

SIX-YEAR STrategic Plan 2020-2026

**VENTURA COLLEGE FOUNDATION SIX-YEAR STRATEGIC PLAN**

***Who we are***

With this Strategic Plan, the Ventura College Foundation looks to a new era wherein our support for Ventura College students will adapt, increase and accelerate in the context of changing circumstances and needs. The Ventura College Foundation (VCF) works with students from all over the county and state to support their success at Ventura College (VC) and beyond. The college and foundation missions and master plans are each unique to their roles and aligned in order to provide the best service to students and the community as possible.

**Ventura College Mission Statement:**

At Ventura College, we transform students’ lives, develop human potential, create an informed citizenry, and serve as the educational and cultural heart of our community. Placing students at the center of their learning experience, we serve a highly diverse student body by providing innovative instruction and student support, focusing on associate degree and certificate completion, transfer, workforce preparation, and basic skills. We are committed to the sustainable continuous improvement of our college and its services.

**Ventura College Foundation Mission Statement:**

The Ventura College Foundation transforms students’ lives through education by providing innovative and vital resources and financial support. The Foundation collaborates with Ventura College to enhance human potential, civic engagement, careers, and academic success of students enabling their effective impact and legacy on the college, local workforce, and our community.

**Changing Lives through Education**

Established in 1983, the Ventura College Foundation is one of the most successful community college foundations in California, having raised more than $39.6 million for Ventura College and its students. Through this support, the Foundation assists the College in facilitating student success and grows the impact and legacy of the College as a vital community asset. Approximately 6,000 students are supported by the VCF each school year.

***Who our Students are***

Ventura College has a main campus in the City of Ventura with an East Campus in Santa Paula. This flagship college serves the entire county with the highest concentration of students coming from the cities of Ventura, Oxnard, Santa Paula, Fillmore, and Camarillo. (details in appendix)

Students come to the Ventura College with a variety of strengths, dreams and needs. The college and the foundation work hand in hand to support those strengths and dreams and address needs that can interfere with students achieving their potential. VC is every bit a college of the community that has a 95 year history of serving families generation after generation. Many come to the college with great support systems and few barriers to success. Others have the same dreams but fewer resources. VC serves about 13,000 students per year. Today, notable annual statistical information about VC students are:

* 18% are housing insecure
* 40% are first in their families to go to college
* 50% are food insecure
* 60% are Latino
* 70% are classified as low- to moderate-income students (e.g. students with a household income of $36,000 or less for a family of four)
* Over 2,000 students graduate annually
* About 1,000 students successfully transfer to 4-year universities with over 800 transferring to Cal States and UC’s

***The Unique Context of VCF as a Foundation***

The Ventura College Foundation is a private 501(c)(3) charitable organization led by a 24-member board of directors. The foundation is an auxiliary organization of the Ventura County Community College District. With a $2.4 million budget and $26 million in assets. This foundation is one of the larger foundations in the California community college system. Through the power of education and the strength of this organization, VCF is uniquely positioned to drive additional and critical resources to close persistent equity gaps in our county.

**Opportunities and Challenges**

The foundation has three decades of well-established systems and funds to provide meaningful support for students at Ventura College. This is due to a number of strengths of the organization. We have a history of strong endowed support for scholarships and emerging strengths in providing campus program support. Our staff, though stretched fairly thin, has very strong in professional experience. The board’s passion for our mission is undeniable. Campus partnerships and coordination with the foundation has never been stronger. As a result, the foundation has had the ability to provide a range of resources to respond to student needs:

* **VC Promise Program--**Education Fees Funding for Qualified First-and Second-Year Full-time Students; introduced the state to the power of tuition free education.
* **David P. Bianco Textbook Lending Library—**Reserve and Semester Collections.
* **General & Phoenix Scholarships**—Selected Continuing and Transfer Students
* **Phoenix Scholarships—**Unique support for students returning to college after a break in their education
* **Community Campus Tours**—Welcoming our community to campus
* **VC Campus Programs Support**—Driving Transformation through Public-Private Partnerships.
* **Weekend Marketplace—**Year-round community outdoor market on Saturdays and Sundays.

As circumstances in the community change, the foundation anticipates new needs that will require nimble planning including reassessment of staffing and resources needed to meet our goals of supporting students.

VCF has had the great advantage of a strong weekend Market place that has long funded its operations and signature programs, such as the Promise and Textbook support. However the Marketplace operation has vulnerabilities and limitations. In community events such as heavy rain or wildfire, can severely curtail the Marketplace revenue. The culture of the foundation embraces stability so for the decades it has relied on the revenue of the Weekend Marketplace and this has limited growth in fundraising. Given these challenges and the board’s deep passion and devotion for the foundation’s mission and the deeply felt impact on students’ lives, access to new donor prospect pools and face-to-face outreach needs to be expanded. Untapped opportunities need to be explored, including expanding awareness among students, alumni and their families who may wish to support VCF for future generations of students. In addition, an increase in diversity in our outreach to cultural groups and for representation on the Board is seen as an important step in expanding our capacity to provide more students with more resources to support their success.

