



# **The Napa Valley College Foundation**

## **Strategic Plan 2021**

### **VISION**

Every Napa Valley College student has access to an exceptional, relevant, and affordable educational experience.

- The Foundation links the caring power and resources of the community with every Napa Valley College student.
- The Foundation is vital to Napa Valley College as it provides the community with dynamic, equitable and relevant educational opportunities.

### **MISSION**

To provide every Napa Valley College student with access to the resources they need for an exceptional educational experience.

- The Foundation connects students with the resources of the community, providing for them and empowering them to succeed.
- The Foundation engages the Napa Valley community by cultivating relationships, leveraging partnerships, and harnessing generosity for Napa Valley College.

## **CORE VALUES**

**Responsive Service:** We listen to our students and the College and respond by providing the services they need.

**Integrity:** We are honest and open about the well-being of our students and the College as our top priorities.

**Adaptability:** We are relevant because we adapt our support to the needs of the students and the College.

**Accessible:** We welcome all and share a commitment to being inclusive, equitable, and honoring diversity.

**Community Engagement:** We engage by creating synergy between the students, the College, and the community.

**Accountable Stewardship:** We don't just say thank you, we honor generosity by getting results and showing positive community impact.

**Legacy of Generosity:** We honor the heritage of support in our community and seek to preserve these investments for the future.

**Commitment to Excellence:** We are committed to excellence with our support for the College and its programs.

# Strategic Goals

## Leadership Goals

### **I. To strengthen, recruit, and build the Napa Valley College Foundation Board into an engaged, committed, and mission-centered board that provides the necessary resources, governance, and leadership for the Foundation to thrive**

*The Foundation recognizes the importance of having a robust board that supports its strategic vision, mission and goals. We will strengthen our board members and recruit board leaders who are equipped with the skills necessary to help NVCF carry out its mission and accomplish its vision by:*

- Implementing board development recruitment and training strategies to help board members become more informed, engaged, committed, mission-centered and accountable ambassadors.
  - Maintain the right balance of board members representing College alumni, donors, and the broader community who have the necessary skills to help the Foundation thrive.
    - By spring 2022, conduct board membership audit (example)
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  - Plan and engage in board development and training sessions
- Establishing and empowering a board Governance Committee charged with reviewing Foundation bylaws, evaluating the board, and engaging in board member recruitment and development.

### **II. To recruit and retain skilled, mission-centered support staff who are passionate advocates for the Foundation's mission**

*The Foundation recognizes that it must recruit and retain dedicated, passionate and skilled staff in order to effectively carry out its mission. It must also justly recognize their contributions and create a sustainable staffing model. We will do this by:*

- Providing adequate compensation and benefits package that will attract and retain the best staff.
- Providing ongoing professional training and development opportunities for staff.
- Making the necessary investments in growing staff support positions
- Creating and maintaining a staff retention and succession plan

### **III. To empower the Napa Valley College Alumni Community in support of the Foundation's mission and vision.**

*The Foundation recognizes the integral and essential role and value of the College Alumni community and affirms its important role in the Foundation's mission. We will empower, embrace and support the NVC Alumni Community by:*

- Establishing an Alumni Council to represent the Alumni Society and community and provide the Council with governance representation on the Foundation Board of Directors.
- Fostering intentional dialogue and collaboration opportunities between the Alumni Community and the Foundation.
  - Conduct an alumni survey
  - Explore publishing of an alumni magazine

## **Financial Adaptability Goals**

### **I. To provide the needed resources in support of the mission and vision of the Napa Valley College Foundation**

*The Foundation recognizes the importance of fostering and strengthening its capacity to garner resources to conduct its mission and achieve its vision. We will achieve this by:*

- Engaging in strategic Board member recruitment to grow Board fundraising support.
- Developing a robust development program and staffing it appropriately
  - Hire the necessary fundraising staff to accomplish the Foundation's development goals
  - Create a strategic fundraising plan that includes Annual Giving, Major Gifts, Planned Giving, Campaign, Alumni Relations and Foundation strategies
  - Provide comprehensive fundraising training to the Board
- Align all marketing efforts in support fundraising strategies
  - Engage in a comprehensive brand review in support of strategic vision and mission

- Create a strategic marketing/communications plan for the Foundation
- Upgrade technological tools in support of fundraising
  - Revamp Foundation website (microsite)

## **II. To establish effective and efficient operations that contribute to the long-term financial sustainability of the Foundation**

*The Foundation is committed to maintaining sound financial principles and practices, recognizing that balanced budgets and effective and efficient operations inspire stakeholder confidence and maintain the integrity of its mission. We will achieve this by:*

- Strengthening the Foundation’s financial practices and reporting
  - Maintain a balanced operating budget
  - Strengthen staff support for scholarship budget process
- Implementing organizational efficiencies utilizing technology
  - Review and upgrade (if necessary) records and donor databases
  - Evaluate and adopt technological solutions for improved program offerings

## **Program Delivery Goals**

### **I. To provide the right resources and facilities to deliver the highest quality programs to NVC students and the community**

*The Foundation is committed to providing the highest quality program offerings that further its mission and recognizes how essential the right resources and facilities are to further this goal. We will provide these by:*

- Engage in ongoing program design reviews to align with the Foundation’s core mission, vision, and relevance to the College.
  - Engage the Napa Valley College leadership and faculty in identifying College needs and programmatic assistance that the Foundation can provide
  - Conduct a College department-wide survey of program and fundraising needs
- Establish an Alumni Society to engage the Napa Valley College alumni community in support of the College’s mission, vision and strategic goals.
  - Strengthen alumni programs around service to better engage the Napa Valley College Alumni community
- Making the College’s and Foundation’s programs accessible to all
  - Implement technology to improve accessibility and build capacity

- Build program delivery capacity by planning to expand classroom settings physically, digitally, and geographically (Wine Education Center, PAC)
- Leveraging the necessary investments to support and empower faculty and staff as they help deliver the Foundation's community programs and curriculum.
- Formalize fundraising duties agreement with NVC district auxiliary services
  - Develop and adopt an MOU clarifying fundraising roles and responsibilities
  - Secure necessary resources to boost Foundation capacity for expanded responsibilities
  - Establish a fundraising application or request process for various campus interests and entities.