

# **Five-Year Strategic Plan**

**Approved by Board of Directors**

**August 9, 2017**

## **Introduction**

The MPC Foundation was established in 1994 as the strategic fundraising arm of the college. Governed by a 28 member board, including community volunteers and designated representatives from the campus, the Foundation operates as an auxiliary non-profit organization. Since its inception, the Foundation has raised over \$12 million, and currently raises approximately \$1.3-\$1.5 million annually.

The Board of Directors adopted a strategic plan in 2013 that called for increased fundraising and improved collaboration with the college. The plan established four goals and related objectives to be accomplished by 2015. Substantial progress was made towards achieving each of the goals, resulting in significant growth for the organization and close integration with MPC.

In 2016, the Board organized an Advisory Group to develop a new Strategic Plan to continue advancing the organization and guide future growth.

The Group first developed new mission and vision statements (below) that were adopted by the Board of Directors in March 2016.

### **Vision**

Universal Access to Extraordinary Higher Education

### **Mission**

We Create Opportunities For Students and Enhance The Learning Environment at MPC by Fundraising & Friendraising

Development of the remainder of the strategic plan was organized into pillars that support the new mission and vision. The pillars are:

#### **1. Governance**

#### **2. Friendraising & Stewardship**

#### **3. Programs**

#### **4. Fundraising**

#### **5. Marketing**

# MPC FOUNDATION STRATEGIC PLAN

## Overview

**VISION:** Universal Access to Extraordinary Higher Education

**MISSION:** We Create Opportunities For Students and Enhance The Learning Environment at MPC by Fundraising and Friendraising

GOVERNANCE	FRIENDRAISING & STEWARDSHIP	PROGRAMS	FUNDRAISING	MARKETING
<b>Strategic Objectives:</b>				
A. Financial Oversight	A. Donor Retention	A. Students	A. Unrestricted Funds	A. Marketing Plan and Resources
B. Institutional Alignment with MPC	B. Prospective Donors	B. Faculty and Staff	B. Restricted Funds	B. Branding
C. Human Resources	C. MPC Employees & Retirees	C. Campus Infrastructure	C. Major Gifts	C. Membership
D. Policy Compliance	D. Alumni		D. Legacy Giving	
E. Board Advancement	E. Community			
F. Strategic Planning				

# 1. Governance

## A. Financial Oversight

1. **Objective:** Refine practices and procedures to ensure continued effective fund management
  - A1. *Strategy:* Test practices, procedures, and results against other higher level learning institutions and other non-profits
2. **Objective:** Implement Financial Edge software
  - A2.1 *Strategy:* Dedicate resources to implement Financial Edge software
  - A2.2 *Strategy:* Track progress to goal via quarterly reports

## B. Institutional Alignment with MPC

1. **Objective:** Develop a collaborative process to determine fundraising priorities
  - B1. *Strategy:* Establish a mutual commitment of priorities and allocation of resources based upon annual budget
2. **Objective:** Establish the Foundation as the clearinghouse for all MPC fundraising activities and events.
  - B2. *Strategy:* Internal communication that identifies foundation as first point of contact

## C. Human Resources

1. **Objective:** Provide competitive salary and benefits packages to position the Foundation to recruit and retain high quality staff
  - C1. *Strategy:* Strive to compensate our employees based upon industry compensation standards
2. **Objective:** Provide opportunities for staff to engage in professional development
  - C2. *Strategy:* Needs-based professional development identified and approved by executive director based upon annual budget
3. **Objective:** Hire additional staff no later than the end of the 2018 first quarter
  - C3. *Strategy:* Identify additional staff requirements and obtain funding approval from Board for inclusion in 2018 budget cycle

## D. Policy Compliance

1. **Objective:** Review and update the Foundation's policies as required
  - D1. *Strategy:* Test policies against State Education requirements, statutes, and IRS regulations
2. **Objective:** Maintain and update internal policies
  - D2. *Strategy:* Executive Director to review, update, and present internal policies for Board approval

## **E. Board Advancement**

1. **Objective:** Formalize Board development and engagement activities
  - E1. *Strategy:* Establish written policies for Board development and expectations for Board member engagement
  
2. **Objective:** Further refine the Board nomination process to encourage year-round input
  - E2.1 *Strategy:* Sort existing Board members by area of expertise and term date
  
  - E2.2 *Strategy:* Identify prospects by area of expertise and actively recruit year round
  
3. **Objective:** Strive for Board membership that reflects the diversity of the student body and communities it serves
  - E3. *Strategy:* Identify and engage prospects that reflect the diversity of the student body
  
4. **Objective:** Develop a process for succession planning
  - E4.1 *Strategy:* Establish written process for succession planning
  - E4.2 *Strategy:* Identify prospects and obtain commitments for succession positions

