MPC Foundation Strategic Plan

2022-2025

MPC FOUNDATION
MONTEREY PENINSULA COLLEGE

Intentionally Left Blank

INTRODUCTION

The Monterey Peninsula College (MPC) Foundation was established in 1994 as the strategic fundraising arm of the college. The Foundation provides opportunities for students in Monterey County to attend college and helps to ensure their experience at MPC is the best it can be. This is accomplished by providing financial support to students and by investing resources to complement the college's programs, faculty and staff, and facilities.

Governed by a 24-member board, including influential community leaders and designated representatives from the campus community, the Foundation operates as an auxiliary non-profit organization. Since its inception, the Foundation has raised over $25 million, and currently raises approximately $2-$3 million annually. Appendix A presents summary data illustrating the significant growth and success of the MPC Foundation over the past decade, and Appendix B presents summary data regarding MPC student demographics and performance the Fall 2021 semester.

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 2016 advisory group developed new mission and vision statements for the Foundation and established five pillars of focus for the work of the Foundation 2017-2022: Governance, Friendship & Stewardship, Programs, Fundraising, and Marketing. Each pillar contained broadly stated strategic objectives and strategies. Over the ensuing years, many of the objectives have been achieved and/or successfully operationalized, as summarized in the process statement in Appendix C; others from that plan were identified as being completed and retired, or were revised and integrated into related strategic objectives and/or measurable goals in the following plan.

In 2022, the Foundation established a new Strategic Plan Advisory Group (SPAG) to develop the roadmap for the Foundation's next era of growth and service to the Monterey Peninsula College community and Monterey County. Members of the 2022 SPAG included Patsy Tinsley McGill, Ph.D. (Chair); Rob Lee (MPC Foundation Board President); Lin Sullivan; Alfred Hochstaedter, Ph.D.; Maria Ruess; Rebecca Michael (MPC Foundation Executive Director); Gina Bianchi (staff); Gerardo Olivares (staff); and Annie Tarbox (staff).

STRATEGIC PLAN 2023-2025

VISION: Universal Access to Extraordinary Higher Education

MISSION: We create opportunities for students and enhance the learning environment at MPC by fundraising and friendraising.

STRATEGY: Growth through concentration on core business

STRATEGIC PRIORITIES	STRATEGIC OBJECTIVES	MEASURABLE GOALS
1. STUDENT EMPOWERMENT Empower more students to earn MPC degrees and certificates.	1a. Improve visibility of the MPC Foundation and its resources among degree- and certificate-seeking students.	1a.1. Formalize MPC Foundation intern positions in the staffing plan to support on-campus outreach and provide student perspectives in planning and development **by March 2023.** 1a.2. Feature two **promotional stories** regarding MPC graduates supported by MPC Foundation scholarships and programs by **August 2023, three by August 2024, and four by August 2025.**
	1b. Support MPC's enrollment recovery and growth by increasing scholarship awards for degree- and certificate-seeking students.	1b.1. In collaboration with MPC's Student Outreach and Retention (SOAR) team, outreach to high schools, students, and their parents/guardians **starting in January 2023** to encourage scholarship applications from incoming students.

| | | 1b.2. Partner with MPC's PRIE office to administer **biennial** MPC student surveys beginning **no later than January 2023** to stay current regarding student needs.
1b.3. Partner with **a minimum of 6** youth organizations (CASA, Boys and Girls Clubs, etc.) in collaboration with SOAR **by Sept 2023** to ensure our local youth are aware of and understand scholarship opportunities.
1.b.4. Increase the number of individual scholarship funds available to support degree- and certificate-seeking students from the 2021-2022 baseline of 62 to 70 by 2023-2024, and 75 by 2024-2025.
1.b.5. Survey scholarship applicants, **annually**, including those who do and do not complete their applications **beginning April 2024**. |
| | 1c. Adjust current scholarship application process and timeline to support submission of applications by incoming first-year students. | 1c.1. Develop and implement a plan **no later than August 2023** to increase the number of incoming first-year students attending scholarship workshops or scholarship assistance appointments **by 10% over the 2022/2023 baseline by 2024/2025.**
1c.2. Research application processes and timelines of other colleges to determine most common timelines and requirements n**o later than July 2024.** |

