



# 2020 VISION: The Strategic Plan

Strategic Planning Committee

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## INTRODUCTION

In October 2012, the PCC Foundation embarked on a Strategic Planning process that led to the adoption of a formal plan by the Foundation Board of Directors in September 2013. In 2015, the Foundation Board met again to review its Strategic Direction to align its focus with the College's new president, Dr. Rajen Vurdien.

The 2012 plan had four major initiatives:

1. Integrate the College, Foundation & trustees for greater impact;
2. Launch a new comprehensive fund development plan;
3. Build a fundraising organization; and
4. Expand the Foundation's brand visibility

Since that time, the integration of the PCC Foundation with the college community has improved through:

1. Changes to the Bylaws to include the Associated Students' President as an ex-officio member of the Foundation board;
2. Inclusion of faculty, staff and administration in the scholarship distribution and awarding process, increasing scholarship applications from 160 in 2011 to over 1600 annually.
3. Training of new deans and directors who have stakeholder authority over accounts in the Foundation;
4. Software integration of scholarship distribution with donor and financial management and stewardship through Raiser's Edge, Financial Edge, AcademicWorks and Banner.
5. Launch of Graduway as an online alumni network.

In the fall of 2014, a Fund Development Feasibility Study was conducted and in 2015 the Board met again to focus on one initiative: **Launch a comprehensive fund development plan.**

Based on the results of the Feasibility Study, a fund development plan was launched in the form of the Foundation's first comprehensive major gifts campaign, called the IMPACT campaign. The campaign, with a goal of \$10-\$12 million, exceeded all expectations by raising \$16 million. Starting with the PCC Celebrates Student Success gala in May 2015, the Foundation added approximately 4,000 prospective donors to its data base and engaged with over 2500 donors in the campaign.

The Foundation evolved and changed its standing committees to build a fundraising organization and now along with its Scholarship Committee, Finance & Investment Committee and Audit Committee, it has added a standing Advancement Committee, Communications & Public Relations Committee, and Board Development Committee. In addition, a Business Council has been launched to bridge the college economic and workforce development efforts with the local business community to enhance student preparation for the workforce, internships, and employment.

The Foundation launched its own newsletter and updated web page. It also underwent a complete re-branding - updating its logo, increasing its Out-of-Home (OOH) advertising, print advertising with the Outlook Newspapers and engaged in direct mail.

This success and increased visibility have led to improved board development, increased funding, and increased staff. The Foundation Board now has a formidable presence among the largest non-profits in the San Gabriel Valley and it is one of the largest and most successful community college foundations in the State of California. The staff serves in leadership capacities on state and national community college fundraising boards.

With the successful completion of the IMPACT campaign, the goals of the 2012 and the subsequent 2015 review of its Strategic Direction, are both now completed. There is reason to celebrate, and to move forward into the future with a bold vision and an increased sense of confidence toward fulfilling its mission and vision.

It is with an unprecedented sense of momentum, that the Strategic Planning Committee launched its planning process and presents its findings, and its strategies for the future with 2020 VISION.

## STEPS IN THE PREPARATION OF THE STRATEGIC PLAN

### 1. Seek New Input

Beginning in the spring of 2019, each Foundation board member, as well as the new college president, Dr. Erika Endrijonas, and the president's executive committee, were given the opportunity for an in-person or telephone interview with the consulting firm, Armistead Group.

In addition, the Armistead Group summarized the large amount of community input they had gathered as part of the Fund Development Feasibility Study and the IMPACT campaign.

The interviews and surveys helped to identify the micro and macro environment in which the Foundation functions within its local community and within the community college educational community. The responses also provided a candid view of the strengths, weaknesses, opportunities and challenges for the Foundation. The complete *Challenges and Opportunities Report* is attached as Appendix A.

### 2. Review the College's Educational Master Plan

The Strategic Planning Committee then reviewed the current Educational Master Plan (EMP) Goals and Strategies of the college which were derived from the California Community College Chancellor's Office Vision for Success Goals.