With the 100th anniversary of the college in 2025 and the foundation’s 40th anniversary in 2023, the board has an opportunity to embrace strategies for new growth in funding and commit to funding current and new student support programs with 100% donated funds. This would allow the Marketplace revenue to be used to invest in additional professional fundraising work with and marketing to students, families, alumni, businesses, and the community-at-large. The foundation could be more creatively and strategically involved on campus with fun student engagement to support outreach and a philanthropic culture. The Ventura County Community Foundation recently commissioned a study that shows that $100 million in estate gifts will be given to charitable organizations in the county in each of the next ten years. However, the economy is overdue for a correction, and that correction is likely to land near to the time that would make sense for the foundation to launch the feasibility study for a capital campaign and ramp up in activity to celebrate the campus centennial. The foundation has an opportunity to attract and partner with additional legacy donors annually but will have to have a broad approach to minimize the impact of external events.

Our challenge is to build on our strengths, adapt with changing circumstances, address challenges and take advantage of opportunities. We need to ensure that staffing is adequate and has the right skills and resources to achieve the goals of this plan. We need to reach more constituencies in our communities to participate in the VCF as Board members, and we need to broaden our base for donors and other revenue. The VCF Strategic Plan has been developed in response to this landscape of opportunities and challenges.

***VCF Programs***

The Ventura College Foundation was initially established for the purpose of raising funds for student scholarships. While our focus has expanded over the years, we continue to support our students through our scholarship program. Our programs includes a **“before** by enablingenrollment to VC, **during** enrollment at VC,and **after** finishing at VC as students take their next step in achieving their dreams**”** approachto promoting student success.

**Before: Enabling Access to a VC Education**

Ventura College Foundation’s first-year VC Promise began in 2007. It was the first of its kind in the state and a model for other California community colleges. In fact, VC Promise's success was referenced in State Assembly Bill 19 that was signed into law in 2017. It establishes the statewide California Promise Program that waives tuition fees for qualified first-year full-time community college students. With the combined public-private funding from the state's program and community support, our VC Promise expanded in 2019, and qualified full-time students can now attend **two consecutive school years** at Ventura College tuition-free.

In the program’s first eleven years, annually, about 1000 first-year students, who graduated from Ventura County high schools had all educational fees not covered by state and Federal financial aid paid by the foundation.

The Promise program included specific support for agricultural workers from 2009 to 2011. This piece of the program was under-written by the Limoneira Company.

From 2017-2019, the Promise Program expanded to include veterans. The Ventura College Foundation William and Helen Scarpino Veterans Promise Program was funded by donors who covered the costs of Ventura College enrollment and supplemental fees for qualified first-year of U.S. veteran and U.S. active duty military students. This allowed these students to reserve their GI Bill® for their four-year university education. The program included additional textbook support. The program served 34 veteran students over its two-year history. This program is now included in the CA Promise Program supporting first- and second-year full-time veteran students. The veteran textbook support portion remains a priority for the VC Foundation.

In our program’s 13 year history, $4 million had been awarded to over 14,000 VC Promise students. These VC Promise recipients were 70% more likely to graduate in four years than the non-Promise cohort of the same age.

As the state of California takes a larger role in delivering on the CA Promise, the VCF has the opportunity to identify new emerging needs and expand support in current areas where it is still needed.

**During: Removing Barriers to Educational Progress and Success**

*Textbook Lending Programs*

The Textbook Lending Library has been in existence since 2007 and was known on campus as the Faith George Lending Library. In 2010, it expanded to include the college’s East Campus in Santa Paula. It is now known to the foundation as the David P. Bianco Textbook Lending Library in memory of one of the board’s most ardent champions of the program. Over the years, the program funders included Title 5 funding. Currently the program is support primarily through foundation funds as well as Associated Students of Ventura College, and faculty donations of in-kind contributions.

Currently, the program exists in three parts:

1. The semester lending program is where students can check out up to three textbooks to use for an entire semester, at no cost to them. As resources are limited, these textbooks are checked out on a first-come, first-served basis. Before the start of the semester, we host a priority day where students can be the first to browse through the collection and check out the books. Even after the priority day, textbooks remain and students can stop by at any time during the semester to see what is available.
2. The reserve collection includes textbooks that are made available at the VC and East Campus Libraries to students for two-hour or overnight checkouts. The goal of this collection is to make available all textbooks required each semester.
3. The Jerry Arrellano Veterans Resource Center Library is funded by the VC Foundation and supported by veteran students’ though in-kind donations. All veterans and dependents have access to this collection to help defray the high cost of required textbooks. This program was founded by donor, Chris Cole, in honor of Jerry Arrellano’s memory and service. Mr. Cole founded it given that some combat veterans are not able to be in a larger crowd in a large facility such as our main campus library, especially at our per semester Textbook Lending Priority Day. Currently, the foundation provides qualified veteran students with a $250 stipend for each of the semesters in their first year of college provided that they too donate at least one textbook a semester back to the center’s lending library.

*Scholarships for Continuing Students*

Annually, about $600,000 in funding through 450 scholarships are available to about 300 Ventura College students (2.3% of our 13,000 students) who are ready and able to benefit from the financial support, via a single Ventura College Foundation Scholarship Application. Our scholarships are designed to enable and encourage students to achieve their goals. Any student currently enrolled at Ventura College in the Fall and/or Spring in any given academic year who has successfully completed at least 12 units at the College by the end of the Fall Semester is eligible to apply. An independent reading committee of over 90 readers assesses each application through a blind process. One in two continuing student applicants is awarded $1,000+ scholarship packages.

*The Phoenix Scholarship Program* was established in November 1999 by Ventura College Foundation board members who learned about the unique needs of Ventura College re-entry students. Re-entry students are those who have taken a break in their educational endeavors due to various life circumstances (military service, working, caring for a loved one, financial troubles, incarceration, etc.) for a minimum of one year but have returned to Ventura College to earn an education and/or learn new skills. The Phoenix Scholarship is designed to assist these students who have minimal or no resources to fund the cost of their education.