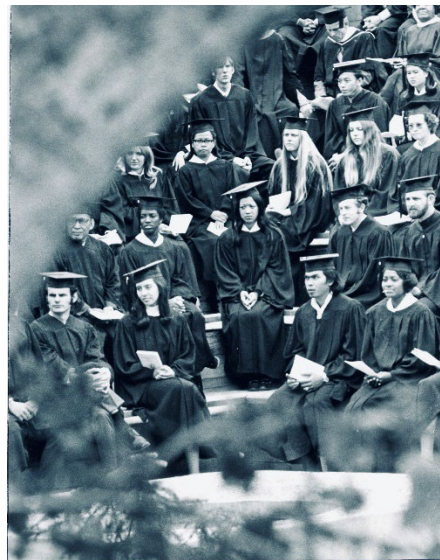|		1.c.3 Increase the number of incoming first-year students applying for scholarships from the 2021 – 2022 baseline of 28 by 20% annually starting with the 2023 – 2024 cycle (40% total increase).
	1d. Develop and offer flexible ways to provide students timely, critically needed financial assistance. 	1d.1. Research innovative critical need funding models at other colleges **by March 2024** to explore alternatives and identify best practices, particularly with regard to informing students of how to access funds. 1.d.2. Refine existing textbook and emergency assistance program based on research findings, and implement an improved model **by August 2024**. 1.d.3. Develop and implement a fundraising plan to support and sustain the new model **by December 2024**.
2. **COMMUNITY AWARENESS AND ENGAGEMENT** Increase engagement with MPC Foundation's vision, mission, and initiatives throughout the college and local communities.	2a. Develop a strategy to nurture and grow relationships with MPC faculty retirees, staff retirees, and emeriti.	2a.1. Create and implement an ongoing communication campaign for retirees and emeriti faculty **no later than September 2023**. 2a.2. Begin cultivating engaged retirees and emeriti faculty into volunteers, board members, etc. **by January 2024.** 2a.3. Increase the number of identified retirees and emeriti in our database **by 40 by December 2025.**

	2b. Recruit and engage community leaders to serve on the MPC Foundation board.	2b.1. Increase board member involvement in fundraising activities **by requesting three-to-five connections/ introductions** per board member per term **beginning January 2023**.
		2b.2. Create a process to survey, track, and address existing and needed board member diversity, skills, experiences, and expertise and utilize it for board recruitment and committee/ advisory group assignments **by June 2023.** 2b.3. Create and implement new member feedback process regarding onboarding and orientation materials **by January 2024.**
	2c. Improve recognition of the MPC Foundation and its function throughout Monterey County.	2c.1. Develop and implement a plan to capitalize on Measure V opportunities to engage the community, including communications and naming opportunities, **no later than June 2023.** 2c.2. Explore contracting with a professional marketing firm **no later than April 2024** to create a coordinated set of templates for marketing and communicating information. 2c.3. Develop and implement a plan to offer three-to-five service-focused activities and opportunities **annually**

