

CRAFTON HILLS COLLEGE FOUNDATION

2015 STRATEGIC PLAN – **adopted: September 15, 2011**

I. MISSION

Enhancing Educational Excellence

II. CORE VALUES

In keeping with the college's mission to *advance the education and success of students in a quality learning environment*, the CHC Foundation dedicates itself to the following five values as a guide for its goals, strategies, decisions, and actions:

- **Student Success**
- **Service to College Community**
- **Fostering Relationships**
- **Accountability in Stewardship**
- **Integrity**

III. VISION

To become a major partner in funding educational excellence

The Foundation is dedicated to supporting the college by developing strategies to help bolster the college when, where, and how the college needs it most. The Foundation intends to do this by, first, increasing the amount of funding the Foundation might offer the college; second, increasing the number of ways that funding might be used to help the college in its pursuit of educational excellence; and, third, increasing alumni involvement in fund-raising efforts.

IV. STRATEGIC GOALS

Strategic Goal #1. *Increase Financial Contributions to CHC*

The Foundation hopes to dramatically boost the support it offers the college by increasing the number and amount of contributions received from community partnerships and alumni, as well as CHC faculty and staff, and by establishing specific strategies for pursuing those increases. As part of these efforts, the Foundation recognizes the need to train its membership in strategic stewardship of the funds raised, as well as the importance of hiring the Board staff necessary to manage this strategic growth.

Strategy #1.1. Increase Faculty, Staff, Alumni, and Other Partnership Contributions

The Foundation intends to expand its fundraising activities first by developing a well-defined campaign for marketing the Foundation, developing a case for support, and telling the college's story to potential partners whose relationships we will cultivate with a program of contact, personal invitation, consistent and thorough follow-up, and advertising the advantages and ease of contributing to the Foundation through payroll deduction. The Foundation will also continue to pursue all of the following strategies:

- Contributions from local corporations with current business relationships with the college and prospective corporations that may develop a business relationship with the college
- Grant awards from local agencies and organizations
- Contributions from local civic groups
- The President's Circle whereby individuals commit to contribute at least \$1,000 each year
- Planned giving

Key Performance Indicators:

- Number of contributors
- Number of partnerships
- Amounts of actual contributions

Strategy #1.2. Develop Plans & Procedures in Support of Increasing Financial Contributions

The Foundation will develop plans and procedures that will include an annual calendar of events and requisite mailings in support of increasing financial contributions. To this end, the Foundation will pursue the following strategies:

- Timely, personal acknowledgement of donors

- Donor recognition programs
- Pursuit of donor-driven gifts
- Recognizing and meeting donor needs

In addition, the Foundation will develop a plan to sustain itself through its unrestricted funds.

Key Performance Indicators:

- Written plans and procedures
- Annual calendar

Strategy #1.3. Train and Develop Board Members

The Foundation is committed to honing the following aspects of Board infrastructure and operations to align with accepted standards of fundraising boards and governance models:

- Establishment of Board committees aligned with the Foundation's Strategic Goals
- Consistent attendance at Board meetings
- A well-defined recruiting and nomination process for Board members
- A well-defined training and orientation process for new members
- A mentoring program for new members
- An explicit statement of expectations of Board members
- A strategy for succession planning
- An evaluation process for Board member performance
- Clear job descriptions for Board members, officers, and committees.

Key Performance Indicators:

- Policies and procedures for Board recruitment, training, and succession planning
- Statement of expectations of Board members
- Job descriptions for Board members, officers, and committees
- Training materials, including schedule and evaluation
- List of Board committees with defined roles

Strategy #1.4. Invest in Development Staff and Hire in Areas of Strategic Importance

The Foundation intends to strengthen the organization's infrastructure by maintaining current databases and technology, increasing support of donor research efforts, tracking fundraising activities, cultivating the alumni pool, and developing a place for central coordination. To drive these efforts, the Foundation will develop a staffing plan to determine the staffing needs in areas of strategic importance. The foundation will also develop policies and procedures for hiring accordingly, and evaluating the effectiveness of the staff.