**After: Supporting Transition to New Opportunities**

*Scholarships for Transfer Students*

From our $600,000 in annual scholarship funding, one in four applicants who are transferring to a 4-year university are awarded $3,000+ packages through their student business account at their transfer institution.

*Public Private Partnerships Create Career Pathways*

The college supports 25 career education programs. The foundation staff work with a number of these programs annually to attract and support industry partners through grants from outside foundations and from the industry partners themselves. In addition to providing feedback on curriculum, tools and resources, industry partners are encouraged to provide apprenticeships and internships so that more and more of our students have industry experience before they graduate.

***Our Vision for the Future***

Much of the input received throughout this process embodied a strong vision of what the VCF future would look like – who VCF would be - by the end of this six-year period. The main pillars of this vision are:

*The student support role is celebrated and evident*

* The College and Foundation use a holistic approach to identify and address student needs and to remove barriers.
* Additional barriers to education are identified as they emerge, and effective partnerships allow increased student access to meaningful support (housing, food, childcare, school supplies and expenses beyond tuition and books, travel, etc.)

*The Foundation can offer more and larger scholarships and services that meet additional student need*

* Private donations grow as a percentage of revenue by 5% increase annually
* Unrestricted donations grow as a percentage of donations—5% increase annually
* Marketplace effectively increases participation by 35 new vendors on Saturdays and maintains a high percentage of engagement on Sunday to support VCF operations and investments in growth.

*The College and Foundation relationship is evident and meets changing priorities*

* College staff and faculty are aware of and engaged in Foundation activities.
* Clear and strong collaboration between the entities meets needs of both entities.
* The Foundation works closely with many college departments to enrich student experience.

*VC and VCF Contributions to the Community are broadly acknowledged*

* The Foundation helps the college to be recognized as a community leader.
* Strong messaging is a regular and compelling feature: success breeds success

*The Foundation recognized as a strong professional and sophisticated organization!*

* The Foundation employs intentional and regular evaluation of structure, methods and initiatives to ensure that goals and needs are met
* The Foundation ensures both high quality and high quantity of services are maintained as we grow in our impact--as we do more, we also do it well.
* The Foundation is comprised of engaged VCF board, volunteers, and staff: the right people doing the right stuff, fully trained, and fully supported.
* The Foundation tracks emerging best practices, industry trends, changes in relevant laws, ethics, effective structures, and tools and strives to be ahead of the curve!

**Community Impacts**

This plan is not just about our students, or Ventura College or the VCF. In its creation we focused on how what we can do can impact the community we care about so much. With the development of each goal, we looked on the impacts that our actions could support.

*Goal 1: Expand Support to Students*

* Closes societal and financial equity gaps by increasing and strengthening social capital through education and the advantages that this campus affords
* Improved quality of life for families in the county through the power of education
* Provide needed human resources in key industry sectors
* Supports growing educated workforce and expand tax base

*Goal 2: Grow Revenue and Ensure Sustainable Financial Structure*

* Effective community partnerships will match the benefits of the college to effectively address needs of the community
* Employ efficient and effective use of the community’s financial investment including trust, professionalism, and transparency
* Promote a culture of giving and develop that leadership in the next generation of educated citizens
* Provide flexible and nimble support to address community needs both economic and culturally through education

*Goal 3: Enhance Profile of College and Foundation as a Vital Partner in our Community*

* Ventura College becomes a cultural center in the region—a place for the community to engage in common interests and come together to strengthen community relationships (expert lectures, athletics, music, arts, Diversity Fair, constructive community discourse)
* Marked growth in community engagement to understand and address the needs of the community through education and the cultural benefits of a college campus
* Active board engagement will reflect the diversity of our community to better address its needs and remove the barriers that the college can address most directly

*Goal 4: Improve Information Management and Communication between College and Foundation*

* Foster a greater unity of purpose to improve our collective impact across the college and the district
* Promote high standards of ethics, efficiency, effectiveness, professionalism and transparency in the use of public and private funds.

*Goal 5: Ensure a Sustainable Operational Structure*

* Strengthen and sustain the leadership of the foundation and the college to address the economic and cultural needs of the community through the power education and the campus as a cultural center.
* Maintain a focus on the changing landscape of the economy, and societal and cultural changes to effectively support the city and county through education and our campus.

***How we are going to get there***

What follows are the goals, objectives, and key strategies that the VCF Board and staff will pursue, in close collaboration with VC, in the coming 6 years. The current status of each key strategy is described as are year three indicators of progress and year six targeted outcomes. These goals, objectives and key strategies are not all-encompassing descriptions of the myriad of activities that will take place at the VCF during this time, but instead highlight the areas of most focus and important leverage that will move the organization forward in our effort to continuously improve how we support students and the college.

The needs of students and communities will change over time and the Foundation and College will strive to keep pace with these changes. New opportunities to provide support will emerge and others fade. By addressing these changes and opportunities, we will enhance our ability to support adults who seek to improve their lives and those of their families to access education and training, thus strengthen the vitality of the communities we live in.