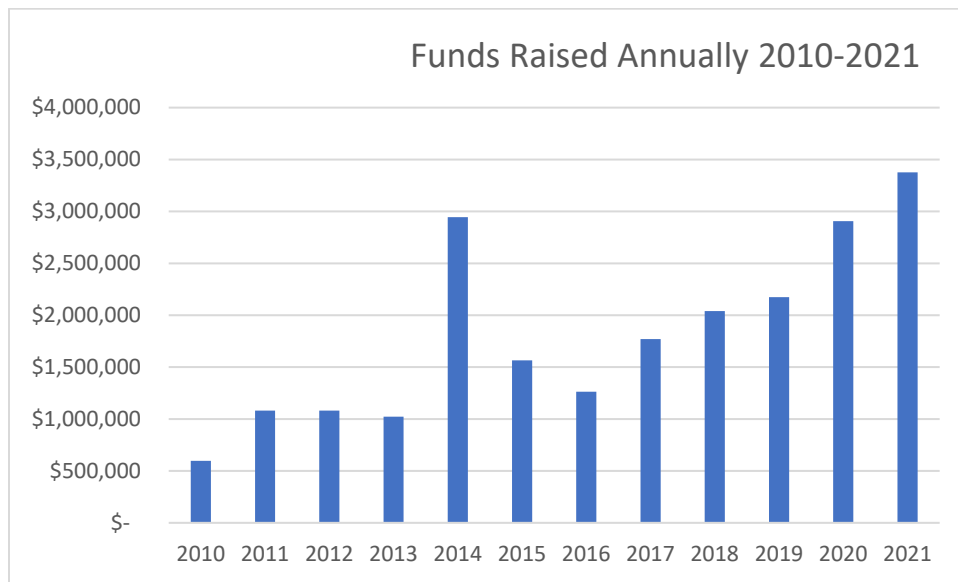|		
		for community members **by July 2024.** 2c.4. Develop and implement a plan to increase communications with community stakeholder groups **by January 2025**. 2c.5. Develop and implement a plan to increase MPC Foundation visibility in and interaction with businesses, and with civic and community groups throughout the county, **no later than January 2025.**
	2d. Increase interaction of MPC Foundation with MPC administrators, staff, and faculty.	2d.1. Improve visibility, accessibility, and transparency of FASA process to increase grant applications **by 5% annually from 2023 through 2025 (total 15% increase).** 2d.2. Increase marketing of Foundation programs, grants, and scholarships within MPC **no later March 2024.** 2d.3. Develop and implement a **plan no later than December 2024** to encourage increased faculty and staff participation in a recurrent donation and/or payroll deduction program **resulting in a 10% increase by year end 2025.**
	2e. Establish and implement a process for engaging MPC alumni, especially former award recipients.	2e.1. Increase the number of identified alumni in our database **by 5% annually from 2023 through 2025 (15% total increase)**, to include a

		subset of scholarship and grant recipients.
		2e.2. Create and implement, **no later than May 2024,** an ongoing communication campaign for alumni beginning at their graduation.
		2e.3. Begin cultivating engaged alumni into volunteers, board members, etc. **by July 2024.**
		2e.4.Establish an alumni program/ association **by August 2025.**
3. SUSTAINED GROWTH Ensure long-term support of the college and its students.	3a. Establish and achieve financial growth goals.	3a.1. Grow unrestricted donations and revenue **by 2% annually from 2023 through 2025 (6% total increase)** to sustain MPC Foundation operations.
		3a.2. Grow endowment funds **by 2% annually from 2023 through 2025 (6% total increase)** with ultimate goal to eliminate the need for unrestricted fundraising to support operations**.**
		3a.3. Leverage matching funds by raising $300,000 for an Internship Endowment, and $300,000 for a STEM Endowment **by December 2025.**
		3a.4. Actively promote planned giving **beginning January 2024** and increase membership in Legacy Society **by 15% by year end 2025.**
		3a.5. Research other organizations' models of tiered cumulative donor giving recognition and develop a plan to implement **no later than January**

|		
		2025 if applicable to MPC Foundation donors as an incentive to increase giving.
	3b. Formalize data gathering and analyses to drive strategic planning to support growth.	3b.1. Develop feedback mechanisms for events and ensure improvements are incorporated **on a yearly basis by July 2023**. 3b.2. Formalize measurable fundraising goals for all Foundation campaigns and events and perform ROI analyses against those goals **by September 2023.** 3b.3. Develop a plan to increase number of staff members as needed to ensure adequate support of strategic plan goals and objectives **by October 2023.** 3b.4. Establish and consistently use data analysis practices regarding donor acquisition and retention, ROI on campaigns and events, etc. **no later than September 2024.** 3b.5. Improve Foundation employees' compensation and benefits to reach competitive levels **no later than the 2024 budget cycle.**