Key Performance Indicators:

- Staffing plan
- Staffing policies and procedures

- Number of full-time equivalent staff
- Evaluation of effectiveness of staff

Strategic Goal #2. *Increase Opportunities for Students*

The success of the students of Crafton Hills College is the obvious goal of all Foundation activities. In pursuit of its vision of becoming a major partner in funding Crafton's educational excellence, the Foundation intends to increase bridge programs proven to be most supportive of students' success; help fund class sections the college offers students; provide larger scholarship awards to students; offer grants to college faculty and departments; and provide funding for necessary equipment for the college's instructional programs.

Strategy #2.1. Increase Bridge Programs

To increase opportunities for students, the Foundation will seek to increase CHC bridge programs for potential or current students. Examples of bridge programs include providing high school students with a rigorous, hands-on introduction to public safety careers or providing opportunities for CHC students to participate in government student internship programs. The Foundation will embark on an ambitious campaign to identify and pursue grants, sponsors, and other opportunities for students, including internship programs, in increasing the number of CHC bridge programs.

Key Performance Indicators:

- Number of bridge programs
- Success statistics per program
- Number of students participating
- Number and amount of grants received
- Internship programs

Strategy #2.2. Increase CHC Section Offerings and Student Textbooks Funded by the Foundation

Working with both the CHC Office of Instruction and the SBCCD Board of Trustees, the Foundation will develop a plan for financially supporting the college by funding course offerings and student textbooks. The plan, which will align with the CHC mission, vision, and Educational Master Plan, will identify procedures for identifying the amount of courses and value of textbooks to fund, as well as strategies for sustaining these measures over time.

Key Performance Indicators:

- Written plan
- Number of offerings funded
- Value of textbooks funded

Strategy #2.3. Provide Larger Scholarship Award Amounts

To optimize the financial support offered to students through the Foundation's scholarship program, the Foundation will develop a plan to increase the award amounts given to students. As well as establishing a minimum award amount, the plan will outline policies for named scholarships and general fund scholarships, define a procedure for donations of under \$500, and develop strategies for marketing the new donation policies.

Key Performance Indicators:

- Written plan
- Number of scholarships
- Average amount per scholarship
- Marketing materials regarding donation policies

Strategy #2.4. Increase Grants Awarded to College Departments

To support excellence in the classroom and to encourage faculty innovation and research, the Foundation will develop a grant award program to be offered to individual faculty, disciplines, and/or departments. The plan defining the program will include the purpose and intent of the program, the award amounts, the timeline for submission and announcement of the award winners, a rubric for choosing who will be funded, and an evaluation procedure.

Key Performance Indicators:

- Written policies and procedures
- Amounts of grants
- Evaluations of grant projects

Strategy #2.5. Increase CHC Equipment Funded by the Foundation

In its commitment to become a major partner in funding educational excellence, the Foundation will develop a plan for funding equipment needs identified by the college. The plan will identify the policies and procedures for identifying equipment needs and the criteria for choosing which equipment will be funded.

Key Performance Indicators:

- Written policies and procedures
- Record of dollar amounts awarded
- Break out dollar amounts of pieces/types of equipment purchased
- Average per piece of equipment

Strategic Goal #3. *Increase Alumni Involvement*

The Foundation commits itself to increase outreach efforts to the alumni by continuing to support the expansion of the alumni database; increase the number and type of events alumni are encouraged to attend; and expand the methods of communicating with alumni.

Strategy #3.1. Support Alumni Database

To increase alumni involvement, the Foundation has committed itself to support the alumni database by using the research available from the CHC Office of Research and Planning; identifying the staffing needed to analyze the database for completeness and to rectify any gaps in the listing of not only graduates, but also CHC students who transferred to 4-year institutions without graduating. The Foundation is dedicated to supporting the expense of updating and maintaining the database as it continues to grow.

Key Performance Indicators:

- Number of alumni in database
- Database funding
- Hours spent analyzing

Strategy #3.2. Increase Events for Alumni

The Foundation will develop a plan, including an itemized budget, for increasing the ways to involve alumni in campus activities. In addition to identifying possible campus events specific to alumni, the plan will piggyback on existing campus activities.

Key Performance Indicators:

- Written plan
- Budget
- Number of events
- Number of participants

Strategy #3.3. Enhance Communication with Alumni

The Foundation will write an alumni communications plan, including an alumni website, policies for email contact and distribution, ways of informally connecting with alumni, and a budget.

Key Performance Indicators:

- Written communications plan
- Budget