

**SPRINGFIELD TECHNICAL COMMUNITY COLLEGE FOUNDATION**

**STRATEGIC PLAN**

**FY10 - FY12**

**Committee members, Geoff Little, Maureen Hayes and Jay Nesbitt**

## **MISSION STATEMENT**

The mission of the Springfield Technical Community College Foundation [a 501(c)(3) organization] is to help Springfield Technical Community College meet its goals and commitment to provide superior educational opportunities in the community. The Foundation will accomplish its mission through fundraising, promoting the College as a community resource, and by securing and managing private resources, planned gifts, and donations to support special projects.

## **STRATEGY**

To accomplish its mission, the Springfield Technical Community College Foundation will cultivate friends of the College, raise funds, offer scholarships and manage the funds raised for the College.

## Objective #1: Improve Foundation Board organization and effectiveness

Strategy	Action Step
Establish an audit committee to: <ul style="list-style-type: none"> <li>• Monitor the financial reporting process</li> <li>• Oversee the internal controls system</li> <li>• Oversee the internal audit and independent public accounting functions</li> <li>• Report findings to the Foundation Board</li> </ul>	<ol style="list-style-type: none"> <li>1. Draft Committee responsibilities</li> <li>2. Recruit two Foundation Board members and a CPA from outside the Board to serve on the committee</li> <li>3. Have Foundation auditors meet with Committee to review audit process, audit issues, and committee member responsibilities</li> </ol>
Identify and install a tracking system for endowed scholarships, scholarship awards and account balances.	<ol style="list-style-type: none"> <li>1. Investigate and identify possible systems</li> <li>2. Seek a recommendation from Foundation accountants</li> <li>3. Install and activate a system</li> </ol>
Implement a system of communication and coordination with the alumni association to maximize benefits to STCC, while minimizing overlaps and possible conflicts.	<ol style="list-style-type: none"> <li>1. Identify a member of the Foundation Board to serve as liaison and attend Alumni Board meetings</li> <li>2. Establish reporting mechanisms</li> <li>3. Establish response mechanism when opportunity or conflict is identified</li> </ol>

<b>Strategy</b>	<b>Action Step</b>
Establish a mechanism to ensure regular communication between the Presidents of the College Trustees, Foundation Board, STCCAC Board and the College president.	1. Establish quarterly meetings between the three Board Presidents and the College President
Provide process for Foundation Board members to make suggestions to the College President about College operations.	1. Work with the President's Office to develop a mechanism for delivery of suggestions, and response by College president (type of response, timeframe for response)
Re-establish a Budget/Finance committee consistent with the Foundation By-Laws	<ol style="list-style-type: none"> <li>1. Review and propose changes to by-laws to clarify structure and roles</li> <li>2. Recruit Board members to serve on Budget/Finance Committee</li> <li>3. Put Investment Committee and Audit Committee under Budget/Finance Committee</li> </ol>

## Objective #2: Optimize board member participation

Strategy	Action Step
Recruit diverse Board members with skill sets matching identified needs of the Foundation/College.	<ol style="list-style-type: none"> <li>1. Establish a Board development plan</li> <li>2. Identify current skill sets lacking from Board makeup</li> <li>3. Develop a plan for recruiting Board members</li> </ol>
Help all Board members to become more knowledgeable about the College's academic programs, student body, economic and workforce development programs.	<ol style="list-style-type: none"> <li>1. Feature a speaker from the College at each Board meeting to make a presentation on his/her area of expertise</li> </ol>
Prepare and encourage all Board members to act as the eyes and ears of STCC in the community, and report back suggested ways for STCC to perform better.	<ol style="list-style-type: none"> <li>1. Develop and deliver a workshop to Board Members detailing the types of issues and activities that are of interest to the College</li> <li>2. Keep Board members informed about STCC programs, initiatives and issues</li> </ol>
Increase the level of Board participation in fundraising process and activities.	<ol style="list-style-type: none"> <li>1. Assign each Board member a goal</li> <li>2. Assign each Board member donor accounts for development of a strong relationship with STCC</li> </ol>

### Objective #3: Improve and expand campaign fundraising

Strategy	Action Step
Maintain and expand current core fundraising activities.	<ol style="list-style-type: none"> <li>1. Review each current activity to determine strengths and weaknesses.</li> <li>2. Develop a plan for each to leverage the strengths and address the weaknesses.</li> <li>3. Tie each fundraiser to a College goal or objective</li> </ol>
Identify specific incentive grant donation opportunities.	<ol style="list-style-type: none"> <li>1. Identify specific companies or individuals with matching interests</li> <li>2. Develop a gift proposal supported by compelling reasons</li> </ol>
Identify and develop new fundraising activities for the Foundation.	<ol style="list-style-type: none"> <li>1. Solicit ideas from Board members based on their experiences with other boards</li> <li>2. Conduct research to identify other successful fundraising models that could be utilized by the Foundation</li> </ol>
Establish a designated fund to upgrade, on a regular basis, computers, software and campus-wide networking technologies.	<ol style="list-style-type: none"> <li>1. Identify hardware, software and other systems currently in place</li> <li>2. Create a replacement schedule</li> <li>3. Identify the cost</li> <li>4. Conduct research to identify sources for a designated fund</li> </ol>
Strategy	Action Step

