



HUDSON
COUNTY
COMMUNITY COLLEGE
FOUNDATION

Strategic Plan

Fall 2016





Strategic Plan Fall 2016

History of the Hudson County Community College Foundation

The Hudson County Community College Foundation was founded in 1997 with a single purpose of promoting and supporting Hudson County Community College. While the Foundation provides important resources to the College for a number of purposes, its primary focus has been scholarships. In 1998, nine scholarships were awarded totaling \$14,000. Since then, the Hudson County Community College Foundation has awarded over \$2 million in scholarships to more than 1,000 students. In addition, the HCCC Foundation has issued book scholarships to deserving students and has recently supported a summer paid summer internship program which allows students to gain valuable work experience.

Vision and Mission

The Mission:

The Hudson County Community College Foundation is committed to generating financial support for the benefit of Hudson County Community College and its students. To this end, the Foundation will work with the community and College faculty and staff to promote the opportunity for students to attend the College and participate in its programs.

The Vision:

All students should have the opportunity to realize a college education.

Background to the HCCC Foundation Strategic Plan

Hudson County Community College engaged in a Strategic Planning process during the Fall 2015 semester, which was approved by the Hudson County Board of Trustees in January, 2016.

In conjunction with that process, the HCCC Foundation Board determined to develop its own strategic plan, allowing the Foundation to maximize its efforts in its support of the College. During the development of the College Strategic Plan, the HCCC Foundation Board was surveyed about how the College can better serve the needs of our community; promote greater opportunities for community involvement in our academic cultural and artistic initiatives; address issues of workforce development and training; and contribute to the needs of the local economy.

The HCCC Foundation Board engaged in SWOT analysis, identifying internal Strengths and Weaknesses, as well as external Opportunities and Threats, which would help guide the goals and strategies ultimately developed in the Foundation Strategic Plan.

Reviewing this data, the HCCC Foundation Board developed a series of goals and objectives which will focus its efforts and leverage its strengths to maximize its efforts to promote and support Hudson County Community College and its students.



HCCC Foundation Strategic Plan Goals and Objectives

Strategic Plan Goal 1: Foundation Governance

1. Engage in Board Self-Assessment to assess Board performance and facilitate in identifying priority areas.
2. Review Mission and Vision Statement.
3. Manage composition of Board.
4. Maintain and update Foundation Board policies.
5. Review statement of Foundation Board responsibilities.
6. Review current committee/subcommittee structure.
7. Develop leadership succession plan.

Strategic Plan Goal 2: Community/Relationship Building

1. Donor Cultivation
2. Communicate news about Foundation activities with internal and external stakeholders.
3. Establish process that facilitates greater strategic coordination between the HCCC Foundation and the College.
4. Establish Community Scholarship Committees to meet the specific needs of students from each community.

Strategic Plan Goal 3: Financial Stewardship

1. Review structuring of Endowment Fund.
2. Renew and update financial controls.
3. Establish investment strategy.

Strategic Plan Goal 4: Annual Fundraising

1. Enhance Relationship Management and Donor Cultivation efforts.
2. Increase donations to annual fundraising initiatives.
3. Increase funding from external granting agencies.

Strategic Plan Goal 5: Major Gifts and Planned Giving

1. Establish naming opportunities for major gifts.

Strategic Plan Goal 6: Improve Scholarship Programs

1. Increase the number of students who apply for Foundation scholarships.
2. Increase the number of paid internships and travel assistance available for students.
3. Establish free/discounted tuition scholarship program.
4. Increase total amount of scholarships awarded to Hudson County Community College students.