APPENDIX A

MPC Foundation
Historic Trends in Fundraising & Program Growth

FUNDRAISING TRENDS

GROWTH IN SCHOLARSHIP PROGRAM

Number of Named Scholarships

Total Scholarship Monies Awarded
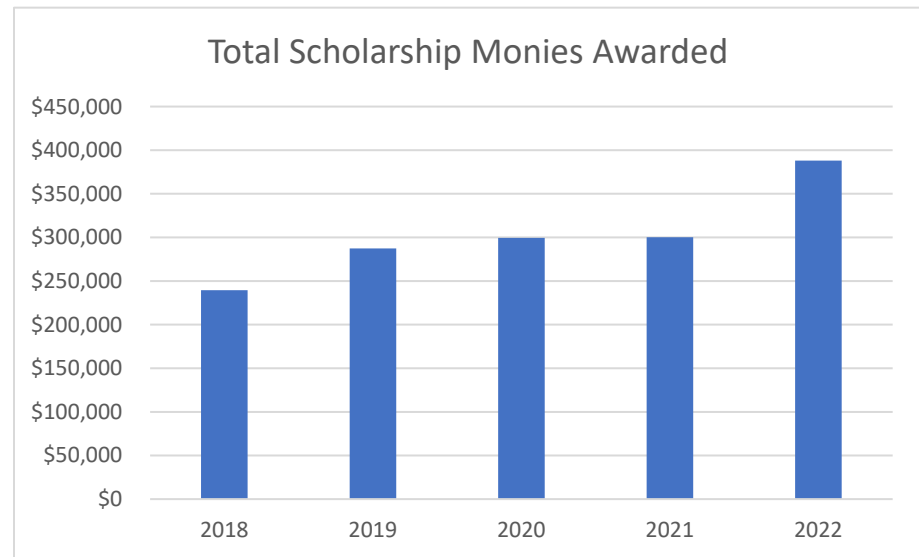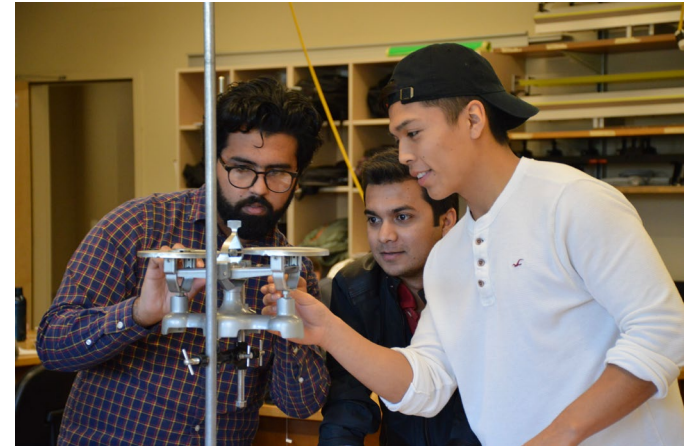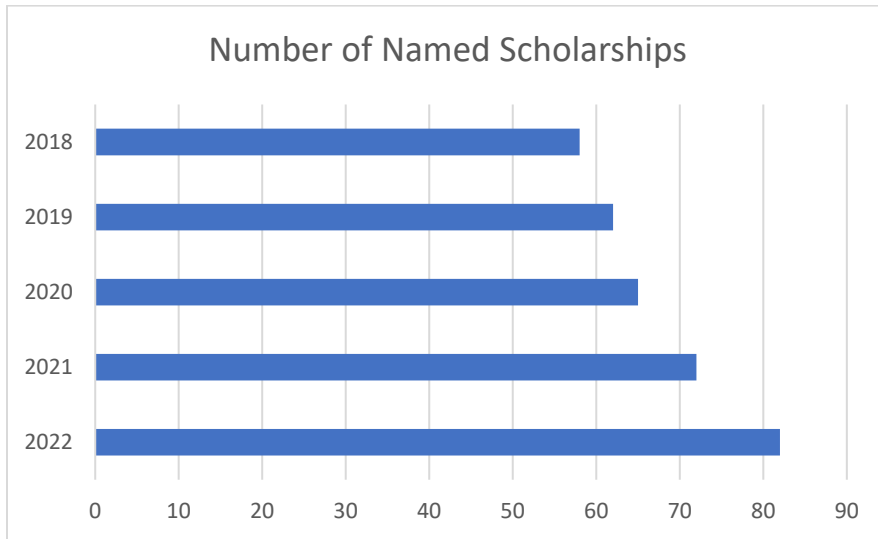
Scholarship Applications Started & Completed

Students who completed their applications.