***The Purposes of this Plan***

The Ventura College Foundation (VCF) Six-Year Strategic Plan has specific purposes to ensure that it is a useful tool:

* To be a guidance document that is a living reference for goals, objectives, strategies and activities that the foundation staff and board members and their committees will act upon for the next 6 years.
* To be a reference document that contains information that can be used in VCF literature, donor conversations, promoting partnerships, etc.
* To clarify college and foundation intersections, both similarities and differences, as well as roles and responsibilities that enables effective and efficient collaboration.

***Plan Development***

The VCF Strategic Plan was the created through a collaborative effort of many entities that provided valuable input. The VC Foundation Board of Directors joined the VCF staff to identify the critical purposes of the Plan. Stakeholders from around the region were invited to provide input through a public forum and written surveys. Representatives included students and their families, K-20 educators, large and small businesses, labor, government, donors, partners and VC campus leaders. Their input was reviewed by VCF staff and Pepperdine University undergraduate business students as part of their capstone projects. The full VCF Board reviewed the input and made suggestions for development of the plan. Lead Board Members and their committees evaluated a later plan draft resulting from this input for inclusion in the final plan and committed their efforts to the goals, strategies and outcomes embodied in the plan below. Details regarding this process, including VCF staff and Board members roles and condensed versions of input and the data used, can be found in the Appendices.

***Acknowledgements***

From all who participated in the development of this plan, we want to thank everyone who contributed time, creativity, experience, perspective and most importantly their commitment to supporting the implementation of activities that will help our students and our organization to meet the ambitious goals of this plan.

***VCF looks forward to working with donors and partners from across our region in support of a better future for everyone!***

**VCF Strategic Goals, Objectives, and Key Strategies for 2020-2026**

**GOAL 1:** **EXPAND SUPPORT TO STUDENTS** (Scholarships and Grants Committee)

***OBJECTIVES:***

1. *Increase number and size of scholarships dispersed and student support services received.*
2. *Address current and future needs across the whole spectrum of the student populations*
3. *Make it easier for students to get aid even when going to multiple schools through advocacy across the district to support VC*
4. *Identify and remove barriers for students (textbooks & tools, support food & housing efforts, etc.)*
5. *Focus our funding to address gaps not addressed by other dollars*
6. *Enable more part-time students to move to full-time and/or complete in 6 years*
7. *Collaborate with community entities to expand range of opportunities for students*

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | ObjectiveAddressed |
| --- | --- | --- | --- | --- |
| 1. Coordinate VCF development plan with VC Master Plan to enhance outreach and address support gaps that effect students
 | College Master Plan in place. VCF strategic plan in process. | Create a coordinated VCF programmatic plan updated annually to effectively support students in alignment with VC Master Plan. Set up systems to implement and metrics to gauge effects.  | Implemented coordinated plan and met benchmarks of growth according to plan | B, D, E |
| 1. Learn more about students to determine needs
 | VCF on VC Basic Needs Task Force, VCF in VC Administrative Council meetings and retreats. VCF staff, VC Financial Aid Dir. and Registrar meet quarterly. VCF Staff manages VCF Student Ambassador feedback and outreach.  | * Expand engagement with Student Services Team; student clubs and campus niche programs
* Support VC student advocacy center
 | Adjust VCF student support programs regularly and intentionally to best serve students. Increase applicants to VCF programs and opportunities by 5% year over year. | A, B, D, E |
| 1. Expand Scholarship Programs for Full-Time Students
 | * VC Promise students supported by VCF with grants administered by the college
* Colleges have current policies that are not coordinated
* Chancellor’s cabinet and financial aid directors meet regarding inter-college coordination for students attending at multiple campuses.
 | * Help motivate students to attend VC full-time through fundraising, branding and marketing
* Advocate at the State level for more financial support and reliability of that support
* Establish policy for contingency in case of inconsistent state support.
* Advocate for and develop reciprocity agreements with the other colleges & foundations for financial support for full-time status
 | * More intentional coordination and engagement of the foundations in district-wide efforts to further meet students’ needs across the district
* See increased percentage of full-time students
* Have contingency plan in place for state support fluctuations
 | A, C, D, E, G |
| 1. Redesign Part-time Student Support Program
 | Supported by textbook and scholarship programs | * Identify barriers for students to attend full time and work with college to address.
* Incentivize completion within 4-6 year time frame.
* Market programs to part-time students.
 | Track number of part-time students associated with VCF programs who transition to full-time and/or complete within 6 years. | F |
| 1. Expand the Textbook Lending Library and start a Key Academic Tools Lending Program
 | Textbook semester lending and reserve collections funded by VCF; graphing calculator lending program supported by VC | * Increase the number and type of books and academic tools available on main and east campuses. Work with library to collaborate on student needs and access.
* Expand access to “open sources”
 | Monitor lending library use by students. Target increase of number of students who access these libraries products by 5% year over year | D |
| 1. Increase the number of applicants who receive scholarships
 | Currently supporting 2.3% of students with scholarships. 300 student applicants in 3 of the last 4 years, with one spike of 500, when student ambassador program launched.  | * Increase effectiveness of marketing to students to increased pool and set realistic expectations of the number of scholarships for students available.
* Have bilingual student ambassadors at Marketplace etc.
* Market eligibility for grants, etc., budget realities and support opportunities
* Expand support systems for creating strong applications. (Student government, Ambassadors, tutors, etc.)
* Messaging: Destigmatize support and emphasize benefits
* Implement marketing to parents in their languages.
* Push info to faculty for students, including Career Technical Education (CTE)
* Support VC presenters at high schools and middle schools with VCF info
* Coordinate with VC outreach efforts to “stalled” students – didn't finish FAFSA, HS student who applied for but didn’t get into or didn’t enroll in 4-Yr school)
 | Increase applicant pool by 5% and number and size of scholarships dispersed 5% year over year. | A |
| 1. Expand wrap-around Services Support
 | Current services include VC Pirates Cove, VC Basic Needs Pantry, VC Tutoring, Veterans Resource Center, Educational Assistance Center (EAC), Extended Opportunity Programs & Services (EOPS), VCF Textbook Lending Library (mentioned above) | Work closely with the VC Basic Needs Office and support services to identify how the VCF can aid them in addressing barriers such as housing and food insecurity, childcare and transportation, school supplies, professional clothing closet, more tutoring needed | Implement collaboration plan for increasing stable support for comprehensive wrap-around services that meet students’ need to stay in school. | D |
| 1. Enhance support for campus programs in order to provide students with tools and experiences that wouldn’t have access to otherwise
 | * Developing internships, tool contributions, support for donor-college specified programs (e.g. Schwab music program)
* Works with VC Student Services, ASVC and First-Year Experience in outreach for VCF support opportunities
 | * Create and implement a plan for soliciting community support for program specific tools and experiences for students.
* Initiate innovative educational enhancement grants that aim at enriching student experiences.
* Set targeted goals.
 | * Increase the number of programs on campus actively supported by the foundation
* Educational enhancement grants increased by one new micro-project per year.
* Meet targeted goals set for year 6
 | B, E |
| 1. Expand partnerships
 | VCF/VC expands, enriches or incubates about 2-3 academic programs per year with private community partners who provide tools and internship opportunities | * Expand internship and job shadow development (collaborate with unions, workforce development agencies, etc.)
* Work with campus to identify and refer to resources in community to enhance and expand academic programs
* Support mentorship opportunities
 | Increase public-private engagement across campus. Add 1-2 engaged partners annually. | G |
| 10) Support Student Life Initiatives that Improve the Student Experience | Staff and student ambassadors are tabling at student outreach events to encourage student support applications throughout the fall | * Incorporate activities that are fun and engaging for the student community that lead to more student applications for support, and more student giving.
* Tracking impacts and set targets.
 | 5% increase in applications and student giving year-over-year | B |
| 1. Ensure programs are having impact and that growth in student support is managed well
 | * VCF and VC offices of institutional effectiveness, Financial Aid office, Registrar, work to measure needs and outcomes with data.
* VCF has 1.0 full-time program professional
 | * Evaluate program effectiveness and make adjustments as needed
* Evaluate program mix and balance
* Additional part-time programs professional on staff
 | * Look at “T-Ten Program Business Model” create guidelines and manual for effective campus/private partnerships
* Formalize regular work and coordination with key campus partners (academic and student services)
* Additional part-time programs professional position becomes full-time
 | G |

