



**SAN MATEO COUNTY
COMMUNITY COLLEGES
FOUNDATION**

STRATEGIC PLAN 2017-2022

Outline

- I. Background, Context, and Preamble
- II. Our Mission, Vision, and Goals
- III. Our Strategies
- IV. Objectives and Tasks for Measuring our Success

I. Background, Context, and Preamble

Education is Transformative

The community colleges of San Mateo County – Cañada College, Skyline College, and College of San Mateo – are uniquely positioned to meet the ever-changing educational needs of a community set in the center of rich tech innovation. Students graduate from our community colleges ready to be the well-trained, stable, local workforce our businesses and industry require to fuel our local economy.

For Our Workforce...

- Occupations that require an associate degree will grow by 18% through 2020 – faster than the new job growth for those with a bachelor’s degree (U.S. Bureau of Labor Statistics).
- Undergraduate demand for the three public systems of higher education in California is expected to grow by 387,000 students by 2019.
- By 2025 California will face a shortage of 1 million college degree and certificate holders needed to fuel its workforce (The Public Policy Institute of California).
- With baby boomers retiring as the best educated and most skilled workforce in U.S. history, labor experts are concerned that California will lack workers with the critical aptitude needed to replace them.

For Our Students, Community, and Economy...

- College is a ladder to gainful employment.
- For every \$1 invested in students who graduate from college, California will receive a net return on investment of \$4.50.
- Californians with a college degree will earn \$400,000 more in their lifetime than their peers with only a high school diploma.
- Students who earn a degree or certificate from a California community college nearly double their earnings within three years.
- Attending or graduating from a community college doubles an individual’s chance of finding a job compared to those who failed to complete high school.

Also...

- 29% of University of California and 51% of California State University graduates started at a California community college.
- Transfer students from the California Community Colleges to the University of California system currently account for 48% of UC’s

	<p>bachelor’s degrees in science, technology, engineering and mathematics.</p> <ul style="list-style-type: none"> ▪ California community colleges offer associate degrees and short-term job training certificates in more than 175 fields, and more than 100,000 individuals are trained each year in industry-specific workforce skills. ▪ 42% of all California veterans receiving GI educational benefits attend a California community college for workforce training, to earn an associate degree or to work toward transferring to a four-year university.
<p>...If it is accessible...</p>	<p>Students who cannot afford to focus on school full-time are twice as likely to drop out completely.</p> <ul style="list-style-type: none"> ▪ The majority of our students are juggling some combination of families, jobs (80%), and school while commuting to class. ▪ As financial pressures in this area increase, students are forced to pick up more hours at work and enroll in fewer classes per semester. Such students are also less likely to participate in on-campus programs that greatly contribute to their success (tutoring, study groups, instructor’s office hours, etc.). ▪ Right now, only 50% of California community college students seeking a degree, certificate, or transfer meet their goal within six years. ▪ With 60% of our students at or below the federal poverty line, the soaring cost of living in San Mateo County, and a 130% fee increase at our relatively affordable community colleges in the last five years, a college degree is becoming an impossible dream for many. <p>Our students have drive and ambition, but it must be financially feasible for them to finish their degrees. We as a supportive community can make a transformational difference.</p> <p>Education is the tide on which all boats rise. When we help students access the classes they need to complete their degrees in a timely and affordable manner, and when we raise the educational level of our community members, we help sustain the local economy.</p> <p>The more classes students can take, the less time they will spend accumulating loan debt and the more likely they are to leave us only because they have received a certificate, degree, or acceptance letter from a four-year institution in hand or have otherwise completed their educational objectives.</p>

**SMCCC Foundation
Preamble**

The community colleges of San Mateo County have embarked on a major effort to increase the number and percentage of community college students who achieve their educational goals in a timely manner. This goal is especially important for San Mateo County because the high cost of living coupled with a wide disparity in income levels prevents many of our students from maintaining the full-time enrollment that can more than double their rate of completion. At the same time, there are far more well paid jobs available in the area than local residents sufficiently trained to fill them. The societal stresses created by these factors are not fully resolved by any single approach, but one important element of the solution is to increase the number of current residents who have the training and education to address the needs of the economy and to contribute to the well-being and quality of life of their families and communities. This Strategic Plan has been developed to address the additional support required by San Mateo County Community College District (“SMCCD”) students and the three colleges to increase the number and percentage of students achieving their goals in a timely manner.

