



PENSACOLA STATE COLLEGE

FOUNDATION

Strategic Plan

2015-2020

# Strategic Plan, 2015-2020

## The Challenge

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The Pensacola State College Foundation has worked to support the College for the past forty nine years. During this time, the Foundation's support has been limited largely to advisement and fundraising for scholarships. As Pensacola State College continues its transition from a two-year, commuter institution to a comprehensive undergraduate institution, the scope and impact of the Foundation's work must grow exponentially. To sustain the College in implementing its Strategic Plan, the Foundation has developed an aggressive multi-pronged plan to increase giving, expand the donor base and support strategic growth projects. During 2015-2020, the resources cultivated and stewarded by the Foundation will provide leverage to help move Pensacola State College forward.

## Foundation Mission and the College Vision

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**Foundation Mission.** *The Pensacola State College Foundation's mission is to support the long-range plan of Pensacola State College by raising financial support to enhance scholarships, programs, faculty, facilities, and improvements to further enhance student accessibility and the learning environment at Pensacola State College.*

**College Vision.** *The vision of Pensacola State College is to be the premier state college in the region. Transitioning to state college status in the Florida College System is essential to responding effectively to local, regional, state, national, and global educational and employment opportunities and demands. We will strategically contribute to the region's long-term intellectual and economic potential through innovative and affordable means to maximize student success and workforce productivity.*

*As a state college, we will further enhance our reputation and image as an institution of higher education that promotes and develops all students intellectually, socially and culturally, propelling them to succeed within the global community.*

## Foundation Key Funding Targets

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- 1) Student Scholarships.** The cost of higher education continues to rise and, for many students, financial constraints thwart access to advanced education and future economic and personal success. Moreover, merit scholarships and targeted academic incentives are key tools in recruiting and retaining top notch students who become outstanding alumni and ultimately may become future leaders in Northwest Florida. Between the 2010-2014 academic years, approximately 58% of the financial support the Foundation provided to the college was in the form of student scholarships. This support meets a vital need of our student body, and creates educational access to those who need it most.
- 2) Program and Faculty Development.** Quality programs and faculty are the cornerstone of higher education. The College's ability to recruit and retain outstanding academic talent ensures its

status in and contributions to higher education. With shrinking public funds and increasing performance demands, the Foundation embraces its role to secure funding to support program enhancement and faculty learning, research, scholarship, and innovation. From the 2010-2014 academic years, approximately 42% of the financial support the Foundation provided to the college was in the form of program support. The Foundation will seek additional funding sources to support development of college programs and faculty to best fulfill the mission of Pensacola State College, The Pensacola State College Foundation and staff.

- 3) Capital Enhancements.** Instructional and student-life facilities are key ingredients for the College's expansion and growth. The Foundation must secure additional funds to supplement renovation and construction of academic facilities. The Foundation plans to aggressively seek naming opportunities, through restricted capital donations, for existing and proposed campus buildings and infrastructure. Over the next five years, the Foundation is committed to pursuing private resources, through capital campaigns and matching donations, to support targeted capital projects as identified as priorities by the College.
- 4) Foundation Operations and Sustainability.** Critical to sustaining the PSC Foundation is our enhanced ability to greater supplement funding of Foundation operations. The PSC Foundation will continue to share responsibilities for funding its operations while actively seeking resources to increase our portion of overall funding. Relieving some costs from the College will enable the College to maximize dollars for enhancing academic programs, faculty and staff.

## The Strategies

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Following a period of transformation and engagement, the Foundation is now prepared to strengthen its philanthropic and advocacy capacity and to set a pathway for galvanizing broad-based community support. The following strategies will enable us to realize our strategic vision outlined above.

**A. Enhance Corporate and Foundation Relations.** Community colleges have a number of characteristics that make them highly effective economic development engines with the potential to play a central role in preparing the Northwest Florida workforce. PSC is flexible enough to develop and offer programs that are an asset serving both employers and students. The Foundation will actively work in partnership with Pensacola State College faculty, administration, alumni, and friends to secure external funding from national, regional, and local corporations and foundations for campus priorities and programs. This enhanced effort will enhance the College's ability to offer new and innovative programs, support faculty-driven initiatives, expand curriculum, enhance the physical plant, and improve the quality of life for our community.

1. The Foundation will seek to act as a connection to businesses seeking partnerships with Pensacola State College. Because of our role in community engagement, the Foundation is well positioned to be the source for incoming inquiries from businesses. In turn, the Foundation is well positioned to assist with facilitating working partnerships that will provide resources for the College.

**B. Diversification of Giving Opportunities.** The Foundation is dedicated to developing strategies that best engage and cultivate current and prospective partners. The Foundation seeks to expand its existing fundraising efforts beyond its traditional events-based program by further developing a comprehensive giving program, becoming proficient in the full array of giving strategies, to include

major gifts, estate planning and enrolled corporate giving, meant to increase large individual gifts. Increased attention on securing major gifts will produce a considerable impact on the organization's fundraising performance, and create significant resources that enable the Foundation and College to grow and thrive.

1. The Foundation will work in partnership with the College and community to identify individuals with interests in supporting College programs and priorities.
2. The Foundation will further develop and strengthen its donor relations programs in order to best engage our partners in fully supporting identified funding priorities.

**C. Fully Engage Foundation Supporters.** Through development activities, special events, committee work, and advocacy programs, Board members and volunteers should be fully engaged with the mission of the Foundation and the vision of the College. The Foundation and the College pledge to work together to ensure that all Governors and volunteers are equipped and involved to fulfill the mission, thus allowing each to take pride in their service and accomplishments in support of students.

1. The Foundation recognizes that well functioning programs for board member and volunteer development, assessment of effectiveness, and succession planning are essential to securing its future. The Foundation seeks to exemplify best practices for governance of charitable organizations; to institute systems of performance measurement and reporting; and to establish mechanisms to promote board member recruitment, training and leadership transition.

**D. Ensure Effective, Impactful Communications.** Regular, accessible and powerful communications are essential to keeping Governors, volunteers and partners fully informed and engaged in the progress of the College. Through an enhanced web presence and new electronic communications programming, the Foundation expects to solidify giving and retention and expand the base of partners and advocates. Social media and traditional media outlets must be fully engaged to secure the ongoing interest of current and future alumni and the public at large.

1. The Foundation will continue to develop collaborative branding and messaging platforms that best share identified needs as well as the impact of partner support.

**E. Increase Endowment Fund.** A healthy and growing endowment allows Pensacola State College faculty and administrators to pursue critical initiatives that enhance the ability to be a leader in higher education. Endowment funds are managed to provide a permanent source of income to support scholarship, teaching and public service missions of institutions. In addition to providing stability for the future, endowment gifts assist the college in attracting and retaining top faculty, staff and students.

**F. Development of Alumni Support.** Creating an active and engaged alumni base is essential for the College's continued growth and future success. The Foundation will continue to build partnerships with the PSC Alumni office to help best engage graduates and identify alumni who are positioned to financially support the College.

**G. Support Future Needs.** The Foundation is committed to supporting future fundraising and development needs as initiated by the College.