## **F. Strategic Planning**

1. **Objective:** Annually revisit the Strategic Plan to review progress towards objectives
  - F1. *Strategy:* Executive Director and Board President appoint group to measure results of plan against prior year and to make recommendations, if any, to Board
  
2. **Objective:** Begin Strategic Plan update in 2020
  - F2. *Strategy:* Identify internal and external factors that affect plan

## 2. Friendraising & Stewardship

### A. Donor Retention

1. **Objective:** Ensure donors receive 4 to 6 touch points per year  
A1.1 *Strategy:* Define and implement appropriate touch point methods for individuals, organizations and businesses based on giving levels

### B. Prospective Donors

1. **Objective:** Create opportunities to interact with prospective donors  
B1.1 *Strategy:* Develop list and segment into potential giving levels  
B1.2 *Strategy:* Create a “Friends of MPC” group in conjunction with the Membership acknowledgement program described in the Marketing pillar

### C. Current and Retired MPC Employees

1. **Objective:** Increase participation and support from employees and retirees  
C1.1 *Strategy:* Strengthen and build relationships  
C1.2 *Strategy:* Develop process to stay connected with MPC retirees

### D. Alumni

1. **Objective:** Increase participation and support from alumni  
D1.1 *Strategy:* Identify and obtain necessary data  
D1.2 *Strategy:* Develop process to stay connected with MPC Alumni

### E. Community

1. **Objective:** Facilitate, expand and strengthen relationships with individuals  
E1.1 *Strategy:* Create opportunities for personal contact on campus with community members
2. **Objective:** Promote diverse partnerships between MPC and key community organizations  
E2.1 *Strategy:* Pursue topic-specific speaking engagement opportunities  
E2.2 *Strategy:* Facilitate interaction by including key leaders on guest lists

## 3. Programs

### A. Student Focused

1. **Objective:** Create opportunities for more students to attend MPC
  - A1.1 *Strategy:* Expand scholarship program for incoming students
  - A1.2 *Strategy:* Increase capacity to improve efficiency of scholarship program
  - A1.3 *Strategy:* Promote and expand student programs
  
2. **Objective:** Support student retention and completion
  - A2.1 *Strategy:* Increase scholarships for current students
  - A2.2 *Strategy:* Provide additional resources for the textbook assistance program
  - A2.3 *Strategy:* Enhance funding for emergency assistance dropout prevention program

### B. Faculty and Staff Focused

1. **Objective:** Support instructional innovation and professional development
  - B1. *Strategy:* Enhance Faculty and Staff Advancement (FASA) program

# 4. Fundraising

## A. Unrestricted Funds

1. **Objective:** Build long-term sources to fund operational costs
  - A1.1 *Strategy:* Expand Business Partners program
  - A1.2 *Strategy:* Revitalize Major Gifts Program
  - A1.3 *Strategy:* Identify potential donors interested in naming rights (\$25,000+)
2. **Objective:** Grow and retain donor base
  - A2.1 *Strategy:* Expand MPC employee philanthropy
  - A2.2 *Strategy:* Elevate giving levels through donor cultivation
  - A2.3 *Strategy:* Recruit additional Ambassadors

## B. Restricted Funds

1. **Objective:** Expand endowments
  - B1. *Strategy:* Identify and cultivate prospective endowment donors
2. **Objective:** Support and grow programs
  - B2. *Strategy:* Refine and strengthen proactive fundraising efforts
3. **Objective:** Focused fundraising to meet College's unmet needs
  - B3.1 *Strategy:* Fundraise for priorities established in collaboration with college
  - B3.2 *Strategy:* Maintain annual grants calendar and increase number of Federal and State proposals submitted

## C. Legacy Giving

1. **Objective:** Increase awareness and membership in Legacy Society
  - C1. *Strategy:* Convene a Legacy Giving Advisory Group
  - C2. *Strategy:* Improve recognition efforts



# 5. Marketing

## A. Marketing Plan & Resources

1. **Objective:** Develop and implement a Marketing Plan
  - A.1 *Strategy:* Convene a Marketing Advisory Group to provide input and develop a management-level implementation document
2. **Objective:** Dedicate marketing resources
  - A.2.1 *Strategy:* Obtain funding for marketing activities outlined in the plan
  - A.2.2 *Strategy:* Hire marketing personnel to assist with implementing plan

## B. Branding

1. **Objective:** Develop and consistently utilize a strong brand for the Foundation
  - B.1 *Strategy:* Align branding efforts with MPC's
2. **Objective:** Tell stories with an individual student focus
  - B.2 *Strategy:* Tell individual student stories that highlight needs

## C. Membership

1. **Objective:** Strengthen MPC Foundation affinity
  - C.1 *Strategy:* Develop and implement a Membership acknowledgement program with appropriate membership benefits