Students who created and worked on applications
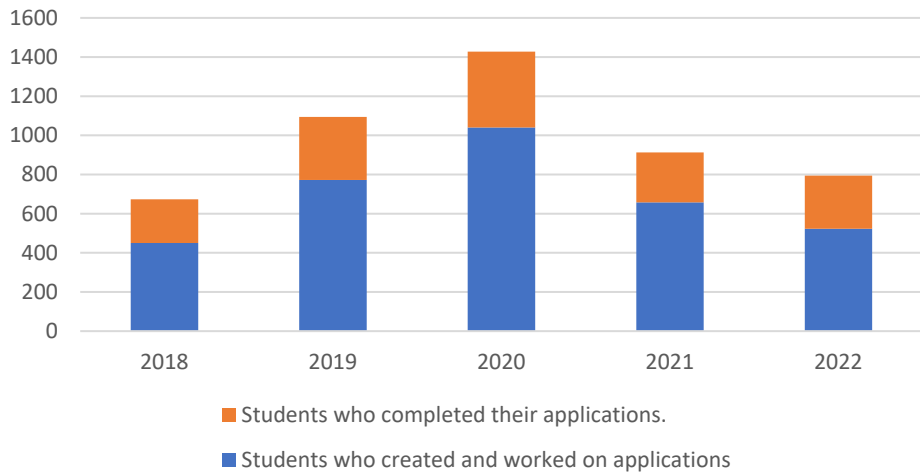
Percent of Credit FTES Students Who Applied for Scholarships
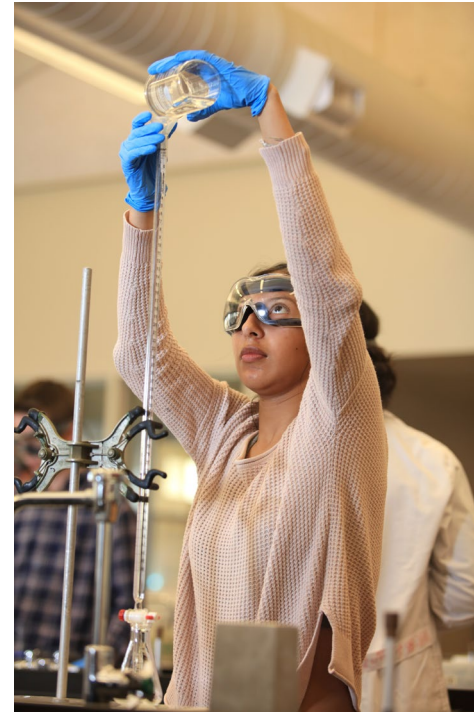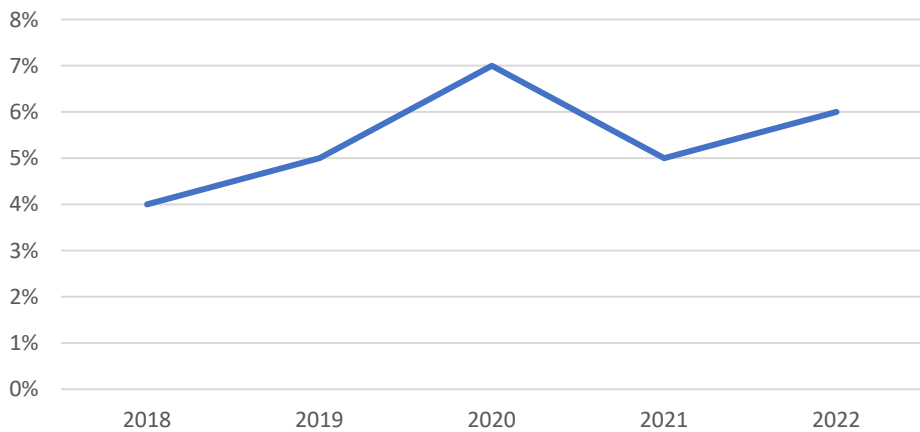
Percentage of Applicants Receiving Scholarships
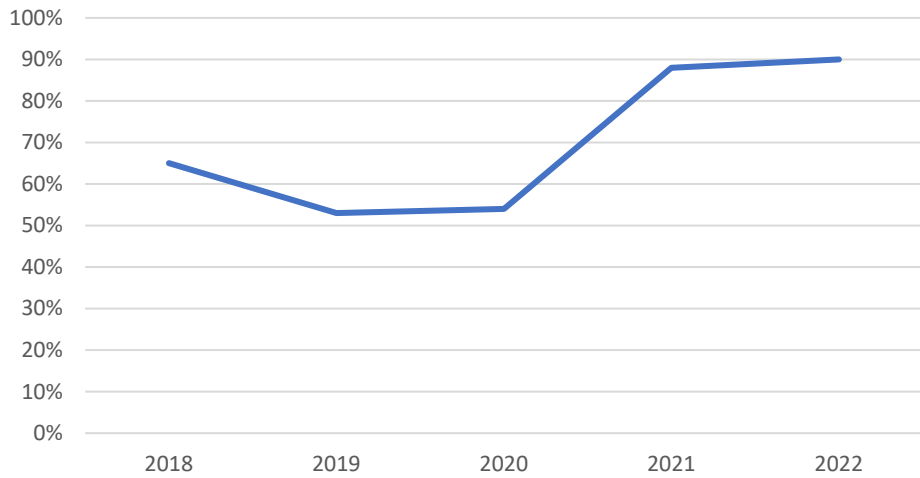
APPENDIX B