II. Our Mission, Vision, and Goals

Mission	We provide the philanthropic support that helps San Mateo County Community College District students take full advantage of the programs and services at the three colleges of the San Mateo County Community College District: Cañada College, College of San Mateo, and Skyline College.
Vision	San Mateo County Community Colleges Foundation is widely recognized as the philanthropic organization ensuring that all members of the communities of San Mateo County can afford and achieve a higher education.
Goals	<p>In order to increase the number of students able to complete their educational goals in a timely manner the Foundation will:</p> <ol style="list-style-type: none"><li data-bbox="570 898 1398 1121">1. Raise at least \$25 million by December 2023, in order to provide higher value scholarships that help students pay the full cost of education and associated living expenses in the Bay Area and to increase financial support for innovative college services designed to improve student completion rates (responds to District Goals 1 & 3).<li data-bbox="570 1171 1349 1276">2. Increase the community's understanding of the role and value of its philanthropic support of our colleges and students (responds to District Goal 2).<li data-bbox="570 1327 1390 1432">3. Manage Foundation resources to improve the Foundation's ability to achieve its long-term strategic goals (responds to District Goal 4).

III. Our Strategies

Goal 1	Raise at least \$25 million by December 2023, in order to provide higher value scholarships that help students pay the full cost of education and associated living expenses in the Bay Area and in order to increase financial support for innovative college services designed to improve student completion rates (responds to District Goals 1 & 3).
Strategies	<p>(Strategies are listed only once under their primary goal but may apply to more than one goal)</p> <ol style="list-style-type: none">1.1 Implement overall staff and Board of Directors development action plan that focuses on both existing and new donor relationships.1.2 Increase scholarship and innovative program support from current donor base.1.3 Cultivate new relationships with individuals and organizations that have generated the extraordinary conditions of wealth and philanthropy in the area.1.4 Establish an advisory committee of business, community, and political leaders.1.5 Launch a multi-year Comprehensive Campaign designed to increase awareness, engage interest, create enthusiasm and generate significantly increased support for the work of the Foundation.1.6 Expand planned giving education activities that can inspire both near-term and long-term donations.1.7 Recognize and celebrate donors within the District and create an internal culture of giving among faculty and staff.1.8 Expand the donor base of alumni, community members, civic leaders, businesses, and foundations.1.9 Identify and solicit major donors who have an affinity with the colleges and an understanding of the role they play in the local economy and community.1.10 Work closely with student success programs to better understand innovative approaches for addressing changing student needs.1.11 Identify and develop annually at least 5 relationships with new organizations that support students and the types of needs they have relative to achieving educational success.

