Oxnard College Foundation August 19, 2023

PRACTICAL VISION EXERCISE

Strengthen Revenue Sources	Direct Student Support	Image, Marketing & Outreach	Student Success Metrics	Board Development			
OCF endowment is doubled Revenue sources are diversified OCF doubles the donor base by 50% Successful Giving Day at Oxnard College Private Foundation grant writer secured $5M Capital Campaign a Success! Community marketplace grows 4 OCF full-time staff in place	OCF supports strong, winning Athletic programs New High School has been built on campus with OCF support OCF & OC a model collaborative for Pathways to Employment OC first college in state to launch Zero Cost education Donor support is aligned with OC growth priorities OCF scholarship program a model statewide	An outstanding web presence Radio & internet marketing Strong alumni and donor network raising $15M/year Alumni & community member mixers 4x per year Industry recognized ROI vis sponsorship to workforce growth StoryCorps for & about OC students 10 board members find 5 alumni to launch scholarship Engage donors via	OC is a place you can turn your life around! Foundation $ to students = 25% increase in completion rate Positively impacted students and their families Increase in diverse student population Grad rate increases to 96% No Student Left Behind Baseline student and program needs are well understood	A community support board is in place Board members serve as positive ambassadors for OC A strong, independent Foundation			

Develop a staff team focused on achieving the strategic goals	Substantial increase in scholarship applications Annual scholarship lunch or dinner OCF offers $1M in annual scholarship support Seek to triple our assets Implement a legacy society to attracted deferred gifts Promote the creation of named endowment funds	social media storytelling Recognition by African American celebrity for work with People of Color OC nominated for short story film award Community understands OC mission & benefits it offers Expanded marketing efforts are evident in the community					

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UNDERLYING CONTRADICTIONS EXERCISE

Board Priorities	Alumni Engagement	Strengthening Resources	Measuring Success	Not Named		
No clear processes for board development Board members unclear of their function/roles Education focused vs. business focused emphasis on board (pendulum) Us vs. them rhetoric still exists Succession planning process needed for the board. No board orientation for new members Board not following policies and requirements Goal: board gives time & direction;	Not getting records from district for former students Myth: students will misuse the money Unrealistic goals $/or Unrealistic timing for goals Alumni identification, engagement and development not done Limited staff and board dedicated to alumni relations	No full-time grant writer on staff New wine cannot be stored in old wine skins = Need for organizational paradigm shift Not determining what "direct" support needs to be Dependence upon one or few revenue streams Oxnard College stigma – not viewed districtwide on same level as VC and Moorpark Marketing, outreach & retention need attention Too few staff to	Foundation metrics not linked to Foundation goals No concrete process to measure student success efforts No data management system to identify potential donors Few supporting technologies No Foundation "dashboard" with metrics Wrong focus on what success metric means No agreement on what metrics to collect (so none are collected) Not getting enough	Leadership changes at OC impede progress for Foundation Financial & operational collaboration between board and college Poor image within campus, district, and community		

staff fundraises Conflicting board priorities Relevance of Foundation should match the quality of our work Poor board committee activation Low board participation at Foundation and College events		organize and coordinate campaigns No adoption of a marketing or outreach program Unsure of what the Foundation is raising funds for Limitation on net proceeds of donated funds going toward students Minimal, consistent student connection = no stories to share No dedicated resources for marketing & branding Perception as stepchild – outreach to business Racial & Educ. Inequalities in curriculum, athletics, facilities, resources	data now			

Competition for Resources

Policies & Procedures

Attitudes & Priorities

Visibility in the Market

Human Resources