



CAPITAL CAMPAIGN

SUMMARY AND INTRODUCTION

INROADS/Indiana, Inc. is an independently incorporated not-for-profit affiliate of a national not-for-profit organization dedicated to enhancing employment opportunities for talented young people of color. Through a rigorous program of training, mentoring, and career readiness preparation, INROADS guides young people toward poised readiness for career positions that offer real, meaningful opportunity.

For each student participant, the capstone of involvement with INROADS/Indiana, Inc. is a carefully structured and monitored internship, conducted with an Indianapolis-area sponsor corporation during up to four consecutive summers. In exchange for a sponsorship fee paid to INROADS, and a salary paid to the intern, the sponsor gains an in-depth opportunity to evaluate the intern as a prospective employee. Identifying and prequalifying desirable young talent through INROADS is far simpler, less time consuming, and less expensive than many traditional recruitment processes. The results: high-quality new employees for the sponsor, satisfying work for the intern, and successful retention of young talent in the state of Indiana. Job-offer and -acceptance rates greatly exceed national averages.

However, although challenging economic times have increased young people's interest in the opportunities available through the INROADS program, those same economic conditions have forced INROADS/Indiana, Inc. to defer enhancing certain aspects of its own operations. As a not-for-profit entity, INROADS/Indiana, Inc. now seeks to raise \$1,200,000 to enhance its ability to attract and retain a broader range of client sponsor corporations, to provide the consulting services necessary to guide client sponsors through the various processes involved in crafting and measuring internship programs, and to provide enhanced guidance and service to internship participants. This campaign constitutes the first such financial outreach that INROADS/Indiana Inc. has conducted in its 17-year history. Achieving the goals of this campaign will help assure INROADS/Indiana, Inc.'s ability to continue providing valuable services to Indiana businesses, Indiana's young people, and Indiana itself.

PEOPLE MAKE THE DIFFERENCE

As businesses strive to position themselves for competitive success in challenging times, those best able to succeed are those that recognize the value of the expertise, initiative, productivity, and commitment of their workforce, and the need both to attract and to retain the proverbial “best and brightest” talent into their organizations.

FINDING TOMORROW’S LEADERS

Today’s youth are tomorrow’s business leaders. The opportunities their talents deserve require educational preparation as well as guidance to help them apply their knowledge in business contexts. Without this principled awareness of the business world, they risk loss of focus—and of chances to succeed.

PREPARING FOR OPPORTUNITY

The ability to succeed is no guarantee of success. Many talented young people target business career objectives but lack the poise and polish to transform their motivation and subject-matter knowledge into a marketable package. Others are discouraged by the lack of, or obstacles to entry into, positions with real potential for advancement. Many more are frustrated with the range of opportunities available in their home state and migrate elsewhere for better career prospects. Without suitable preparation for and access to career opportunity, prospective success can become frustrating failure—or a loss of valuable young talent to other states.

INROADS: LINKING POTENTIAL WITH SUCCESS

On August 28, 1963, a publishing executive named Frank C. Carr impulsively took a trip to Washington, DC. In the midst of an assembled throng on the Great Mall, Frank Carr became a witness to history—and realized he had a desire to change the future. “I have a dream,” the Rev. Dr. Martin Luther King, Jr. said that day in one of the most memorable speeches of any century, and that dream became Frank Carr’s as well.

Throughout his career in sales management, Carr had noted the disturbing absence of people of color from the most meaningful and influential positions within corporate and industrial America. His distaste for this disparity coalesced into a desire to do more than object to the status quo. Following up on the sense of revelation and purpose that Dr. King’s message had awakened in him, he began to influence his friends in executive positions to diversify their workforces by including minorities in capacities with real prospects for advancement and influence.

In 1970, Frank Carr went on to formalize his desire to open doors for people of color when he founded INROADS, Inc., an organization whose mission is as simple as it is profound:

To develop and place talented minority youth in business and industry and prepare them for corporate and community leadership.

Beginning in 1970 with one office in Chicago serving 25 interns and 17 client sponsor corporations, INROADS now provides pre-professional opportunities for nearly 7,000 collegiate interns each year through an international operation spanning 60 affiliate offices in the United States as well as international affiliates in Mexico City and Toronto. The US Department of Labor has awarded INROADS its LIFT Award, recognizing its achievements in enhancing the American workforce. The *Princeton Review* has chosen INROADS as one of America’s top 100 internships annually since 1994.

