

## STRATEGIC PLAN 2024-2030



**APPROVED: June 12, 2024**

BOARD OF DIRECTORS 2024

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2024-25	<p><b>1.1</b> Maximize scholarship awards through Foundant platform; increase annually.</p> <p><b>1.2</b> Goldman Sachs to maximum growth; increase annually.</p> <p><b>1.3.a.</b> Executive Committee to develop distribution process and procedures, both fiscal and request.</p> <p><b>1.4</b> Strategize for increased faculty and staff investment in employee, annual and major giving campaigns. Cultivation and professional development in 2024-2025 for employee giving campaign. Increase employee giving 2%.</p> <p><b>1.5</b> Set as an expectation that open, engaged and informed topic discussion is de rigueur at Board of Directors meetings. Prepare membership with topic background and feedback requests prior to meetings. Apprise membership of timely updates to ensure less reporting and more outcome/vision-casting service opportunities. Recruit for diverse and broad industry representation reflective of the service region.</p>	<p><b>2.1</b> Form a CCAP sustainability task force to analyze data and forecasting models and present strategic options. Engage locality partners in collaborative meetings for recommendations.</p> <p><b>2.2</b> Economic Success Group to create business engagement toolkit. Provide professional development. Establish team roundtable schedule. Seek joint Foundation/College prospect proposal opportunities.</p> <p><b>2.3.</b> Add 4 alumni council committees/leaders. Grow communication outreach e-news calendar to 6 annually.</p> <p><b>2.4.a.</b> Align scholarship fund bucket model with 2024 1.4 strategies. For temporarily restricted funds, determine whether or not to returns excess to unrestricted annual or continue add to fund principal.</p> <p><b>2.5</b> Examine and define the relationship, roles and responsibilities between the Educational Foundation and Student Affairs. Examine the role of Financial Aid in awarding scholarships; develop models of alternate capacity/stewardship scenarios.</p>	<p><b>3.1</b> Formalize organizational crisis management plans. Include Artificial Intelligence policy.</p> <p><b>3.2</b> Examine future restructuring scenarios for transitional readiness.</p> <p><b>3.2.a.</b> Collaborate with Local Board and key leadership to ensure representation/position expectations for presidential search committee in preparation for implementation when it may be necessary.</p>
2025-26	<p><b>1.3.a.</b> Consult with financial and legal teams; present policy to Board of Directors.</p> <p><b>1.4</b> Evaluate outcomes of employee giving; adjust. Apply adjusted strategies to campaigns. Support/amplify Foundation trust-building, community, student and alumni engagement activities on campus.</p> <p><b>1.5</b> Explore BOD task force or committee structures to determine if changes are necessary; implement recommendations. Recruit for broad industry representation.</p>	<p><b>2.1</b> Revise campaign strategy, plans and implement changes and goals. Feasibility and soft silent CCAP campaign.</p> <p><b>2.2</b> Strategize Foundation/College prospect proposal opportunities; enact systemic plan.</p> <p><b>2.3</b> Increase alumni memberships 5%.</p> <p><b>2.4</b> Increase small to mid—range gifts 10%.</p> <p><b>2.5</b> Evaluate potential Foundation relationship role to Single Stop in administering student needs support, establish any needed policies and procedures. Report on data and recommendations.</p>	<p><b>3.1</b> Develop a plan for sustainable staff salary independence from the College.</p> <p><b>3.2</b> Create, formalize and approve a staff succession, addition and talent acquisition plan.</p>
2026-27	<p><b>1.3</b> Achieve \$15M goal in documented pledges/promises.</p> <p><b>1.3.a.</b> Enact policy.</p> <p><b>1.4</b> Increase employee giving 3%.</p>	<p><b>2.1</b> Successfully market reimagined program to constituencies. Silent CCAP campaign.</p> <p><b>2.3</b> Increase alumni giving 3%.</p> <p><b>2.3</b> Evaluate campaign outcomes/adjust.</p> <p><b>2.5</b> Align teams; determine pilot action plan based on recommendations.</p>	<p><b>3.1</b> Engage with the community and College as needed for collegiate strategic plan; share collegiate “master plan” vision with Board and community.</p>
2027-28	<p><b>1.4</b> Increase employee giving 5%.</p>	<p><b>2.1</b> Public CCAP campaign launch.</p> <p><b>2.3</b> Evaluation and adjustments.</p> <p><b>2.4</b> Increase small to mid—range gifts 5%.</p> <p><b>2.4</b> Pilot phase.</p>	<p><b>3.1</b> Formalize and approve plans.</p>
2028-29	<p><b>1.4</b> Evaluate campaign outcomes and make adjustments.</p>	<p><b>2.1</b> CCAP campaign active.</p> <p><b>2.3</b> Increase alumni memberships 5%.</p> <p><b>2.4</b> Evaluation and adjustments.</p>	
2029-30	<p><b>1.4</b> Increase employee giving 5%.</p>	<p><b>2.1</b> CCAP campaign active.</p> <p><b>2.3</b> Increase alumni giving 5%.</p> <p><b>2.4</b> Increase small to mid—range gifts 10%.</p> <p><b>2.4</b> Implementation.</p>	
TARGETS	<p><b>Grow Annual Campaign 20% by 2030.</b></p> <p><b>Grow Endowment Initiative 25% by 2030.</b></p> <p><i>(baseline = 2023-2024 goals)</i></p>	<p><b>Create and fulfill CCAP sustainability plan/campaign by 2030.</b></p>	<p><b>Create and implement organizational structure, succession and long-range plans.</b></p>



# STRATEGIC PLAN 2024—2030



## Leveraging philanthropy to empower people, programs and progress.

**Virginia Western Community College Educational Foundation**

**Mission:** To drive a thriving culture of innovative support and philanthropy that enables Virginia Western to dramatically transform individual lives, strengthen communities, and advance economic development.