The Priorities of the College's Educational Master Plan are:

- Priority One: Equity-Minded Learning Community
- Priority Two: Academic Programs and Delivery
- Priority Three: Campus Engagement and Environment
- Priority Four: Customized Student Support

Several areas were identified where the PCC Foundation could possibly support the college in addressing those priorities:

- Examine and address gaps or needs of students that have not been identified previously;
- Identify and directly support disproportionately impacted students;
- Expand support services for disproportionately impacted students;
- Increase work-based learning opportunities;
- Increase opportunities for industry networking;
- Maintain cutting edge instructional equipment and technology campus-wide;

### 3. Review the Current Mission, Vision, Core Values, and Signature Goals of the Foundation

#### MISSION

The Mission of the Pasadena City College Foundation is to develop funding and community support for the enhancement of teaching and learning at Pasadena City College.

## VISION

The Vision of the Pasadena City College Foundation is that innovation and student success shall always be encouraged by adequate financial support.

## CORE VALUES

The Board members of the Pasadena City College Foundation are guided by the following essential, enduring and shared values:

### **A Commitment to Pasadena City College**

*We recognize and support the mission of community colleges and value the efforts of the students and staff of Pasadena City College in fulfilling that mission in our community*

### **An Appreciation of the Importance of Fundraising**

*We recognize that the primary mission of the Foundation is to raise funds in support of the College, and we commit ourselves to participate whole-heartedly in this important work.*

### **A Passion for Integrity**

*We recognize that stewardship of the Foundation resources requires the highest level of personal and organizational ethical behavior.*

### **An Appreciation for Diversity**

*We recognize the value of a Board of Directors that reflects the broad diversity of the College's student body and of the communities it serves.*

## SIGNATURE GOALS

Congruence with the College mission

Unparalleled community college fundraising

Widespread community support

Self-sustaining management

Ethical and transparent stewardship

Inclusive, collegial and joyful teamwork

With the above preparation, the framework of the new strategic plan gradually began to revolve around four focus areas and strategies, with their supporting goals and implementation tactics. These four areas are (1) students; (2) college; (3) community and (4) Foundation.

# 2020 VISION

## The Strategic Plan

### THE STUDENTS

#### STRATEGY I: PROVIDE SUPPORT FOR A BROADER RANGE OF STUDENT NEEDS

Goal I Augment the Foundation's existing Student Scholarship program, which provides scholastic support such as tuition, books, supplies, etc., with a new program of Student Sponsorships which will provide personal support such as food, shelter, transportation, childcare, etc.

Task I-1: Determine the parameters of a Student Sponsorship program by identifying student personal needs not addressed by financial aid or other government or community aid programs.

*Who: Scholarship Committee, Kris McPeak, and PCC Student Services Division, Staff Liaison: Kris McPeak*

Task I-2: Coordinate with professional networks, other community colleges, and PCC Student Services on best practices to develop and implement a Foundation administrative structure for evaluating, vetting, and awarding requests for Student Sponsorships.

*Who: Scholarship Committee, Kris McPeak, and PCC Student Services Division, Staff Liaison: Kris McPeak*

Task I-3: Review current scholarship governing documents to identify which funds have broad criteria and may be used to support Student Sponsorships.

*Who: Scholarship Committee – Dolores Ybarra, Kris McPeak, Staff Liaison: Kris McPeak*

Task I-4: Develop a public information program regarding the need for Student Sponsorships suitable for distribution to potential donors and supporters.

*Who: Advancement Committee, Dolores Ybarra, Staff Liaison: Dolores Ybarra*

Task I-5: Create financial goals, a table of investments, and prospect lists for a targeted fundraising campaign for Student Sponsorships.

*Who: Advancement Committee, Dolores Ybarra, Staff Liaison: Dolores Ybarra*

## THE COLLEGE

### STRATEGY II: CREATE A COLLEGE MARGIN OF EXCELLENCE

**Goal II** Redesign how the Foundation supports College enhancement and innovation projects by developing new processes for identifying, prioritizing, and funding the needs of the College.

Task II-1: Institutionalize a process for ascertaining the College's needs by coordinating with the Office of Institutional Effectiveness to identify the prioritized but unmet needs discovered in the College's annual program review process.