THE INROADS CONCEPT: SIMPLE, EFFECTIVE, AND SUCCESSFUL

INROADS AFFILIATE ORGANIZATIONS

At the national level, INROADS is a 501(c)(3) not-for-profit corporation. Each local INROADS affiliate is a separately incorporated 501(c)(3) not-for-profit entity. Local INROADS affiliates pay a start-up fee and ongoing maintenance fees, the latter based on their level of intern enrollment, to compensate the INROADS parent organization for fundraising assistance; staff recruitment, training, and supervision; enrollee training; promotional materials; and accounting and technology services. INROADS/Indiana, Inc. derives approximately 95% of its revenue from the fees for service paid by its client sponsor corporations.

INROADS/Indiana, Inc. was founded in 1987 with 15 interns. Today, INROADS/Indiana, Inc. works with approximately 60 interns and 30 client sponsor corporations. The Central Indiana affiliate is headquartered in premises located within the Junior Achievement building in downtown Indianapolis.

INROADS SERVICES

Pre-Screening of Prospective Interns—INROADS/Indiana, Inc. identifies high school seniors, college freshmen and sophomores who are oriented toward or already involved in collegiate study in business, engineering, computer science, applied science, or liberal arts. Pre-collegiate applicants must be planning to attend, and collegiate applicants must be enrolled in, a four-year college or university. Primary consideration is given to those students with an academic grade point average of 3.0 or greater on a 4.0 scale, an ACT composite score of 20 or greater or an SAT combined score of 900 or higher, or a high school class ranking in the top 10%. Of those whose preliminary credentials are within INROADS' requirements, between two and five students are referred for each internship position that INROADS/Indiana's client sponsor corporations will make available. Following an 18-hour preliminary training course, final candidates are offered the opportunity to participate in the INROADS program.

Internship Training—Students who are accepted into the INROADS program complete the INROADS training curriculum, which spans from two to four years of their collegiate enrollment depending on whether they join INROADS at the beginning or during the course of their undergraduate studies. This program, which is additional to college coursework, is conducted in Saturday sessions facilitated by corporate representatives. Additionally, the national INROADS organization holds four-day regional Leadership Development Institutes (LDI) each summer, facilitated by executive volunteers and supplemented by local-level activities. These intensive learning experiences use interactive simulations, case studies, and other methods to help interns hone their skills, which they then apply to real-world situations. The LDI subject matter centers around seven core competencies that have been identified as keys to successful career development: communication, business sophistication, community involvement, self management, academic and technical proficiency, career architecture, and management skills. These central competencies are presented through an unique multidimensional learning experience based around workshops, forums, and independent research and study. Learning experiences receive reinforcement through integrated opportunities to apply them in workplace, community, and academic settings, as well as in the INROADS program environment.

Career Coaching—Encompassing academic, career, and personal development, this year-round mentoring process targets professional workplace readiness through one-on-one sessions conducted at least monthly. Tutoring services also are available for assistance with collegiate subject matter as and if needed.

Internship Placement—Each intern is placed with a client sponsor corporation for an in-house internship component completed during the summer of each collegiate year, up to a total of four summers. An intern's involvement with a client sponsor corporation lasts throughout the full term of the intern's INROADS program participation. Each intern receives a salary paid by the client sponsor corporation during those months in which the intern works in house. Although the in-house component of the internship placement occurs only during the summer months, the holistic INROADS experience is a year-round commitment, including community service.

National INROADS Alumni Association/National Parents' Support Group—These two support organizations, complemented by INROADS/Indiana's local Parents' Support Group, add complementary services to complete the INROADS program experience with additional reinforcement of its core disciplines through networking and family involvement.

INROADS INTERNSHIP RETENTION STANDARDS

Academic—To retain their INROADS status, interns must maintain a 3.0-or-higher cumulative grade point average on a 4.0 scale. Failure to sustain this academic standard results in a probationary period of no longer than two semesters' (four quarters') duration. Those interns whose academic performance remains below standard after a probationary period are released from the INROADS program.

Internship—Objectives and performance targets are established at the beginning of each intern's summer placement. Mid- and end-of-summer evaluations review goal achievement. Failure to meet internship objectives results in release from the INROADS program.