**Objectives:**

- Foster lifelong relationships, partnerships and collaborations with all stakeholders
- Support access to lifelong learning opportunities
- Attract and soundly steward financial resources
- Advocate and enact innovative initiatives
- Enhance awareness of the Foundation and the College

**Virginia Western Community College**

**Mission:** Virginia Western provides quality educational opportunities that empower students for success and strengthen communities.

**Vision:** A forward-thinking Community College inspiring individual, community and economic transformation.

**Core Values:**

- **Diversity** – Promote a culture and practice of inclusion and empowerment.
- **Integrity** – Demonstrate the highest standards of honesty, fairness and ethical conduct.
- **Respect** – Foster an environment that demonstrates care and support for the college community through constructive and open communication.
- **Success** – Collaborate to provide and promote services and programs to encourage success among all students, faculty, staff and the community.
- **Teamwork** – Partner with internal and external stakeholders to provide practical and relevant educational opportunities.

**Institutional Priorities**

- Diversity, Equity and Inclusion
- College Access
- Academic Success
- Economic Success
- Resources to Support the Mission, Vision and Values

### SWOT ANALYSIS

#### Strengths

- Reputation and leadership of the College in service area
- #1 in the VCCS for number and value of scholarships offered; strong assets under management
- Board of Directors composition, influence and engagement
- College President reputation and impact
- CCAP institutional/regional recognition
- Unrestricted permanent endowment and Dr. Steger’s legacy in social mobility
- Locality and industry support
- Experienced and adaptable staff has significant institutional knowledge in a continuous improvement (CI) culture
- Cutting-edge data analysis, technology, best practices
- Success in pilot management and marketing sophistication

#### Weaknesses:

- Succession planning for small staff against institutional knowledge loss — lack of local pool for talent acquisition
- Capacity vs projected growth; balancing current fundraising needs with capacity to fundraise for new initiatives
- Formal organizational crisis management plans are needed
- Pressure for even more direct impact on College needs
- Lack of broad industry representation on Board
- Lack of college community investment in institutional advancement
- Need to take greater advantage of marketing successes

#### Opportunities:

- How will the Foundation best utilize Artificial Intelligence?
- Alumni relations and giving
- Diversity of staff and Board of Directors
- Great Expectations; potential College support requests

#### Threats:

- Political landscape both in fiscal support and understanding of higher education
- Pressures of increasing competition for philanthropic dollars; regional fundraising boundaries being tested
- Promise/workforce programs at regional 4-year institutions
- Demographic cliff
- Sustainability of College programs
- CCAP sustainability
- Presidential retirement

# STRATEGIC PLAN 2024—2030

## Pillars of Focus, Priorities and Goals

### 1. FOUNDATION STRATEGIC FOCUS

**Priority: Lead the College and the system to mission success.**

#### Goals:

- 1.1** Lead the system in percentage of student population impacted by meaningful Foundation support.
- 1.2** Achieve \$50 million in assets under management by 2030.
- 1.3** Achieve \$15 million goal for the *Virginia Western Forward Fund: a vision of Dr. Charles W. Steger, Jr.*
  - 1.3.a.** Finalize Forward Fund policy.
- 1.4** Develop a campus strategy to grow a culture of relational and consistent philanthropy .
- 1.5** Foster board engagement through active and impactful participation opportunities for all members.

### 2. SCHOLARSHIPS AND STUDENT SUPPORT FOCUS

**Priority: Advance student access and document clearly defined successes.**

#### Goals:

- 2.1** Create a CCAP task force to examine and present a program sustainability plan.
- 2.2** Use Economic Development Group to create strategic system of College/Foundation proposal work.
  - (Fnd. co-lead)*
- 2.3** Develop and execute an activated alumni relations and solicitation plan; grow alumni gifts 15% by 2030.
- 2.4** Grow small to mid-range gifts 15% by 2030.
  - 2.4.a.** Align “bucket” menus for scholarship management.
- 2.5** Pioneer best practices for Foundation/College partnership structures for awarding scholarship aid and student needs support.

### 3. FOUNDATION OPERATIONAL FOCUS

**Priority: Optimize internal impact and effectiveness.**

#### Goals:

- 3.1** Design a sustainable structure for Foundation growth.
- 3.2** Examine restructuring scenarios for transitional readiness.
  - 3.2.a.** Prepare for engagement in presidential transitions when they may occur.