Monterey Peninsula College
Student Demographics & Course Success
Fall 2021

Program Review: Demographics and Course Success (Fall 2021)

TABLE OF CONTENTS

PURPOSE

This data dashboard will allow you to gain insight on various demographic dimensions and how they not only occupy our campus at large, but specific portions of our campus (such as division areas).

Within this report you will find interactive visuals that permit you to see how different student demographics are performing in relation to one another. Because we do not suppress data for students in groups smaller than 10, we ask that you do not distribute this dashboard to anyone outside of Monterey Peninsula College.

MONTEREY PENINSULA College

Reference Page

Questions? Contact **prie@mpc.edu**

Please reference the appropriate document to understand how the data dashboards were created and how to use them:

◦ [How to Use 2022 Program Review Data Dashboards](#)

◦ [Defining the Categories in Our Program Review Data Dashboards](#)

◦ [How to Integrate Data Visualizations into Program Review](#)

Fall 2021 Student Demographics at a Glance

The following graphs interact with one another. If you select the "19 or Less" group within the Age Group graph, for example, all other graphs will change to demonstrate how other demographic groups populate the "19 or Less" category. You may also select items from the four drop down menus below to understand which demographics populate different areas of campus. All demographic data here is unduplicated headcount—meaning that students are only counted once. (*Please note that Google Data Studio make take a few seconds to load. Thank you for your patience.*)

| Dean Area ▾ | Division ▾ | Discipline ▾ | Course ▾ |

Race/Ethnicity

- 6.7%
- 33.5%
- 46%
- 6.4%

- ● American Indian or Alaska Native
- ● Asian
- ● Black or African American
- ● Hispanic / Latino
- ● Native Hawaiian or Other Pacific Islander
- ● Two or More Races
- ● Unknown / Non-Respondent
- ● White