*Who: Bobbi Abram, Dr. Erika Endrijonas, Crystal Kollross, Foundation Executive Committee and College President's Executive Committee, Staff Liaison: Bobbi Abram*

Task II-2: Revise and update the Joint Memorandum by identifying which types of unmet needs are appropriate to be adopted by the Foundation and which needs should be addressed by the Advancement efforts of the College.

*Who: Bobbi Abram, Dr. Erika Endrijonas, Foundation Executive Committee, Staff Liaison: Bobbi Abram*

### **Goal III Support the College's 2020 Bond Election.**

Task III-1: Initiate pre-campaign activities by assisting the College President in delivering the message of the vision and future of the college to the community, beginning with major donors and stakeholders.

*Who: Bobbi Abram, Nancy Davis, Dr. Erika Endrijonas, Staff Liaison: Bobbi Abram*

Task III-2: Initiate pre-campaign activities to garner publicity on innovative and award-winning programs of the college and foundation.

*Who: Bobbi Abram, Nancy Davis, Dr. Erika Endrijonas, Staff Liaison: Bobbi Abram*

Task III-3: After resolution of Board of Trustees, work with consultant chosen by BOT to create and implement a fundraising and turn-out-the-vote campaign.

*Who: Bond Task Force, Bobbi Abram, Dr. Erika Endrijonas, Staff Liaison: Bobbi Abram*

Task III-4: Assist in raising the funds necessary to cover campaign expenses in 2020.

*Who: Bond Task Force, Bobbi Abram, Dr. Erika Endrijonas, Staff Liaison: Bobbi Abram*

**Goal IV** Take a leadership role in celebrating the College's 100<sup>th</sup> Anniversary in 2024.

Task IV-1: Coordinate with the College on the Foundation's role in the 100<sup>th</sup> Anniversary celebration and participate in planning committee.

*Who: Staff Liaison: Bobbi Abram*

## THE COMMUNITY

### STRATEGY III: INCREASE THE ENGAGEMENT OF THE COMMUNITY IN SUPPORT OF THE COLLEGE

**Goal V** Help the College communicate its commitment to providing high quality career education and job training programs appropriate to the needs of the local business community.

Task V-1 Explore with the College President the most effective way to link the efforts of the Foundation's Business Council with the College's career education decision-makers.

*Who: Business Council, Bobbi Abrams, Dr Erika Endrijonas, Staff Liaison: Dolores Ybarra*

Task V-2: Conduct a facilitated discussion with the Business Council and College stakeholders to determine the Foundation role in opening communication links with the local business community.

*Who: Business Council, Bobbi Abram, Dolores Ybarra, Staff Liaison: Dolores Ybarra*

Task V-3: Determine the appropriate content and delivery methods of the Foundation's messaging to the local business community.

*Who: Business Council, Bobbi Abram, Dolores Ybarra, College's career education decision-makers, Staff Liaison: Dolores Ybarra*

**Goal VI** Expand the stewardship program to foster and enhance the donor relationships developed during the most recent IMPACT campaign.

Task VI-1: Review the current stewardship courtesies and update them as needed.

*Who: Bobbi Abram, Dolores Ybarra, Staff Liaison: Dolores Ybarra*

Task VI-2: Work with the College to determine appropriate stewardship for IMPACT campaign donors, including but not limited to room naming and creation of a donor wall in the C Building.

*Who: Bobbi Abram, Dolores Ybarra, Dr. Erika Endrijonas, Staff Liaison: Dolores Ybarra*

## THE FOUNDATION

### STRATEGY IV: REMAIN OPERATIONALLY SELF-SUPPORTING

Goal VII Expand the Foundation's development program to include annual giving and planned giving programs.

Task VII-1: Set financial goals, develop a table of investments and institutionalize annual giving and planned giving programs in order to sustain the self-supported status of the Foundation's operations and other Board-directed initiatives.

*Who: Advancement Committee, Dolores Ybarra, Nancy Davis, Staff Liaison: Dolores Ybarra*

Task VII-2: Hire an Annual Giving Development Officer

*Who: Foundation Executive Committee, Bobbi Abram, Dolores Ybarra, Staff Liaison: Dolores Ybarra*

Appendix A: Challenges and Opportunities Report

Appendix B: List of Foundation Board of Directors & Executive Committee members participating in the process