment at Wittenberg. Projects in this committee include undergraduate and graduate school enrollment, as well as traditional and non-traditional students. The committee takes cues from best practices in admissions and recruiting from other Division III schools and Division I programs – however, there is an emphasis on developing innovative programs that take advantage of Wittenberg's unique attributes. Projects produced by this committee will be assessed based on key

performance indicators that measure cost per student application/acceptance and yield (percentage that accept).

- **Advancement.** The Advancement Committee works with Wittenberg's Advancement department, bringing best practices from successful programs in higher education and other charitable enterprises. These projects will include support to enhancing planned giving such as gift matching, bequests, life insurance, charitable gift annuities, IRA charitable rollovers, donor advised funds, charitable remainder trusts, etc. They will also look to implement projects that are focused on developing sustainable fund-raising campaigns that establish a pattern of giving. The Committee's staff will include alumni with experience in university advancement, charitable foundations, and financial/estate advisories.
- **Academics.** The Academics Committee works with Wittenberg faculty and partners to develop projects that create distinctive academic programs that both create discriminators in the crowded market of higher education, as well as programs that will be popular with current and incoming students. The Academics Committee includes alumni who are university professors and academic administrators, as well as employers in growth industries.
- **University Liaison.** The University Liaison Committee is the primary interface point between the WIN Foundation and Wittenberg organizations (Administration, Faculty, Alumni Board, Board of Directors). The primary purpose of this committee is to connect WIN Foundation Committees with problems or opportunities that have been identified by parties at Wittenberg. This committee is permanently chaired by the WIN Foundation President.
- **Marketing/Communications.** While the main purpose of the Marketing/Communications committee is focused on direct support to other committees and the Foundation's Board of Directors, this committee can develop projects to identify and address deficiencies in Wittenberg's marketing and communications programs. This committee is responsible for the development of print and digital collateral, as well as the design of marketing campaigns for the WIN Foundation.
- **Athletics.** The Athletics Committee focuses on projects to advance participation, success, and reputation of athletics programs (intercollegiate and intermural/club). This will include recruiting, coaching, promotion, and revenue opportunities.
- **Human Resources.** The WIN Foundation has attracted HR experts to join our HR Committee who will design projects focused on improving human infrastructure resilience in departments through programs in cross-training, retention, performance assessment and career development, effective personnel management, and other areas.
- **Co-curriculars.** The Foundation believes that co-curricular student activities (clubs and student organizations) are an essential part of the undergraduate experience – very

similar to athletics. The Co-curricular Committee will work with student organizations to help them recruit members from prospective new students, as well as provide organizational promotion and revenue opportunities for those groups that participate in committee projects.

- **Membership.** The Membership committee is responsible for the cultivation of new and continuing members of the Foundation. Working with the Marketing/Communications committee, this will be done through word of mouth, social media, direct mail, and electronic mail (among other media). The committee will have subcommittees focused on alumni, students, and other funding opportunities.
- **Technology.** The Technology Committee will support other Committee projects with technology to help make those projects more efficient such as databases, websites, social media presence, cell phone applications, etc.
- **Special Projects & Grants.** The Special Projects & Grants Committee works almost exclusively on “opportunity”-based projects. These projects typically seek to leverage other funding outside of the WIN Foundation (i.e., other foundations, corporations, etc.) in the development of demonstration programs. This group specializes in building teams to pursue opportunities, both inside Wittenberg and outside. Additionally, this committee has alumni who are experienced grant writers and/or evaluators who are familiar with the plethora of private and public granting organizations.
- **Students.** The Student Committee consists entirely of current Wittenberg students. This committee focuses on designing projects aimed at improving the student experience and advancing the value proposition of Wittenberg for current and future students.