Gender

- 42.8%
- 54.4%

- ● Female
- ● Male
- ● Unknown / Non-Respondent

First Generation

- 12.7%
- 31%
- 56.3%

- ● First Generation Students
- ● Not First Generation Students
- ● Unknown

Age Group

- 9.3%
- 7.4%
- 6.2%
- 9.2%
- 13.6%
- 23.1%
- 31.1%

- ● 19 or Less
- ● 20 to 24
- ● 25 to 29
- ● 30 to 34
- ● 35 to 39
- ● 40 to 49
- ● 50+
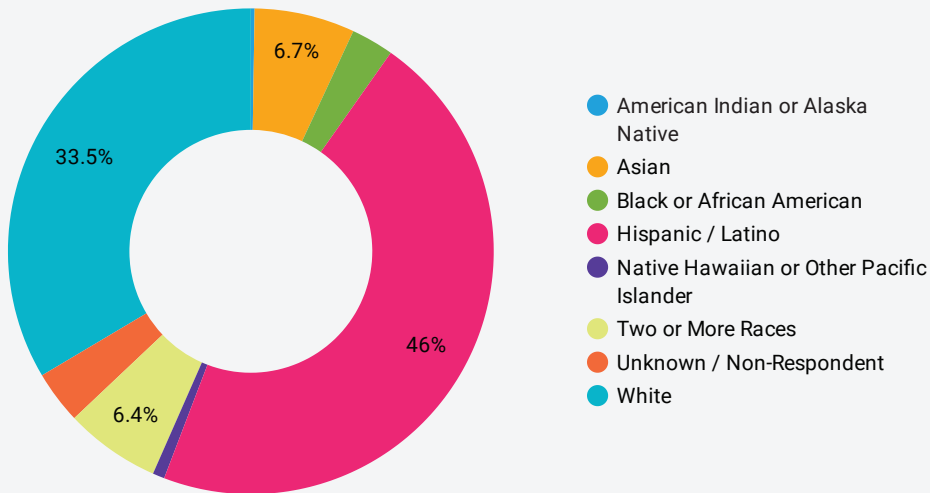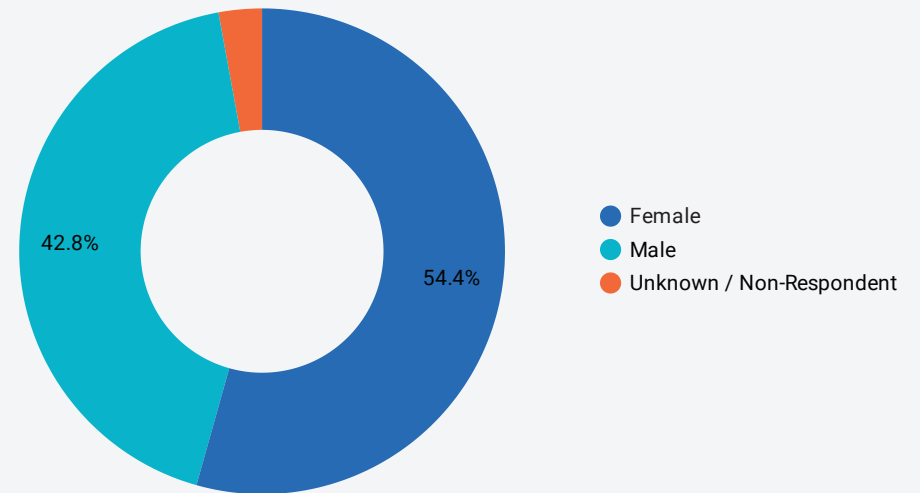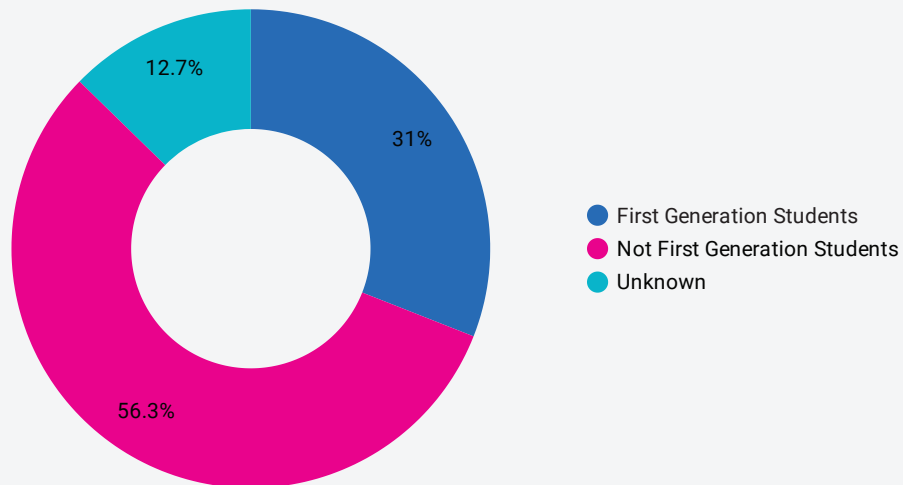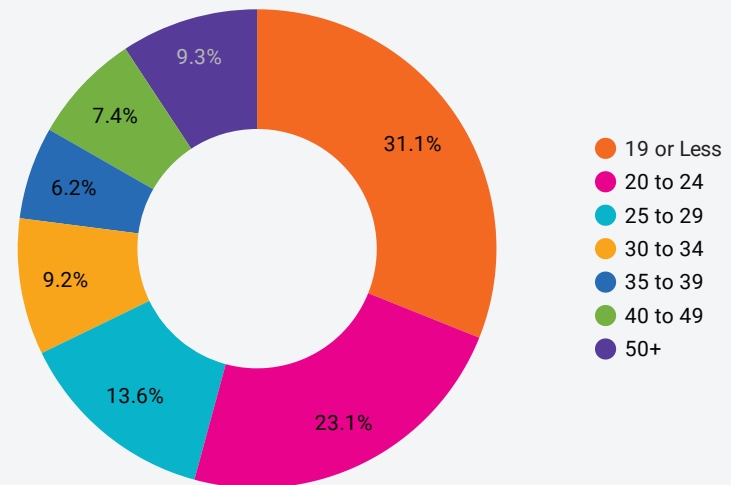
Successful Course Completion Rates by Student Race/Ethnicity