Hudson County Community College Foundation Strategic Plan, AY 2016 to 2021

Strategic Plan Goal 1: Foundation Governance						
Strategic Plan Objective	Action Item(s)	Activities/Assessment Measures	Responsible Parties	Timeline	Resources Needed	Assessment Measures/ Outcome Analysis
1.1 Engage in Board Self-Assessment to assess Board performance and facilitate in identifying priority areas	1.1.1 Conduct Self-Assessment Survey	Administer Self-Assessment Survey Tool Compile results; share with HCCC Foundation Board	Executive Committee	FY 2016		Self-Study conducted Results shared with Foundation Board
1.2 Review Mission and Vision Statement	1.2.1 Review Mission and Vision Statements for relevancy to College constituency and community, clarity of purpose, and ability to motivate and inspire	Review Mission and Vision Statement Make revisions based on Board feedback	Executive Committee/ Entire HCCC Foundation Board	FY 2016		Review Completed Revised Mission and Vision Statement if determined necessary
1.3 Manage Composition of Board	1.3.1 Develop criteria for selecting new members 1.3.2 Recruitment Plan for selecting new members 1.3.3 Determine minimum standards to retain Board seat	Review current criteria for Board membership Amend Foundation bylaws as necessary to reflect new criteria Review current selection criteria; Develop new criteria based on evaluation Balance of time commitment, talent know-how, expertise, and financial commitment (contributions by members or company being represented)	Executive Committee/ Nominating Committee Bylaw Committee Executive Committee/ Nominating Committee Executive Committee	FY 2016 FY 2017 FY 2016 FY 2016		Review conducted Bylaws changed if determined necessary
1.4 Maintain and update Foundation Board policies	1.4.1 Review Board policies 1.4.2 Develop a Process & Procedure Committee	Conduct systematic review of Board policies Modify bylaws as necessary based on assessment	Executive Committee	FY 2017		

Hudson County Community College Foundation Strategic Plan, AY 2016 to 2021

Strategic Plan Goal 1: Foundation Governance (Cont.)						
Strategic Plan Objective	Action Item(s)	Activities/Assessment Measures	Responsible Parties	Timeline	Resources Needed	Assessment Measures/ Outcome Analysis
1.4 Maintain and update Foundation Board policies	1.4.1 Review Board policies 1.4.2 Develop a Process & Procedure Committee	Conduct systematic review of Board policies Modify bylaws as necessary based on assessment	Executive Committee	FY 2017		
1.5 Review statement of Foundation Board responsibilities	1.5.1 Review findings and adjust Board responsibilities	Prepare for Board approval by March 2017	Executive Committee	FY 2017		
1.6 Review current committee/subcommittee structure	1.6.1 Review findings and adjust committee responsibilities	Restructure standing committees/subcommittee as necessary based on assessment	Executive Committee	FY 2017		
1.7 Develop leadership succession plan	1.7.1 Document responsibilities of Executive Director 1.7.2 Maintain calendar of events and processes and procedures manual for each Foundation sponsored event 1.7.3 Hire an Assistant Vice President for Development to facilitate leadership transition	Prepare for Board approval by March 2017 Prepare for Board approval by March 2018 College Search Committee	President & Executive Committee/ Executive Director Events Planner Human Resources Office and VP for Development	FY 2017 FY 2018 FY 2017		

Hudson County Community College Foundation Strategic Plan, AY 2016 to 2021

Strategic Plan Goal 2: Community/Relationship Building						
Strategic Plan Objective	Action Item(s)	Activities/Assessment Measures	Responsible Parties	Timeline	Resources Needed	Assessment Measures/ Outcome Analysis
2.1 Donor Cultivation	2.1.1 Increase awareness among stakeholders outside of the College of Foundation activities and vital role in supporting students	Communications Committee; plans for specific audiences such as students, alumni	Executive Director and Communications Committee	FY 2018		
		Increase in giving to Foundation-sponsored programs and events	Executive Director and Events Planner	FY 2018		
	2.1.2 Foster and build relationships with business and community leaders	Increase attendance/participation in Foundation-sponsored events	Executive Director and Events Planner	FY 2017		
		Develop goals to assess efficacy of communications campaign		FY 2018		
	2.1.3 Foster and build relationships with College Alumni	Develop a College Alumni Newsletter	College Council (Planning & Development) & Executive Director	FY 2017		
	2.1.4 Increase awareness among College faculty and staff of Foundation activities in supporting students	Create Alumni activities/events	VP for Development and Events Planner	FY 2017		
Create Monthly All College Emails		VP for Development and Events Planner	FY 2017	increased donations from faculty/staff		
2.2 Communicate news about Foundation activities with internal and external stakeholders	2.2.1 Enhance communication utilizing various communication media including: a) Print Mailings b) Foundation Webpage c) Social Media	Target appropriate demographics	VP for Development & College Communications Department	FY 2017		
		Redo Foundation Webpage	Events Planner	FY 2018		
		Build database		FY 2018		
	2.2.2 Redesign and develop Fact Brochure to facilitate Foundation discussion and promotion					