**GOAL 2:** **GROW REVENUE and ENSURE SUSTAINABLE FINANCIAL STRUCTURE** (Program Sustainability, Investment and Marketplace Committees)

***OBJECTIVES:***

1. *Increase amount of revenue available to support student success*
2. *Maintain on-going financial commitments and direct marketing efforts*
3. *Add giving populations: Alumni Giving, Parent Giving, and Student Giving.*
4. *Add additional Specific Campus Program and Services Support*
5. *Balance revenue and expenses in order to meet activity goal*
6. *Increase Marketplace revenue on Saturdays and maintain revenue on Sundays*
7. *Expand ongoing internal partnerships between VCF staff and campus partners (administration, faculty, classified professionals, counseling, financial aid, registrar, tutoring, library, basic needs).*
8. *Expand ongoing external partnerships between VCF staff, campus partners and community partners*

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | ObjectiveAddressed |
| --- | --- | --- | --- | --- |
| 1) Coordinate revenue generation to support students with the goals and priorities of the college. | * Executive Director reports to college president on a daily basis, sits on VC Administrative Council, briefs VC Executive Committee bi-monthly.
* VCF staff coordinates efforts to varying degrees with Financial Aid Director, Registrar, VC Outreach Team, Career Education Deans, Athletic, Pirates Cove, VC Basic Needs Pantry, VC Tutoring, Veterans Resource Center, Educational Assistance Center (EAC), Extended Opportunity Programs & Services (EOPS).
 | * Create a coordinated VCF development plan updated annually to effectively support students in alignment with VC Master Plan. Set up systems for interdepartmental communication, strategies to implement plan, and metrics to gauge effects.
* Identifying specific fundraising with sponsors to address student’s barriers (parking, etc.)