	<ul style="list-style-type: none"> 1.12 Formulate, fund and implement donor cultivation activities that maximize the Foundation's capacity to support innovative programs focused on student success. 1.13 Clarify and facilitate a process the colleges can use to communicate their priorities for philanthropic support in order to provide the information needed by the Foundation for meaningful fundraising evaluation. 1.14 Ensure the Foundation properly evaluates the fundraising potential for each priority set by the colleges and meets with appropriate college personnel to communicate its ability or inability to raise requested funds. 1.15 Pursue avenues to increase participation by faculty, staff, and administrators in the Foundation's fundraising efforts. 1.16 Establish an expectation that Board members will access their networks or linkages as part of the fundraising strategy. 1.17 Establish and secure a minimum % of the Foundation's annual budget from the Board and their networks, building towards a higher level (higher %) by close of the Strategic Plan.
Goal 2	Increase the community's understanding of the role and value of its philanthropic support of our colleges and students (responds to District Goal 2).
Strategies	<ul style="list-style-type: none"> 2.1 Expand, improve and sustain the Foundation's digital and print presence in order to communicate examples of student success to all constituencies in San Mateo County. 2.2 Implement an Annual Communications and Marketing plan by June 30 each Year. 2.3 Partner with the College Presidents and the Chancellor to meet with community, business, education, and political leaders at least six times a year to focus attention on the local impact of increasing the number of students able to achieve their educational goals and the role of the Foundation in this effort. 2.4 Support college efforts to identify and co-ordinate with community and civic organizations that help high school students transition to college. 2.5 Leverage existing major District and College communications activities to increase attention to the Foundation's role in supporting student success. 2.6 Expand engagement activities for alumni and support college activities that create affinities among current students.

	<p>2.7 Increase effectiveness of communications by developing a unified message to provide a focused approach to the Foundation’s audiences.</p> <p>2.8 Identify the primary goal of marketing activities as raising funds to support San Mateo County Community College District students and programs.</p> <p>2.9 Use messages that tie the big picture (program and student support) to the personal stories of individuals whose lives have been positively impacted.</p>
Goal 3	Manage Foundation resources to improve the Foundation’s ability to achieve its long-term strategic goals (responds to District Goal 4).
Strategies	<p>3.1 Build development, marketing and operational capabilities that focus on the impact of student success on community well-being.</p> <p>3.2 Streamline business practices throughout the Foundation.</p> <p>3.3 Expand and improve the effectiveness of the Foundation's Board in fund raising.</p> <p>3.4 Provide professional development resources that contribute to continuous staff improvement and increased board education and engagement.</p> <p>3.5 Monitor and collect college reports of student success impact measures in order to communicate the effectiveness of our support.</p> <p>3.6 Document and maintain a comprehensive view of college programs and services designed to increase student success rates in order to inform current and potential donors of efforts that may align with their interests.</p> <p>3.7 Assure that solicitations for the Annual Campaign and other areas are transparent in identifying the need for general operating funds to sustain the foundation's work.</p> <p>3.8 Utilize a matrix for identifying skills, talents, professions and linkages needed to strengthen the Board's fundraising capabilities.</p> <p>3.9 Develop a plan to make Foundation Board meetings more dynamic.</p> <p>3.10 Conduct an annual assessment of the resources available to the Foundation to determine if it has the capacity to successfully address fundraising priorities for the coming year.</p>

IV. Objectives and Tasks for Measuring Our Success

<p>Goal 1</p>	<p>Raise at least \$25 million by December 2023, in order to provide higher value scholarships that help students pay the full cost of education and associated living expenses in the Bay Area and in order to increase financial support for innovative college services designed to improve student completion rates (responds to District Goals 1 & 3).</p>
<p>Objectives and Tasks for Measuring Our Success</p>	<ol style="list-style-type: none"> a. Identify and solicit major donors/launch multi-year comprehensive campaign, adjust per findings of feasibility study. Over the course of the campaign, accomplish the following gifts: <ul style="list-style-type: none"> • 1 \$2.5 million gift - (4 prospects required) • 2 \$1.25 million gift - (8 prospects required) • 5 \$500,000 gifts - (20 prospects required) • 10 \$375,000 gifts - (40 prospects required) • 10 \$250,000 gifts - (40 prospects required) • 15 \$125,000 gifts - (60 prospects required) • 20 \$50,000 gifts - (80 prospects required) • 40 \$25,000 gifts - (160 prospects required) • 50 \$13,000 gifts - (200 prospects required) • 1034 gifts under \$13,000 - (4138) prospects required) b. Seek 100% faculty/staff giving to comprehensive campaign. c. Ensure that 100% of faculty/staff are asked to participate in ongoing giving. d. Ensure that each new SMCCD retiree is provided with information related to estate and gift planning, e.g. endowments, testamentary giving options, overall estate planning information, gifts of real estate, charitable gift annuities and similar instruments, establishing a lasting scholarship, and more. e. Increase scholarship support by \$760,000 per year by the end of the comprehensive campaign to support Promise Scholarships. f. Increase high-dollar scholarship and innovative program support by \$400,000 per year by the end of the comprehensive campaign. g. Continue to provide existing base of \$1 million per year in scholarship support. h. Expand donor base by at least 30 new donors per year. i. Host quarterly educational planned giving sessions for donors and community.