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Strategic Plan Goal 2: Community/Relationship Building (Cont.)						
Strategic Plan Objective	Action Item(s)	Activities/Assessment Measures	Responsible Parties	Timeline	Resources Needed	Assessment Measures/ Outcome Analysis
2.3 Establish process that facilitates greater strategic coordination between the HCCC Foundation and the College	2.3.1 Establish an annual HCCC Board of Trustees/ HCCC Foundation Board Retreat to facilitate strategy coordination	Conduct Trustee/HCCC Foundation Board Retreat		FY 2017 and every year thereafter		
2.4 Establish Community Scholarship Committees to meet the specific needs of students from each community	2.4.1 Establish Community Scholarship Committee program tailored to student needs of each community	2.4.1 Establish Community Scholarship Committees for each of the following communities: 1) Hoboken 2) Jersey City 3) Bayonne		FY 2017 FY 2018 FY 2019		

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Strategic Plan Goal 3: Financial Stewardship						
Strategic Plan Objective	Action Item(s)	Activities/Assessment Measures	Responsible Parties	Timeline	Resources Needed	Assessment Measures/ Outcome Analysis
3.1 Review Structuring of Endowment Fund	3.1.1 Determine minimum dollars to start an Endowment Fund and Purpose	Review current endowment accounts to assure donor criteria is met	Finance Committee	FY 2017		
3.2 Renew and update financial controls	3.2.1 Review literature on best practices associated with financial controls	Report findings to Finance Committee	Finance Committee	FY 2017		Report
	3.2.2 Review current processes	Define appropriate controls	Finance Committee	FY 2017		Report
	Modify and update financial control structure based on analysis and findings	Create a Financial Control Procedure	Finance Committee	FY2018		Implement new financial controls
3.3 Establish investment strategy	Review current asset portfolio structure	Have presentations from several financial institutions Prepare options for determination	Finance Committee	FY 2018		
	Modify current investment portfolio based on analysis and findings	Implement recommendations and findings	Finance Committee	FY 2018		Implement recommended investment portfolio structure

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Strategic Plan Goal 4: Annual Fundraising						
Strategic Plan Objective	Action Item(s)	Activities/Assessment Measures	Responsible Parties	Timeline	Resources Needed	Assessment Measures/ Outcome Analysis
4.1 Enhance Relationship Management and Donor Cultivation efforts	4.1.1 Enhance prospect development	Improve prospect database	VP for Development and Events Planner	FY 2017		Additions and improvements to database
	4.1.2 Improve communication with various stakeholders	Classification and marketing campaign developed for each identified stakeholder group	VP for Development and Events Planner	FY 2019		Definitions of stakeholder groups; Marketing strategies developed around groups; Number of pieces sent to targeted groups
	4.1.3 Initiatives to provide greater opportunities for donor contributions	Online Contributions Constructing a telephone campaign	Events Planner	FY 2017		Changes in amount of on-line giving over planning timeline
	4.1.4 Promote introductory giving	Board members introducing at least one new prospect	Executive Committee	FY 2018		Number of new prospects
	4.1.5 Promote loyal giving (consistency across time)	Create a Giving Club	Executive Director and Events Planner	FY 2018		Number of members joining Giving Club
	4.1.6 Initiatives to provide greater opportunities for donor contributions	Active Fundraising Committee	Executive Director	FY 2018		
	4.1.7 Expand the number of events to engage new and potential donors (e.g., wine tasting event)	New Events Planning	Executive Director Events Planner	FY 2019 FY 2020		Expanded number of events attracting new and potential donors; Increase in number of donors