  | * Standardize expanded annual meeting schedule with key VC departments, committees and the district entities to better coordinate annual funding priorities to best support students.
* Funding and implementing new student support programs.
 | G |
| 2) Increase the number and size of scholarships | Currently, approximately 300 scholarships totaling $600,000 distributed to students annually.  | * Expand donor networks to raise more money.
* Enhance donation management process to include analytics so that next-best prospects data can be mined and used by development staff and Board.
* Maintaining responsive and enhanced return on investment policy as needed to protect the value of the donors’ investments and enable growth.
* Targeted growth will be determined through capital campaign feasibility study.
 | * Meeting targeted goals established in year three.
* Successful capital campaign on track for completion.
* Successful adjustments made to investment policies, strategies and decisions in response to market changes.
 | A |
| 3) Use online media to increase public information to community about giving opportunities | * Redesigned website and platform to enable expansion of social media marketing
* PR and marketing specialists on retainer
* Coordinated PR and marketing efforts with college and district.
* Branding effectively coordinated across all platforms and marketing and direct marketing vehicles.
* Marketing targets current donors, community partners and their Facebook communities.
 | * Implemented protocol for coordinated, consistent work with college and district PIOs and marketing teams
* Use tracking information to expand to more platforms for broader access.
* Keep pace with multiple media marketing and direct marketing platforms changes in order to incorporate in action plans.
* Implement an expanded plan to reach businesses, alumni, parents and more community partners, additionally to donors and their communities.
 | Expanded to multiple emerging platforms and track increase media activity.Expanded targeted populations to be impacted by marketing efforts to alumni, parents, students, businesses and other community partners by 5% year over year. | H |
| 4) Create a culture of giving among current students  | Some VCF Student Ambassadors and scholarship recipients are individually inspired to give without any VCF solicitation program. | * Begin student giving campaign through partnership with ASVC and VCF Student Ambassadors to establish the habit of donating to VCF
* Establish metrics to measure results
 | Annual student giving campaigns with annual 5% increase in donors established. | C |
| 5) Expand fundraising, structure staffing and utilize board to maximize capacity | * VCF is growing in its services to campus and the number of donations processed
* 30% of the board members, 15% of the Executive Director’s time, and 1.5 full-time equivalent staff are engaged in major gift solicitation.
* VCF actively supports corporate partnerships with 4-7 campus programs annually and the number is growing with our successes.
* Unrestricted funding is 9% of funds raised annually.
* Marketplace revenue pays for 51% of all VCF expenses to run all student support programs and required organization operations.
* Staff maintain light focus on planned giving.
* VC Foundation board and college leadership bring partnership donor opportunities to VCF
* Employee giving campaigns are growing 5% annually
* Targeted donor marketing efforts excludes alumni, students and parents due to limited staff time and resources.
 | * Expand executive director’s time to engage in major gift fundraising to at least 30% by shifting administrative duties of executive director to an executive assistant
* Expand prospect management and donor research by expanding database specialist position to full-time
* Initiate Alumni engagement through a website interface for individual alumni engagement
* Expand fundraising structure to take advantage of campus program partnership opportunities
* Developed plans to expand planned giving, multi-year giving and board giving
* Unrestricted fund plan increased by 5% from year 1.
* Utilize increased board engagement to introduce partners and donors to VCF
* Textbook lending is fully supported by philanthropic dollars.
* Set targets for year 6 based on year 3 statistics.
 | * Annual goals met with a 5% increase year over year for items in 3-year indicators.
* Four new campus program partnerships developed (e.g. athletics, sciences, veterinary tech, etc.)
* Marketplace revenue used to pay expenses for required operations of VCF and provide resources to incubate new efforts.
* All student support operations fully funded by philanthropic resources.
 | A, E |
| 6) Use anniversary and other special events to expand and cultivate donors ensuring that activities and themes align with mission and strategic plan | * Executive director is a member of the 95th anniversary celebration committee
* Part-time events specialist is in place
* Currently do tours, awards events, donor sponsored events, donor recognition events.
* Events are sponsored supported.
* Four high touch, highly choreographed scholarship award events produced annually.
 | * Partner with Campus 95th anniversary events to improve campus, community and alumni engagement through business, corporate, and citizen sponsorship
* Maintain/grow events list that is aligned with goals of VCF strategic plan
* Event specialist becomes full-time
* Sponsors identified for all events (self-sustaining).
* Carry out routine evaluation of events for continuous improvement
* Maintain high quality, high touch award event(s) to steward present and future donors. Establish and track impact metrics.
 | * Partner with Campus 100th anniversary events to improve campus, community and alumni engagement through business, corporate, and citizen sponsorship
* Additional events are sponsor supported and aligned with mission and VCF strategic plan.
* Steward future alumni support; steward donor engagement; celebrate student success with increase number of scholarship recipients through awarding event(s).
* Events designed in accordance with indicated impacts.
 | E, G, H |
| 7) Launch Capital Campaign in concert with VCF 40th anniversary | * Proposal for a feasibility study for a campaign is being developed for consideration and approval.
* VCF 40th anniversary celebration activities being identified.
 | * Possible campaign and 40th anniversary event structures are approved, sponsors identified, and VCF capacity to carry out events established.
* Staffing changes according to feasibility study
* Targets and goals established and tracked.
 | * Public phase of capital campaign in full swing. Milestones monitored for progress.
* 40th Anniversary of VCF is celebrated and leveraged for capital campaign.
 | A, E, G, H |
| 8) Marketplace Revenue -- Expanded on Saturdays and Sustained on Sundays | * Currently, Sundays are sold out with large customer base
* Saturday vendor base is below capacity.
* Costs to run MP are increasing.
* Current MP Staff is concentrated on operations. Do not have adequate vendor recruitment or marketing capacity.
 | * Maintain Sunday revenue
* Part-time vendor recruitment and stewardship position filled
* Institute targeted marketing strategy to target new vendors
* Part-time weekend operations staff is added to team to support to vendors
 | * MP is at targeted capacity on Saturdays with 35 additional vendors.
* Sundays remain at full capacity.
 | A, F |
| 9) Create short- and long-term plans for revenue and expense structures including a process for facilitating district-wide gifts  | * Marketplace revenue fulfills 50% of budgeted expenses. This is a vulnerable revenue source due to decisions made outside of the control of VCF such as weather and changing district priorities
* 50% of VCF revenue comes from donors, investment earnings and administration fees, which are more stable forms of revenue
* 80% of donations come from individuals while 20% come from companies and foundations. This aligns with national trends, thus our fundraising sources are optimized currently.
* VCF is uniquely positioned to facilitate district-wide donations
 | * Maintain balance in fundraising sources that align with Giving USA reporting to maintain maximum efficiency. Ensure that we are within 5% of national percentages.
* Set fundraising targets for VCF programs
* Successful capital campaign is on track to establish new donation habits.
* Establish an agreement with the district regarding the facilitation of district-wide gifts.
 | * Revenue increased to targets by attracting new donors and establishing new donation habits.
* Revenue increased through district-wide donations.
* Increase fundraising for VCF programs
 | A, H |
| 10) Evaluate return on investment of Foundation activities | Cost per dollar raised is just under $0.20, which is low according to industry standards.  | * Create a business plan(s) in order to identify strategic investments for long-term revenue growth and improved services to students, and track targeted goals.
* Evaluate the cost per dollar raised, especially relative to investments in growth
 | Meet expected targets and outcomes for returns on investments made. | A, E |

