

DATE: August 18, 2021

TO: MPC Foundation Board of Directors

FROM: Beccie Michael, Executive Director

RE: Update re Strategic Plan Implementation, Unrestricted Revenue, and Staffing Needs

Over the past four years, the MPC Foundation has been implementing a board-approved 2017-2022 Strategic Plan. On July 21, 2021, I provided the following update to the Executive Committee, who recommended I bring it to the Board this month for approval. It was also discussed with the Finance Committee on August 5th as part of the 2021 budget development process.

Strategic Plan Implementation

The Board's 2017-2022 Strategic Plan essentially directs us to grow in all areas - including marketing, scholarships, emergency assistance, and more. Since adopting the plan, our progress towards achieving programmatic growth-related objectives includes:

- Expand scholarships for incoming and current students (Objectives A1.1 and A2.1): we increased scholarships from \$157k in 2017 to \$274k in 2020 (75% growth).
- Enhance funding for emergency assistance program (A2.3): we grew EA by 500% between 2017-2020.
- Increase capacity to improve efficiency of scholarship program (A1.2): through our increased use of AwardSpring and ThankView software and streamlining processes, we have improved efficiency significantly. We are now at a point where increasing capacity further requires additional staffing.

Unrestricted Revenue

This year, we have received a large amount of unrestricted revenue on top of our original budget, most of which impacts our workload. This includes:

- 1) USDE Title V Grant (Engage, Promote, Connect - EPC): includes \$139,000 in unrestricted funds for the Foundation to support an internship endowment campaign with a \$300,000 matching opportunity.
- 2) Dr. Valentine's Estate Gift: unrestricted endowment (held at CFMC) that will provide a \$40,000 in 2021, and an estimated \$85,000 every year starting in 2022.
- 3) Emergency Rental & Utilities Assistance Program (United Way Grant): Awarded \$560k, of which \$50k is unrestricted to offset staffing costs for administering the program.
- 4) Second PPP Loan: \$80k to offset payroll expenses in 2021
- 5) Pending USDE grant (HSI STEM): If funded, this grant will provide \$20k/year to the Foundation in support of a STEM endowment campaign with a \$300,000 matching opportunity.

Collectively, these grants and gifts present us with the following additional unrestricted funding over the next five years and beyond:

	2021	2022	2023	2024	2025	2026	2027
Title V/ EPC	\$15,000	\$25,000	\$30,000	\$34,000	\$35,000		
Valentine Legacy	\$43,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
ERAP	\$25,000	\$25,000					
PPP	\$80,000						
Total	\$163,000	\$135,000	\$115,000	\$119,000	\$120,000	\$85,000	\$85,000
HSI STEM (pending)		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Total w/ HSI STEM		\$155,000	\$135,000	\$139,000	\$140,000	\$105,000	\$105,000

Staffing Needs

Given our expansion over the past few years and expected continued growth, we are facing unmet staffing needs. The Foundation’s staff is presently structured as follows:

Position:	Primary roles:
Exec Director	Organizational leadership, major donors, legacy giving, President’s Circle, marketing
Director of Grants	Grant proposal and report writing
Accounting Manager	All accounting functions; HR support
Director of Development	Scholarships, FASA, President’s Circle, Gala, Solicitation mailings, College Incentive Program
Data & Digital Communications Manager	Gift entry & acknowledgement, video/email/social media promotions, Booster, College Incentive Program
Admin Assistant (50%)	Batching, mail, processing files, event support

Recommendation

It is my recommendation that we add a new full-time position, Development/Program Assistant, to the Foundation team. This will not only allow us to keep up with the additional work, but continue on our trajectory of growth and success. Additional staffing needs include:

- Program coordination - in particular, we need help with our ERAP/Emergency Assistance and scholarship programs.
- Assistance with development work - support fundraising efforts such as mailings, online campaigns, Booster Club activities, etc. This will provide room for more senior staff to support our endowment/major gifts (such as naming) campaigns.
- Special Event coordination - arrange events such as tours of campus, meetings with scholarship recipients, and provide Gala support (which in the past has been contracted out).

A Development Assistant, reporting to the Director of Development, would fulfill those duties and provide back-up support for various other tasks when another staff member is away. The annual cost, including benefits and taxes, would be approximately \$75,000. This amount will be supported by the additional unrestricted revenue we anticipate over the next five years (and beyond) as outlined above.