<p>Create regular opportunities for College to thank contributors for past support, and update them on STCC activities and successes.</p>	<ol style="list-style-type: none"> <li>1. Ensure that Foundation Board members reach out to assigned donor accounts on a regular basis other than asking for money</li> <li>2. Develop a list of ways to make contact to update donors on how their donations were spent, how they have supported the success of STCC and its students</li> </ol>
<p>Better engage the STCC Program Advisory Committee members as potential Foundation contributors to STCC.</p>	<ol style="list-style-type: none"> <li>1. Review and assess the list of Advisory Committee members for past history</li> <li>2. Identify members whose companies have been contributors</li> <li>3. Solicit contributions from individual committee members and/or their respective firms, as appropriate</li> </ol>

**Objective #4: Continue to make strategic investments for the benefit of STCC**

Strategy	Action Step
Creatively and prudently use Foundation assets more directly in the immediate neighborhood.	<ol style="list-style-type: none"> <li>1. Establish the College as a partner in neighborhood improvement and revitalization efforts</li> <li>2. Create a more attractive, safe and welcoming environment at all campus access points</li> <li>3. Promote partnerships with neighborhood</li> <li>4. Utilize Foundation money, faculty and other resources to leverage activities outside of campus that will support STCC goals (eg. Earth Day, Clean-up Spfld neighborhood clean-up)</li> </ol>
Continue to investigate opportunities to acquire available properties that will address College needs and programs, including student parking resources.	<ol style="list-style-type: none"> <li>1. Meet with College facilities staff on an ongoing basis to review needs</li> <li>2. Monitor the availability of properties adjacent to the campus that might support College programs</li> </ol>

## Objective #5: Emphasize College accomplishments

Strategy	Action Step
Implement an annual marketing plan that educates and excites the community to support the College and Foundation mission and goals.	<ol style="list-style-type: none"> <li>1. Conduct a series of friend raising events to bring new people to the College expanding on current activities</li> <li>2. Bring community leaders to STCC</li> <li>3. Establish speaker resources for Community functions - NEW</li> <li>4. Identify places for President and others to speak about STCC to groups and organizations - NEW</li> <li>5. Develop presentation materials to ensure quality and consistency of message - NEW</li> <li>6. Organize meetings on a regular basis for the Foundation Marketing Committee with the STCC Public Relations and STCC Marketing departments - NEW</li> </ol>
Organize Foundation Board and individual Board members to serve as advocates for the College on both local and state level.	<ol style="list-style-type: none"> <li>1. Educate Board members on how to advocate on behalf of the College, publicly, privately, and appropriately</li> <li>2. Organize efforts on a year-round basis to contact public officials on behalf of the College</li> <li>3. Advocate on behalf of the College to local and state elected and public officials in support of increased community funding</li> <li>4. Develop and implement a consistent and strong effort to communicate with public officials to maximize STCC's state funding opportunities</li> <li>5. Host legislative events on campus</li> </ol>
Strategy	Action Step
Promote the College's role as a leader in region's workforce development efforts.	<ol style="list-style-type: none"> <li>1. Work with the College and create a strong marketing and public</li> </ol>

	relations effort
Support and extend general public relations efforts of school.	1. Work with College PR department

## Objective #6 Improve donor prospect list

Strategy	Action Step
Continually evaluate, expand and update the Foundation's friend raising or fundraising database.	<ol style="list-style-type: none"> <li>1. Establish year-round donor/prospect list continuously adding and deleting names based on most current information</li> <li>2. Integrate the alumni database into the core database to identify and resolve possible conflicts</li> </ol>
Expand donor list to include all contacts in business outreach initiatives.	<ol style="list-style-type: none"> <li>1. Proactively reach out to area businesses to identify their issues and develop responses</li> </ol>

## Objective #7 Promote Planned Giving to STCC

Strategy	Action Plan
Evaluate and modify the planned giving program for all STCC alumni and friends of the College.	<ol style="list-style-type: none"> <li>1. Recruit a Planned Giving Committee</li> <li>2. Develop a plan of action</li> </ol>
Identify prospects	<ol style="list-style-type: none"> <li>1. Develop a prospect list</li> </ol>
Hold a planned giving event, and invite the College's best friends and alums.	<ol style="list-style-type: none"> <li>1. Create a planned giving event, publicize the event and develop a plan of action</li> </ol>
Expand types of charitable contributions sought and accepted.	<ol style="list-style-type: none"> <li>1. Pursue prospecting by Planned Giving Committee</li> </ol>