**GOAL 3: ENHANCE PROFILE OF COLLEGE AND FOUNDATION AS VITAL PARTNER IN COMMUNITY** (Personnel, Nominating, Program Sustainability Committees, VC and VCCCD administration)

***OBJECTIVES:***

* 1. *Highlight the impact of community support on student accomplishments that provide clear benefits for Ventura County*
	2. *Increase communication with past, current, future students and their families*
	3. *Engage community donors in stories of support for student success*
	4. *Engage VCF board members as spokespeople for VCF accomplishments and goals*
	5. *Work with businesses and organizations to incorporate their support for VC students as part of their identities.*
	6. *Collaborate with government entities to enhance messaging in support of students and campus programs*

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | ObjectiveAddressed |
| --- | --- | --- | --- | --- |
| 1) Expand marketing and branding capacity to engage broader community | * VCF has a brand with a focus on VC Promise, textbook lending and scholarships.
* Branding standards in place
* Marketing budget funded yearly
* Marketing specialist on retainer
* Marketing coordinated with college and district
* Some metrics used and reported
 | * Define and refine our VCF profile and branding, remembering to be bright, pithy and fun
* Identify new and sustain current target populations
* Incorporate branding in all information campaigns
* Establish impact metrics and track.
 | * Evaluate impact of branding and marketing strategies for ongoing improvement.
* Ensure that alumni and friends programs are active and responsive
* Establish programs tailored to new target populations.
 | A, B, C |
| 2) Raise awareness about the college and the foundation in the community | * + Direct and social media marketing, public relations and some media strategies in place.
	+ Board and staff facilitating business partners with campus programs.
	+ Student speakers at most VCF tours, large meetings, and events.
 | * + Increase communication with students, alumni and their families about VC and VCF through information campaigns (direct and social media marketing, public relations, media, alumni engagement activities, etc.)
	+ Invite businesses and organizations to be “pirate supporters” and provide messaging materials.
	+ Expand outreach to government and non-government organizations for shared messaging opportunities (Unified School Districts, Boys and Girls Club, social and arts groups, etc.)
	+ Expand VCF speaker services for campus and community events (support through a “speakers bureau”)
	+ Set targets for activities and metrics to gauge impacts.
 | * + Review and evaluate the impacts of activities regarding targets and metrics
 | A, B, C, E, F |
| 3) Ensure a dynamic and diverse board membership who engage in elevating the VCF profile in the community | * Established representation from educators, donors, Ventura Rotary, Ventura Yacht Club, banking, retired population, community college alumni, business community, attorneys, VC administrators, faculty, women and men
* Monthly campus tours to educate community members about VC and VCF
 | * Expand objectives for board recruitment to include Hispanic, Santa Clarita Valley communities, City of Oxnard, Chambers of Commerce leadership, and elected officials as well as representation for millennials (both students and non-students) and students of any age.
* Use Board member and other networks to expand VFC networks
* Provide messaging support for board members as they prepare for community communications.
* Expanding the number and types of events used to educate community members about VC and VCF
 | * Broad representation of constituencies on the Board
* Board members carrying out VCF messaging in the community.
* Increased number of community members engaged in campus activities.
 | A, D |

**GOAL 4: IMPROVE INFORMATION MANAGEMENT AND COMMUNICATION BETWEEN COLLEGE AND FOUNDATION** (Audit Committee, VC and VCF leadership)

***OBJECTIVES:***

* 1. *Ensure clarity and reconciliation of policies and processes between college and foundation*
	2. *Find ways to further support each other to effectively and efficiently to meet college and foundations goals*
	3. *Clarify roles and responsibilities between foundation and college staff to ensure that policies and procedures are followed.*
	4. *Ensure that all employees take the necessary trainings that enable the college and foundation to work together smoothly*