Hudson County Community College Foundation Strategic Plan, AY 2016 to 2021

Strategic Plan Goal 4: Annual Fundraising (Cont.)						
Strategic Plan Objective	Action Item(s)	Activities/Assessment Measures	Responsible Parties	Timeline	Resources Needed	Assessment Measures/ Outcome Analysis
4.2 Increase donations to annual fundraising initiatives	4.2.1 Increase alumni giving	Contact previous scholarship recipients	Events Planner	FY 2018		Increase in alumni giving each year
	4.2.2 Increase faculty and staff giving	Personally, or family member, helped by College	Executive Director	FY 2018		
	4.2.3 Increase grants/donations from businesses and other organizations	Develop a grant seeking strategy	Executive Director/ Grants Officer	FY 2017 FY 2018 FY 2019 FY 2020 FY 2021		
	4.2.4 Set annual goals	Develop Five-Year Plan	Executive Director	FY 2017 FY 2018 FY 2019 FY 2020 FY 2021		
4.3 Increase funding from external grant-ing agencies	4.3.1 Increase the number of applications to external grant-ing agencies	Determine external grants for which HCCC is eligible to apply	Executive Director/ Grants Officer	FY 2017 FY 2018 FY 2019 FY 2020 FY 2021		Number of grant applications submitted each year
	4.3.2 Increase total funding received from external grants	Determine priority application queue to focus Foundation time and resources on most promising grants that will yield most successful outcomes Submit applications for grant opportunities deemed most promising	Executive Director/ Grants Officer			Total grant funding each year

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Strategic Plan Goal 5: Major Gifts and Planned Giving						
Strategic Plan Objective	Action Item(s)	Activities/Assessment Measures	Responsible Parties	Timeline	Resources Needed	Assessment Measures/ Outcome Analysis
5.1 Establish naming opportunities for major gifts	Trustees Determine Naming Levels	Develop prospect list attracting new gifts. Totaling dollar amount in each of the next five years	Executive Director	FY 2016 FY 2017 FY 2018 FY 2019 FY 2020		Number and dollar amount of major gifts received from naming opportunities

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Strategic Plan Goal 6: Improve Scholarship Programs						
Strategic Plan Objective	Action Item(s)	Activities/Assessment Measures	Responsible Parties	Timeline	Resources Needed	Assessment Measures/ Outcome Analysis
6.1 Increase the number of students who apply for Foundation scholarships	6.1.1 Analyze current application data	Work with vendor to automate application and selection process	Executive Director	FY 2017		
	6.1.2 Increase awareness of availability of Foundation scholarships among HCCC students	Marketing and promotion campaign to enhance student awareness of HCCC Foundation Scholarship programs	Executive Director	FY 2017 FY 2018		
	6.1.3 Simplify Foundation scholarship application process	Review current application process Determine ways to streamline and simplify application to increase number of applicants and participants in HCCC Foundation scholarship programs	Executive Director	FY 2017 FY 2018		
	6.1.4 Set application targets	FY 2017 FY 2018 FY 2019 FY 2020		Yearly		
6.2 Increase the number of paid internships and travel assistance available for students	6.2.1 Create proposal with support from SVP for Academic Affairs	Seek approval of Foundation Board	Senior VP for Academic Affairs and VP for Development	FY 2018		
6.3 Establish free/discounted tuition scholarship program	Work with Finance Department and Financial Aid	Assess resource requirements for new program (including opportunity costs) Determine criteria for awarding new scholarship Determine recipients	Trustees/President/ VP Development	FY 2019		

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Strategic Plan Goal 6: Improve Scholarship Programs (Cont.)						
Strategic Plan Objective	Action Item(s)	Activities/Assessment Measures	Responsible Parties	Timeline	Resources Needed	Assessment Measures/ Outcome Analysis
6.4 Increase total amount of scholarships awarded to Hudson County Community College students	6.4.1 Increase number of donors contributing to Foundation Scholarships	Set annual goals	Executive Director/ Executive Committee	FY 2017 FY 2018 FY 2019 FY 2020		Increase in number of students receiving HCCC Foundation Scholarships
	6.4.2 Increase amount donated to Foundation Scholarships based on increases in annual and planned giving (see Goals 2 and 4)	Set annual goals	Executive Director/ Executive Committee	FY 2017 FY 2018 FY 2019 FY 2020		Increase in amount of donations to the HCCC Foundation



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