

SALEM STATE UNIVERSITY FOUNDATION, INC.

STRATEGIC PLAN

Incorporated in 1977, the Salem State University Foundation's purpose is to raise, invest and manage charitable gifts in support of the university through active fundraising and advocacy. In partnership with the university, the Foundation operates under the leadership of the board of directors who actively steward the contributed private funds. The Foundation works to match donor passion with funding priorities of the university to ensure financial vitality.

Salem State University and the Foundation launched the 10,000 Reasons campaign in 2013, the largest campaign in the university's history, raising \$26.4 million for scholarships, on-campus programming and unrestricted support. Nearly 12,000 passionate donors supported the fundraising initiative.

Since then the Foundation has identified increased pressures on the university's students, including increasing need for financial aid, declining state funding and changing generational experience. To address these challenges, we've outlined our first strategic plan to set us on a new path of philanthropic impact.

MISSION STATEMENT

In partnership with Salem State University, we engage our community, inspire philanthropy and steward resources to invest in student success.

VISION STATEMENT

Unlocking doors of opportunity for Salem State University students to access a transformational education.

Priority #1: Philanthropic Impact

Strengthen the awareness of the impact of philanthropy on the university among students, faculty, staff, alumni and the greater North Shore community.

- Advocate for the Foundation's impact on the university
- Provide resources for programming to increase awareness and engagement
- Lead the culture of philanthropy for the university

Priority #2: Financial Vitality

Increase revenue transferred to the university to continue to build our financial vitality.

- Raise at least \$50 million by FY27
- Increase the endowment's donated principal by \$15 million by FY27
- Grow cash transferred to the university to \$5 million per year by FY28
- Deliver market returns at or above benchmark policy set for our investment portfolios

Priority #3: Robust Governance

Ensure ethical and responsible operations and governance.

- Secure resources to create efficient, effective and innovative operations
- Ensure board members remain current and aligned with university, industry and governance issues and trends
- Engage a diverse group of Foundation board members who can assist in fulfilling the core philanthropic mission