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | ObjectiveAddressed |
| --- | --- | --- | --- | --- |
| 1) Review interface with college and foundation leadership to clarify collaboration points | * Differing views between staff about what the foundation and college relationship is, and how to cooperate.
* MOU outlines relationship adequately but does not seem to have impacted all process interactions.
* Despite good communication and collaboration in some areas, there are still Information and communication gaps that hamper foundation operations.
 | * Initiate plan to improve enforcement of MOU and college policies, to include clarifying communication strategies and follow up.
* Clarify roles and responsibilities for implementation.
* Clarify relationships with government agencies
* Set evaluation process and continuous improvement strategies.
 | Clear and efficient collaboration between college and foundation. | A, B, C |
| 2) Work together to ensure that legal, industry and ethical standards are met.  | * Much is done to ensure these issues are addressed, but there are some areas in the interface between college and foundation that need improvement.
* Audited statements, tax filings, governing documents and some policy statements on website to meet transparency standards.
 | * Identify and address areas of discrepancy and plan intervention, including training if needed.
* Coordinate sensitive aspects of fundraising, donor interface incl. tax info processing, database, accounting system, etc.
 | Audits show that all standards are met.  | A, B, D |
| 3)Further integrate student support programs with financial aid, outreach and other campus offices  | Ongoing meetings with several college departments to coordinate on communication with students and on fundraising.  | * Agreement on communication principles.
* Clarified roles and responsibilities for developing and implementing coordinated communication plan.
 | Communication principles carried out and coordination processes clear and implemented.  | A, B, C |

**GOAL 5: ENSURE A SUSTAINABLE OPERATIONAL STRUCTURE** (Personnel, Finance, Audit, Nominating and Governance, and By-Laws Committees)

***OBJECTIVES:***

* 1. *As the college grows and student needs grow, the Ventura College Foundation adapts to address changing priorities.*
	2. *Support board member recruitment, mentorship and promote robust participation.*
	3. *Make sure there is an adequate number of Foundation staff with the requisite skills and support to cover the functions needed for plan success.*
	4. *Make sure that the Foundations have adequate systems to carry out their functions successfully.*

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | ObjectiveAddressed |
| --- | --- | --- | --- | --- |
| 1) Recruit and engage a diverse range of board members who reflect our community and are passionate about our mission. | * Board members passionately support of our mission. Low level of turn over.
* Community representation:
	+ Balance of men and women
	+ Many with experience of community college from different perspectives
	+ One student from ASB
	+ About 29% are retired
	+ 20% are people of color
	+ Perspectives including business, finance, law, government, health, science, philanthropy
 | * Recruit board members with the talents and interests that the Foundation needs to meet its goals.
* Engage full board in 1-2 committees each, especially fundraising
* Support board members with mentors and information necessary to carry out their roles, including Board Handbook, etc.
* Establish ad hoc committees for special projects, such as a capital campaign committee, and ensure membership whose engagement can carry out the project.
* Nominating Committee establishes recruiting guidelines to engage leaders in key populations
 | * Broad community representation on the Board with passionate engagement.
* Board membership has an appropriate mix of skills and interests that match Foundation needs and goals.
* Increase number of board members who are engaged in fund raising.
* Special projects campaign on track (e.g. Capital Campaign)
 | A, B |
| 2) Ensure that Adequate Staff Resources Exist to support growth and campaigns  | See staff organizational chart in the Appendix --.Summary of current staffing:* 6 full-time Foundation professionals who facilitate fundraising, planned giving outreach, marketing, scholarship and grants distribution, student outreach, operations, and finance
* 3 part-time professionals in the VCF main office (CPA, donor database specialist, events specialist)
* 4 contractors on retainer to support human resources, marketing, public relations, grant writing
* Marketplace staff: 1- full time supervisor and 12 part-time professionals
 | * Staffing changes made according to campaign feasibility study
* Continuously evaluate staffing functions and needs and adjust staffing to manage growth appropriately and effectively.
 | * Continuous evaluation of staffing indicates that it is appropriate in number and skills to carry out Foundation functions successfully.
* Limited to very-low turnover.
* Only high quality staff hired.
 | C |
| 3) Update and align systems (processes and technical) according to industry “best practices” recommendations to address Foundation goals.  | * VCF actively engages in industry associations and organizations that educate its members on best practices including:
	+ Council for the Advancement and Support of Education (CASE)
	+ Association of Fundraising Professionals (AFP)
	+ Center for Non-Profit Leadership
	+ Network of California Community College Foundations
* Staff are encouraged to be active volunteers with other non-profits, board service is possible to network and identify trends.
* Current staff have a breadth of external experience that informs improvements of systems.
* Finances and reports are aligned with GAAP accounting standards
* Employ or contract with a licensed CPA specialized in non-profit accounting
* VCF Operations align with MOU with VCCCD
 | * Evaluate systems to ensure continuous improvement.
* Increase engagement with networks of excellence both informally and formally to stay abreast of useful innovations.
 | Systems meet the needs of the Foundation efficiently and effectively. | D |

**APPENDICES:**

* Community info
	+ Add State of the Region Report Info
* Student data
	+ VC and VCF Strategic Community Forum PPT
	+ Others
* Strategic Plan Development
	+ Timeline
	+ Phase in description and graphic
	+ List of VCF executive committee members and Strategic Plan committee and writing team
	+ Input submitted (edited and condensed)
		- Community Forum stakeholder participation list
		- Selected Pepperdine Student Report
		- Board Committees and associated goal areas
	+ Research/evidence resources used
		- (Giving USA 2018 YE aggregate data)
* Foundation information
	+ Staff org chart
	+ Staffing “best practices” by like organizations
	+ Current VCF Programs Update April 2019 – June 2019)
	+ Year-end numbers and program names in the 3 buckets (access, support, launch), Parallel with Goal 1, A-F
	+ Cost to raise a dollar (TBD insert FY2018-19 Audited numbers)
	+ Foundation competitive analysis
	+ State/federal impact outlook
	+ Unrestricted vs. Restricted -- 3-Year View VCF Gift Report