	<ul style="list-style-type: none"> j. Host quarterly alumni engagement activities and events k. Increase the total contributions received each year from 50% of the existing active donor base. l. Host 4 donor cultivation and stewardship events per year. m. Host Annual Chancellor’s Circle Thank You event. n. Invite all major donors to campus tour with college president or relevant dean or department lead. o. Facilitate an annual college review of Foundation funded programs to assess their relative need for ongoing support. <p>Note: The projections above assume the existing level of staffing support from SMCCD in the immediate future. Depending on the rate and level of increased donations, reduced levels of support from SMCCD have been considered according to the following scenarios:</p> <ul style="list-style-type: none"> • 20% reduction per year over 5 years beginning July 1, 2018. • 20% reduction per year over 5 years after comprehensive campaign. • 33% reduction per year over 3 years after campaign.
Goal 2	Increase the community’s understanding of the role and value of its philanthropic support of our colleges and students (responds to District Goal 2).
Objectives and Tasks for Measuring Our Success	<ul style="list-style-type: none"> a. Increase the visibility of the Foundation to faculty and staff at Opening Day by having a Foundation representative speak or otherwise participate. b. Include information about the Foundation in class schedules and all catalogues. c. Remodel Foundation website. d. Produce press releases on a regular basis. e. Present at six community and civic organizations per year. f. Produce a general Foundation trifold/marketing brochure for multiple uses and constituencies. g. Produce an Annual Report in a timely manner. h. Produce a quarterly e-newsletter for donors and prospective donors. i. Produce a quarterly e-newsletter for SMCCD alumni. j. Collaborate with SMCCD colleges on major internal communications to include Foundation news (e.g., Skyline Shines, Cañada Olive Press, CSM President’s Report).

	<ul style="list-style-type: none"> k. Provide a quarterly correspondence to SMCCD faculty and staff.
Goal 3	Manage Foundation resources to improve the Foundation’s ability to achieve its long-term strategic goals (responds to District Goal 4).
Objectives and Tasks for Measuring Our Success	<ul style="list-style-type: none"> a. Provide two workshops per year for Foundation Board on fundraising including making an ask. b. Require Board member attendance at a minimum of 3 community events to advocate and network on behalf of the Foundation mission. c. Encourage Board member attendance at 100% of the cultivation and stewardship events and activities. d. Facilitate Board member attendance at a minimum of 2 annual educational offerings regarding fundraising (CASE, AFP, etc.). e. Align Foundation administrative recovery expense practices with industry standards. f. Achieve near 100% online giving. g. Monitor investment management of the Foundation’s endowment to ensure an average total return goal of at least 7% that will support an annual scholarship payout between 4% - 5%, associated management and administrative fees, and allow for continued growth. h. Ensure staff attend at least 2 professional development offerings per year. i. Consolidate at least 10% of inactive funds by December 31, 2017 and continue consolidation until full operational efficiency is achieved. j. Maintain Board of Directors roster to maximum amount (100%) allowable under current bylaws. k. Evaluate Board matrix annually to ensure appropriate talent is on Board to accomplish its goals. l. Establish a process for orienting Board members. m. Create a charter of Board responsibilities clarifying the roles, responsibilities, and expectations of each Board member. n. Create guidelines for modeling appropriate interaction and behavior of Board members, committee members, volunteers, and staff.