Training/Career Coaching—Intern participation in both of these INROADS program components is mandatory. An average attendance rate of at least 80% is required for retention in the INROADS program.

INROADS/INDIANA, INC.

A TARGETED, STRATEGIC RESOURCE FOR INDIANA BUSINESS

From small companies to large corporations, Indiana businesses receive countless inquiries each year from college students seeking internships, as well as from recent or upcoming college graduates attempting to enter the working world. Some companies routinely turn away all unsolicited internship inquiries in deference to formal or informal recruiting relationships with academic institutions. Others accept (and must devote time to evaluating) credentials from those prospects who inquire. Still more lack either the means or the perceived need to accept interns at all. In all of these scenarios, the link between internship and employment may be tenuous at best, because many companies regard internships as a part of the collegiate experience, not as a chance to pre-qualify and train new employees.

The net effect is a process that may not appear costly on its surface but that carries a hidden price tag, paid by either or both the company and the intern/prospect. The company must divert staff time to evaluate prospective interns and job applicants. The prospect lacks access to a workable system by which to professionalize his or her collegiate learning and gain an advantageous point of entry into the working world. Without a productive, quantified process by which to attract new employees, an intern's cost to an employer can equal that of training and employing a new staff member—multiplied by the number of such staffers who must be screened, trained, and paid before a truly suitable prospect is placed. If interns are not perceived as prospective employees, the time spent selecting, orienting, and guiding their efforts is not applied to any viable long-term business objective.

Along with the practical (if often undocumented) costs involved in these situations, the community at large suffers a loss each time a productive, motivated young person fails to find rewarding employment. When young people perceive (often rightly) that career options in their geographic area are limited, their next step is migratory. Once these young people leave Indiana for wherever their opportunities can be found, this process reduces the available talent pool and contributes to the classic “brain drain,” in which a state loses its future employment base along with its departing young talent.

No company can afford to see its employees of tomorrow load up their belongings and relocate to greener pastures—not if its own employment scenario can be made competitive with that greener grass. Likewise, Indiana cannot afford to see its departures exceed its need for young talent.

Companies routinely use the services of executive recruitment firms to identify top prospects for senior positions. These services enable them to maintain their in-house focus on core business processes and functions while meeting their need for prequalified talent. INROADS/Indiana Inc. translates these services into the context of a not-for-profit entity that helps companies identify, attract, “audition,” and employ top young talent whom they otherwise might not find. Unlike the executive recruitment firm, INROADS also enhances the qualifications and professionalizes the outlook of the talent it identifies. Because of its not-for-profit status, INROADS operates on a fee-for-service basis solely to defray the costs of the functions it performs.

By enabling Indiana companies and Indiana’s young prospective employees to make the connections so vital to the success and prospects of both, INROADS addresses a community need, helping to counteract the brain-drain phenomenon and position Indiana in a top competitive context with regard to attracting young talent.

INROADS not only addresses the needs of client companies and prospective interns; it also respects and addresses the best economic interests of the state of Indiana.

INROADS

CLIENT SPONSOR CORPORATION CONTRIBUTIONS

Sponsorship Fee/Contribution—Each client sponsor corporation is asked to make a \$3,700 financial contribution to INROADS for each internship provided. This fee is used to defray pre-screening, training, and coaching expenses, and is additional to compensation paid to the intern for work performed. Ninety-five percent of INROADS/Indiana, Inc.'s revenues consist of these fees for service.

Career Development Competency Plan (CDCP)—Each client sponsor corporation devises a two-to-four-summer plan for each internship, describing and outlining those activities and services that will form the intern's working responsibilities and performance targets. This plan may be modified to reflect client or intern needs, special objectives, etc.

Corporate Development Team—Each client sponsor corporation provides a team composed of in-house personnel charged with guiding, facilitating, and monitoring the course of each internship. The Business Coordinator (BC) is the corporate liaison between the client corporation and INROADS. The Business Advisor/Mentor (BA) provides one-on-one guidance of an individual intern's development and progress. The Business Supervisor (BS) documents each intern's progress, and provides orientation, training, and feedback.

