

Strategic Plan for the Santiago Canyon College Foundation 2014 – 2019



Mission

The mission of the Santiago Canyon College Foundation is to sponsor various gift-giving opportunities, increase public awareness, and participate in campaigns needed to provide for the scholarships, programs, and capital needs of the College.

Vision

The Santiago Canyon College Foundation will enhance and augment the mission of the college. Its purpose is to seek, receive, and secure donations and gifts to assist the college in meeting its short and long-range goals.

Introduction

In formulating its most recent five-year strategic plan (2012-2017), the administrative leadership of Santiago Canyon College (SCC) assigned a significant fundraising and outreach role to the Santiago Canyon College Foundation (SCCF). The plan calls for the foundation, in partnership with campus leadership, to “strengthen and develop relationships with key partners and stakeholders” and “develop sustainable, alternative revenue streams utilizing existing resources.”

While the current SCCF board has taken solid steps to raise the profile of the foundation and enhance its ability to support Santiago Canyon College, there is strong consensus among board members that it is time to define its goals more systematically and develop a clear strategic plan for achieving those goals.

This strategic plan document is the result of a January 2014 board retreat and subsequent discussions at the executive board level. It identifies four primary goals and suggested strategies to realize each goal. This is, however, not a static document. It will be periodically reassessed and readjusted by the board as successes, shortcomings and changes in resources dictate.

The board recognizes that this strategic plan – which incorporates aggressive but achievable goals – represents a needed step in the foundation’s evolution to become a more significant partner with Santiago Canyon College as the college seeks to expand its funding sources to meet the needs of its diverse student body.

The Santiago Canyon College Foundation Today

The Santiago Canyon College Foundation (SCCF), established in 1998, is an independent 501(c) (3) organization whose primary objective is to acquire sufficient monetary and in-kind donations from individual, corporate and foundation sources to assist Santiago Canyon College (SCC) in meeting its core goal of providing a high quality, innovative and accessible learning environment to a diverse student community. In fiscal year 2013-14, the foundation provided direct financial support of approximately \$16,000 to a select number of college programs and services, and \$150,000 in scholarship support to SCC students. In addition to its fundraising role, the foundation also seeks to raise the profile of the college among its various stakeholders (alumni, community members, business partners, foundations, parents, faculty and staff) and to highlight the value that the college adds to the cultural, economic and educational life of the local community.

The SCCF board of directors currently includes nine members, drawn mostly from the community in and immediately surrounding the City of Orange. Professional pursuits represented on the board include education, finance, marketing, business, and law. In addition to regular members, the board includes three voting ex-officio members: the SCC Foundation Director, SCC President, and the Chancellor of the Rancho Santiago Community College District (RSCCD). There is also one non-voting faculty and one non-voting classified staff representative. Keeping in mind the priorities of the college, board members work as a team to develop broad goals for the foundation, oversee the investment of assets and the distribution of available funds, review foundation policy and governance documents, participate in fundraising and outreach efforts, provide expertise to the college, and seek to connect the college with new friends and supporters.

In addition to the board, the foundation has a small contingent of salaried staff and administrators who carry out the organization's representational and day-to-day functions. Currently, the foundation's advancement team includes a director (who also serves as the vice president of student services), a recently-hired, full-time development coordinator, and a part-time administrative assistant (who also serves as the executive secretary to the vice president of student services).

The foundation also receives alumni outreach support through the Office of High School and Community Outreach, scholarship donor stewardship support from the Scholarships/Veterans Services Office, and financial management assistance from the college accountant.

As of December 31, 2013, the foundation held approximately \$1.3 million in investable assets. In the fiscal year ended June 30, 2014, the foundation raised approximately \$250,000, which was used to support a variety of SCC programs, including:

- Student scholarships
- Buy-the-Book grants
- Forensics Team
- Model UN
- Guardian Scholars (for students exiting the foster care system)
- International Students Program
- Community Science Night
- EOPS (for students with academic/economic challenges)
- SCC Student Art Acquisition Program
- Student, faculty and staff recognition

A recent SCC community survey established that faculty and staff who are aware of the foundation generally understand its role in funding scholarships and in sponsoring the annual Hawks Golf Tournament. However, it is clear that many campus community constituents are not highly aware of the foundation or its role at SCC.

