

**School City of Mishawaka Education Foundation (MEF)**  
**Strategic Plan**  
**Original Adoption March 28, 2009**  
**(Revised May 10, 2010)**  
**Re-adopted May 17, 2010**

**Mission:** The School City of Mishawaka Education Foundation supports creating enthusiastic learners and great learning environments.

**Vision:** The School City of Mishawaka Education Foundation will develop an outstanding Foundation that supports Mishawaka student learning at all levels.

**Values:** The School City of Mishawaka Education Foundation is committed to academic excellence and innovation, as well as student achievement. It advances enrichment opportunities, innovative and inventive teaching, and academic exploration. It builds strategic partnerships that mobilize the community's resources on behalf of the School City of Mishawaka.

The Foundation's Directors firmly believe that today's students are tomorrow's leaders, and the quality of our future depends on the excellence of today's educational experiences. MEF is committed to diversity, opportunity, accountability, and creativity.

**Brand:** The School City of Mishawaka Foundation promotes broad and sustained community investments in Mishawaka's public schools. It manages those investments diligently. The MEF enhances the resources invested in the community's schools in order to enrich the academic experiences available to young learners.

**Differentiating characteristics:**

The Foundation is locally "owned and operated";  
It is governed by active, concerned and diverse Directors;  
It is integrated with the school system;  
It promotes local investments in local education;  
It unites the community in an effort to support students, teachers and school administrators;  
It maintains accountability for all investments it makes on behalf of the community.

**Case for Support:**

The School City of Mishawaka Education Foundation, along with its strategic school and community partnerships, strives to make the difference between a good education and a great education!

The following strategic goals will make the mission and the vision for MEF a reality.

YEAR	STRATEGIC GOAL #1	Measures that will indicate progress of this goal with timeline
2010	<b>Develop and sustain an effective Mishawaka Education Foundation Board of Directors</b>	<ul style="list-style-type: none"> <li>• Recruit effective Board members</li> <li>• Train and develop effective Board members</li> <li>• Engage Board members into MEF functions and committees</li> <li>• Develop structure, staff, and resources to sustain a effective Mishawaka Education Foundation</li> </ul>
2011		<ul style="list-style-type: none"> <li>• Recruit effective Board members</li> <li>• Train and develop effective Board members</li> <li>• Engage Board members into MEF functions and committees</li> <li>• Develop structure, staff, and resources to sustain a effective Mishawaka Education Foundation</li> </ul>
2012		<ul style="list-style-type: none"> <li>• Recruit effective Board members</li> <li>• Train and develop effective Board members</li> <li>• Engage Board members into MEF functions and committees</li> <li>• Develop structure, staff, and resources to sustain a effective Mishawaka Education Foundation</li> </ul>
2013		<ul style="list-style-type: none"> <li>• Recruit effective Board members</li> <li>• Train and develop effective Board members</li> <li>• Engage Board members into MEF functions and committees</li> <li>• Develop structure, staff, and resources to sustain a effective Mishawaka Education Foundation</li> </ul>
2014		<ul style="list-style-type: none"> <li>• Recruit effective Board members</li> <li>• Train and develop effective Board members</li> <li>• Engage Board members into MEF functions and committees</li> <li>• Develop structure, staff, and resources to sustain a effective Mishawaka Education Foundation</li> </ul>

YEAR	STRATEGIC GOAL #2	Measures that will indicate progress of this goal with timeline
2010	<b>Enhance the perception of MEF within the community</b>	<ul style="list-style-type: none"> <li>• <b>Develop a marketing plan</b></li> <li>• <b>Develop partnerships</b></li> <li>• <b>Develop strategic alliances</b></li> <li>• <b>Develop liaisons to community groups</b></li> </ul>
2011		<ul style="list-style-type: none"> <li>• <b>Enhance the marketing plan</b></li> <li>• <b>Develop partnerships</b></li> <li>• <b>Develop strategic alliances</b></li> <li>• <b>Develop liaisons to community groups</b></li> </ul>
2012		<ul style="list-style-type: none"> <li>• <b>Enhance the marketing plan</b></li> <li>• <b>Develop partnerships</b></li> <li>• <b>Develop strategic alliances</b></li> <li>• <b>Develop liaisons to community groups</b></li> </ul>
2013		<ul style="list-style-type: none"> <li>• <b>Enhance the marketing plan</b></li> <li>• <b>Develop partnerships</b></li> <li>• <b>Develop strategic alliances</b></li> <li>• <b>Develop liaisons to community groups</b></li> </ul>
2014		<ul style="list-style-type: none"> <li>• <b>Enhance the marketing plan</b></li> <li>• <b>Develop partnerships</b></li> <li>• <b>Develop strategic alliances</b></li> <li>• <b>Develop liaisons to community groups</b></li> </ul>

YEAR	STRATEGIC GOAL #3	Measures that will indicate progress of this goal with timeline
<b>2010</b>	<b>Increase fundraising and money distribution strategies</b>	<ul style="list-style-type: none"> <li>• Develop comprehensive fundraising program</li> <li>• Develop effective allocation process</li> <li>• Become fiscal stewards of annual assets</li> </ul>
2011		<ul style="list-style-type: none"> <li>• Enhance comprehensive fundraising program</li> <li>• Enhance effective allocation process</li> <li>• Become fiscal stewards of annual assets</li> </ul>
2012		<ul style="list-style-type: none"> <li>• Enhance comprehensive fundraising program</li> <li>• Enhance effective allocation process</li> <li>• Become fiscal stewards of annual assets</li> </ul>
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2014		<ul style="list-style-type: none"> <li>• Enhance comprehensive fundraising program</li> <li>• Enhance effective allocation process</li> <li>• Become fiscal stewards of annual assets</li> </ul>

<b>COMMITTEE</b>		
<b>Activity</b>	<b>Responsible Party/Parties</b>	<b>Completion Date</b>

**Summary:**

The Directors attending the strategic planning retreat on March 28, 2009 reached consensus on a number of issues: (1) The School City of Mishawaka is a fundraising vehicle, not simply a grant making organization. (2) The Foundations must invest more capital into marketing and fundraising if it is ever to have a tangible impact on the quality of education within the School City. (3) Although direct grants to classrooms and teachers will always be important, the Foundation wants to pursue needs- or priorities-based fundraising and allocations. (4) The Foundation, by focusing on corporate-wide priorities, will position itself to better motivate donors and to have a dramatic and highly visible impact on students in the School City.