MEASURES OF PROGRAM SUCCESS

INROADS' primary objectives are threefold. The most obvious priority, of course, is the educational, professional, and personal development of each intern to his or her fullest potential. The second is a permanent, post-collegiate career position for each intern with his or her client sponsor corporation. For nearly a decade, between 57% and 65% of INROADS' graduates have been offered full-time positions by their client sponsor corporations. Between 75% and 83% of those offers have been accepted. By contrast, national offer and acceptance rates for internship programs average 37% and 49% respectively.

Third but not last, INROADS seeks to build lasting relationships with client sponsor corporations and to offer them real value for their partnership with INROADS. Client sponsor corporations benefit from their INROADS involvement in many ways. Because INROADS' pre-acceptance screening process and program retention standards are compellingly high, INROADS attracts high-quality pre-professional talent whom client sponsor corporations do not need to prequalify. INROADS' training, coaching, and mentoring processes accelerate maturational growth in young people who already demonstrate significant capacity for success. Because client sponsor corporations have the opportunity to participate extensively and continuously in interns' development, these organizations can extend job offers to those interns without the need to question their suitability to the positions, integrity, work ethic, or commitment to business processes. And because INROADS interns accept a vastly higher-than-average percentage of the job offers their client sponsor corporations make, sponsors' actual recruitment costs to engage new employees with prequalified abilities run far less than the outlay associated with traditional recruitment methods.

INROADS provides enhanced career opportunities for motivated, capable, talented young people of color, and convenient access to desirable young staff members for client sponsor corporations. The results include successfully employable—and employed—young business talent, increased meaningful diversity in the American workforce, and greater opportunities for more young people to follow this same productive path into a promising future.

MEASURES OF CLIENT SPONSOR SATISFACTION

In late 2003, INROADS/Indiana, Inc. conducted a satisfaction survey designed to review its client sponsor corporations' attitudes toward their INROADS involvement, identify areas in which the local affiliate can strengthen those relationships, and reaffirm its role in central Indiana business development.

An overwhelming majority of respondents reported their satisfaction with the INROADS partnership as good or excellent. These respondents included a majority with two years' or longer involvement in the program. INROADS' expectations of its sponsor partners, its communication of those expectations, and its ability to provide high-quality talent also received very high ratings. All respondents reported high degrees of satisfaction with the interns provided to them and stated that they would recommend INROADS participation to others.

Sponsors felt that INROADS/Indiana, Inc. could benefit from the ability to devote increased staff resources to intern service and general communications, echoing INROADS' own concerns that its staff resources are on the verge of overextension because of the impact of lean economic times.

In response to this reaffirmation of its own view of its strengths and needs, INROADS/Indiana, Inc. has embarked on a fundraising campaign designed to focus on specific needs within its own organization.

INROADS/INDIANA, INC. CHALLENGES AND CAMPAIGN OBJECTIVES

INROADS/Indiana Inc. seeks to enhance its operations, support the best interests of its interns, and foster its relationships with its client sponsor corporations. In a challenging economy, these objectives make increasing demands on constricted resources, stressing the multi-tasking capabilities of INROADS' talented staff. To uphold its service standards, serve both its interns and its sponsors fully, and extend the benefits of INROADS participation to a broader range of sponsor organizations, INROADS/Indiana, Inc. has embarked on a \$1,200,000 capital campaign with the following targets.

1. UNDERWRITING AND SCHOLARSHIPS

INROADS' client sponsor corporations typically come from the ranks of large firms for which the costs associated with participation represent a modest sum. These sponsors typically fall outside the service sector. To enable smaller companies to participate without hardship, and to increase the range of businesses enrolled, INROADS seeks to provide financial support to defray the fees associated with INROADS partnership. To increase these prospects further, INROADS seeks to offer scholarships designed to cover the costs of intern salaries.

2. CORPORATE DEVELOPMENT

Broadening the roster of client sponsor corporations with which it has ongoing relationships is a focal objective for INROADS. To that end, marketing efforts and active brand image programs are a necessity in conveying the benefits of involvement to prospects. INROADS seeks to fund expanded marketing activities and the personnel resources necessary for their successfully vigorous execution.

Providing a broad range of responsive consulting services to enable client sponsor corporations to benefit to the fullest possible extent from their involvement with INROADS is fundamental to the success and continuity of these partnerships. INROADS seeks to expand its customer service resources, thereby increasing its ability to share best practices and guide client sponsors through the processes of planning and benchmarking internship milestones.