Beginning in 2011 – after several years of state funding cuts to community colleges, including cuts that led to the loss of the Foundation’s full-time director and administrative assistant – the board directly undertook several initiatives important to sustaining the health and growth of the foundation. These included: beginning a concentrated effort to expand board membership strategically, developing a donor database and launching an annual giving program, creating an annual scholarship donor recognition event, and developing (with support from the High School and Community Outreach Office) an alumni networking program involving expanded communications via e-newsletter and social media, in addition to hosted alumni outreach events. In 2014, the board was able to facilitate the hiring of a full-time development coordinator.

The board now seeks to build on these efforts, and has identified four major goals for its 2014-2019 Strategic Plan. These goals are:

1. Expanding the membership of the board of directors to 24
2. Growing annual giving (restricted and unrestricted)
3. Creating a robust and active alumni network
4. Increasing the foundation’s visibility to and involvement with the local community

Below in more detail is an examination of these goals, along with some accompanying strategies to achieve each one within the five-year framework for the plan.

Goals and Strategies

Goal 1: Bring SCC Foundation Board of Directors membership closer to 24, the maximum number allowed in the current by-laws.

The SCC Foundation Board of Directors is the main link to higher profile business and community members who can help the college achieve its fundraising and outreach goals. In order to ensure the success of the foundation and enhance its relevance to SCC, it is imperative that the composition of the board be diverse and robust. A board size averaging 24 members, with defined terms and proper succession planning, will better allow the foundation to maximize its support for the college.

Success Indicator: A board comprised of close to 24 members who represent a demographic and professional balance and provide valuable community connections, access to wealth and programmatic expertise to the college.

Strategies for Goal 1:

- 1.1 Identify a list of potential board candidates.
- 1.2 Develop an outreach action plan to recruit potential board members.

Goal 2: Increase annual income from fundraising (restricted and unrestricted) to \$500K

The SCC Foundation must provide meaningful, sustainable financial support to Santiago Canyon College, in order to assist the college in meeting its strategic goals and to bolster the foundation's relevance to the college as its primary conduit for private (non-government) fundraising support.

Success Indicator: By 2019, sustained annual fundraising will equal \$500,000.

Strategies for Goal 2:

- 2.1 Establish a comprehensive donor management system for donor tracking, outreach and analysis.
- 2.2 Develop strategies to capture data on campus constituent groups and expand the existing number of viable database constituent records to 25,000.

- 2.3 Develop and implement a comprehensive marketing plan to enhance fundraising and outreach.
- 2.4 Develop key outreach and fundraising programs and strategies to expand the donor pipeline.

Goal 3: Create a robust and active alumni network

The best ambassadors for Santiago Canyon College should be its alumni. If they have had a positive experience as students – and with strategic cultivation and stewardship – they tend to have greater affinity for their alma mater and are more likely to volunteer and “give back.”

Success Indicator: Alumni will become more noticeably engaged with their alma mater, as measured by a greater number of accurate alumni constituent records compared to benchmark numbers, measurably better participation in SCC-related social media (especially the LinkedIn Alumni Network), higher e-newsletter open rates, higher attendance at alumni events, and a measurably higher alumni participation (giving) rate (at least 10 percent)

Strategies for Goal 3:

- 3.1 Establish a comprehensive alumni engagement plan with specific short and long-term goals for alumni network development.
- 3.2 Create web, social media and other marketing tools for communication and engagement with alumni.

Goal 4: Improve the foundation’s visibility on and off campus, and increase its involvement with the local community

Santiago Canyon College needs to have a targeted marketing and outreach program in place in order to foster a better understanding among local residential and business community members of the educational, economic and cultural value that the college brings to the region. The SCC foundation has an important leadership role to play in that process by engaging directly with community members on and off campus.

Success indicator: Increase in local media coverage of SCC events and accomplishments of students and faculty. Measurably better participation by local community members at campus events. Measurable expansion of partnerships and relationships with local business, community and neighborhood associations.

Strategies for Goal 4:

- 4.1 In coordination with the Strategy 2.3, develop a marketing plan that enhances the foundation's public visibility and increases community involvement.
- 4.2 Expand the foundation's visibility and presence on-campus.