Oxnard College Foundation Strategic Plan 2005-2010

Oxnard College Foundation

Oxnard College Foundation's Strategic Plan 2004-2005 Executive Summary

The Strategic Plan for the Oxnard College Foundation reflects the foundation's Strength! Weakness! Opportunity! Threat! (SWOT) and then focuses on the areas of opportunities to improve and evolve. We as a foundation are committed to systematically addressing our overall effectiveness continually. This document serves as the blueprint for our foundation over the next five years and especially the years 2004 and 2005.

The critical issues are as follows:

1. Increase creditability of our image in the community and on campus
2. Maintain fiscal integrity
3. Continue fundraising for our different campaigns
4. Continue building the board of directors and educate and inform them of goals and responsibilities.
5. Continue to define the objectives of all acting committees

The foundation's commitment is to increase visibility and credibility of the Oxnard College Foundation. In order to succeed, the above five critical issues must be addressed by the executive committee, board of directors, college and foundation staff, and student representatives.

The plan calls for a solid fiscal foundation, governed by dedicated and talented board members in order to improve the foundation's image in the community and campus, raise funds for scholarships and to assist college goals; and to continue to evaluate and improve all activities governed by the foundation board.

Oxnard College Foundation
Strategic Plan

VISION:

To create a foundation that continues to meet the challenge and to be a role model for all foundations.

GUIDING PRINCIPLES:

- *To continue to build a strong legacy fund and endowment to support scholarships is our number one priority;*
- *To support Oxnard College and college projects;*
- *To create a foundation which is responsible to the college and community;*
- *To create a foundation that is fiscally sound;*
- *To create fundraising possibilities in all areas of the communities touched by the foundation;*
- *To keep only responsible, loyal and well qualified board members as part of our team;*
- *To support the college and foundation staff in order to keep our projects and activities strong;*
- *To begin an investment strategy and a planned giving strategy.*

MISSION STATEMENT:

The mission statement of The Oxnard College Foundation is to provide support for campus development, student scholarships, educational programs, and other college needs in order to promote the progressive and continuing advancement of Oxnard College; to further educational excellence and to enable the college to serve as an exemplary culturally diverse community resource.

CRITICAL ISSUES:

1. Increase creditability of our image in the community and on campus;
2. Maintain fiscal integrity;
3. Continue fundraising for the Endowment, Operating (general) and Capital Campaign;
4. Continue building the board of directors and advisory board and to continue educating and informing the boards of goals and responsibilities;
5. Continue to define the objectives of all acting committees and ad-hoc committees and to monitor their outcomes.

Strengths:

- Having recruited an Executive Committee and Board of Directors who are dedicated and loyal to the college, students and the foundation's mission;
- Having recruited people to the board who have the experience, education and respect of the community to be able to fulfill our foundation mission and to guide us legally, ethically and prudently;
- Having established a Community Market at Oxnard College that will support the foundations operating expenses and will create a strong endowment the remainder of the profits;
- Having created a successful Adopt-A-Computer program to help needy students;
- Having created an annual "Heart of Gold" award to promote collegiality and kindness on the campus;
- Having established and continuing to establish scholarships for our students;
- Having established an endowment fund;
- Having hired staff members to support the board, the president and the college.
- Having developed a web site for our foundation.

Weakness:

- Beginning to reshape our image as a foundation and college in the community;
- Having the need to become more credible and in service to the college, mission statement, staff and students;
- Having a need for more staff in the area of fund raising;
- Having a need of a software package;
- Having a need for more influential givers on our board.

Opportunities:

- Having the opportunity to do better fundraising in the area of Planned Giving;
- Having the opportunity to use technology to sharpen our tracking of donors and accounting; and to link with other websites;
- Taking the opportunity to raise more funds this year for our endowment match 2:1.
- Having the opportunity to complete a Title V, $500,000 endowment by 2005;
- Having a successful Campus Beautification Program, to include tree dedications;

Threats:

- Not overcoming some of the negative images of the past;
- Not getting a buy-in from a majority of college staff;
- Not creating a credible enough story to raise funds for scholarships and the Endowment fund;
- Not being able to carry through our mission with the amount of foundation staff we have;
- Not able to have a scholarship program and staff to do an exemplary job;
- Not able to oversee all entities using our foundation's name.

Goals

Our core business is to provide support and fundraising for the college, students and staff needs.

Board: Executive Committee

- To provide leadership to the foundation's mission statement;
- To provide policy, direction, and fundraising strategies to meet our endowment, operating (general), and capital campaign goals.

Board: Board of Directors

- To oversee Oxnard College Foundation Scholarship;
- To attract and keep the right "fit" and mix of board members;
- To oversee and provide stable, fiscal stewardship of our foundation's budget, and our 501C(3) non-profit responsibilities;
- To look for more resources to hire more staff in the area of fund development and Planned Giving;
- To provide a well thought out plan to reach our endowment, general, and capital campaign;
- To provide and support a good public relations effort by marketing the campaign, endowment and the Community Market at Oxnard College.

Foundation Staff:

- To oversee the creation of all the brochures: Oxnard College Foundation brochure, Title V Endowment, Staff Salary Deduction, and Community Market at Oxnard College.
- To oversee and assist with foundation activities:
- To oversee and assist in fundraising: Community Market at Oxnard College, Title V Endowment funds, M.O.V.E. Golf Tournament, Planned Giving, Scholarships, Staff Salary Deductions;
- To oversee and assist in foundation projects: Community Market at Oxnard College, Adopt-A-Computer Program, Scholarships and "Heart of Gold" Award.

Oxnard College Foundation

Board Member Expectations and Responsibilities

Our continued success depends on the personal commitment and active involvement of a select group of elected individuals, who embrace the privilege to serve and the responsibility to lead. Board members are expected to be zealous advocates on our behalf, enthusiastic communicators of our mission and vision, and to play an integral role in our leadership development and fundraising activities.

ADVOCACY AND PERSONAL INVOLVEMENT

Be well informed to convey our mission
and strategies, policies, programs, strengths, and needs.

Board Meeting Attendance
Attend a minimum of four of the six board meetings annually.

Committee Participation
Actively participate and be
willing to chair or co-chair one committee.

LEADERSHIP DEVELOPMENT

Leadership Appointments
Make one major gift appointment annually.
(Yourself or someone else)

Board Recruitment
Identify strong candidates for the board.

Self-Assessment
Participate annually in our strategic plan.

FINANCIAL EXPECTATIONS

Annual Support
Make a personal leadership gift in order to establish meaningful giving levels.

A financial gift is expected,
and appreciated.

Endowment Gift
Aspire to make a planned gift, i.e. bequest, life insurance policy, charitable trust, etc.