3. INTERN DEVELOPMENT

Leadership Development Institute is an invaluable—and mandatory—component of intern involvement in the INROADS program. The cost of each summer’s attendance is approximately \$100 per intern. INROADS seeks to develop a fund to underwrite these costs for those interns for whom such financial assistance would be necessary.

Consistent with INROADS’ desire to enhance its consulting-based customer service outreach to its client sponsor corporations, INROADS also seeks to augment its intern-oriented service resources. Among these services, INROADS seeks to expand its ability to offer increased one-on-one mentoring, coaching, advising, and tutoring services, and to provide interns with access to assessment tools.

4. INROADS/INDIANA, INC. ALUMNI NETWORK (IIAN)

As interns complete their years of participation in the INROADS/Indiana, Inc. program and transition into their professional lives, they become an invaluable, readily recognizable—but untapped—resource for the INROADS organization. Intern alumnae and alumni can help new program participants understand and benefit fully from the INROADS culture and experience, market INROADS’ value by serving as living testimonials to its impact on their lives, and aid their communities as active participants in the best traditions of public service.

INROADS/Indiana, Inc. seeks to found and promote a formalized network through which its graduates can participate in programs designed to extend and expand awareness of INROADS, serve as intern mentors, become involved in community activities on a regular, ongoing basis, and promote the benefits of client sponsor involvement within their own and other company environments.

Annual awards will recognize outstanding program graduates for their service in the IIAN and their dedication to the goals, ideals, and best interests of INROADS.

These fundraising targets will enable a highly respected not-for-profit organization to continue to uphold its own and its national parent organization's high service standards, to enhance the relationships that are its keys to success, and to continue providing vital employment opportunities for talented young people of color within the state of Indiana.

INROADS/INDIANA, INC. SUSTAINABILITY METRICS

Realization of INROADS/Indiana, Inc.'s full potential requires developmental efforts that project toward a sustainably enhanced future. Throughout the network of INROADS affiliate organizations, certain milestones predictably correlate with the achievement of these goals, clarifying and simplifying the process of quantifying the accomplishments toward which INROADS/Indiana, Inc. must target the funds resulting from its campaign efforts.

Nationwide, the most salient predictor of sustained operational success for INROADS affiliate organizations is the ability to enroll and place approximately 100 interns per year. To reach this target and achieve the stability correlated with it, INROADS/Indiana, Inc. will need to add approximately 13 internships per year. Attraction of an expanded client sponsor corporation roster commensurate with this level of intern placement will benefit from the dedicated efforts of a funded staff position and the ability to offer underwritten internships (thereby attracting companies otherwise less likely to participate). With the intern enrollment base and client sponsor corporation roster expanded, INROADS/Indiana, Inc. will reach a self sustaining level. Although these forward-looking projections are achievable within the scope of operational enhancement made possible by INROADS/Indiana, Inc.'s fundraising targets, they cannot be exempt from unpredictable economic trends. However, the INROADS concept is time tested and proven, with a well-documented positive impact on minority employment prospects, employer placement goal achievement, and workforce advancement.

INROADS/Indiana, Inc. offers highly desirable opportunities both to its student participants and to its client sponsor partners. A gift to INROADS is an investment in Indiana's ability to retain its young talent within its workforce, and assist its business community in adding meaningful workforce diversity.

INROADS/INDIANA, INC. CLIENT SPONSOR CORPORATIONS

Aldi Corporation

American Family Insurance

Anthem

AUL

B.S.A. Design

Bowen Engineering

C.M.S. Energy

Carrier

Carrier Huntington

Cintas

Citizens Gas

Clarian Health

Community Hospitals

Cripe Engineering

Deloitte & Touche

Delphi Delco

Duke Realty Corporation

Enterprise

Fifth Third Bank

First Indiana Bank

Huntington Bank

Ice Miller & Associates

Indianapolis Business Journal

Johnson Controls

Key Bank

K.P.M.G.

Kraft Foods (Operations)

Kraft Foods

Kroger Foodstores

Liberty Mutual

Lincoln Financial

Marsh

McDonald's Restaurants

MetLife

National City Bank

Nelnet

Nordstrom Stores

Pfizer

Praxair Surface Technologies

Price Waterhouse

Roche Diagnostics

Staples

Tredegar Manufacturing

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