The following visuals illustrate course success rates by student race/ethnicity. The two pie charts interact with one another and allow you to see how race/ethnicity are correlated to grade category, and vice versa. If you would like to see how course success correlates with race/ethnicity in accordance to your (a) Dean Area, (b) Division, (c) Department, and/or (d) Course please utilize the drop down menus below, as they also interact with both pie charts.

Dean Area ▼	Division ▼	Discipline ▼	Course ▼

Race/Ethnicity

- 5.9%
- 29.4%
- 7%
- 50.1%

Legend:
- ● American Indian or Alaska Native
- ● Asian
- ● Black or African American
- ● Hispanic / Latino
- ● Native Hawaiian or Other Pacific Islander
- ● Two or More Races
- ● Unknown / Non-Respondent
- ● White

Grade Category

- 4.5%
- 11.7%
- 12.5%
- 69.2%

Legend:
- ● 1. Successful
- ● 2. Not Successful
- ● 3. Not Retained
- ● 4. Excused Withdrawal
- ● 5. Other Grades

Successful Course Completion Rates by Student Gender

The following visuals illustrate course success rates by student gender. The two pie charts interact with one another and allow you to see how gender are correlated to grade category, and vice versa. If you would like to see how course success correlates with gender in accordance to your (a) Dean Area, (b) Division, (c) Department, and/or (d) Course please utilize the drop down menus below, as they also interact with both pie charts.

Dean Area ▼	Division ▼	Discipline ▼	Course ▼

Gender

- Female — 55.5%
- Male — 42.2%
- Unknown / Non-Respondent

Grade Category

- 1. Successful — 69.2%
- 2. Not Successful — 12.5%
- 3. Not Retained — 11.7%
- 4. Excused Withdrawal — 4.5%
- 5. Other Grades

Successful Course Completion Rates by Student Age Group

The following visuals illustrate course success rates by student age group. The two pie charts interact with one another and allow you to see how age group are correlated to grade category, and vice versa. If you would like to see how course success correlates with age group in accordance to your (a) Dean Area, (b) Division, (c) Department, and/or (d) Course please utilize the drop down menus below, as they also interact with both pie charts.
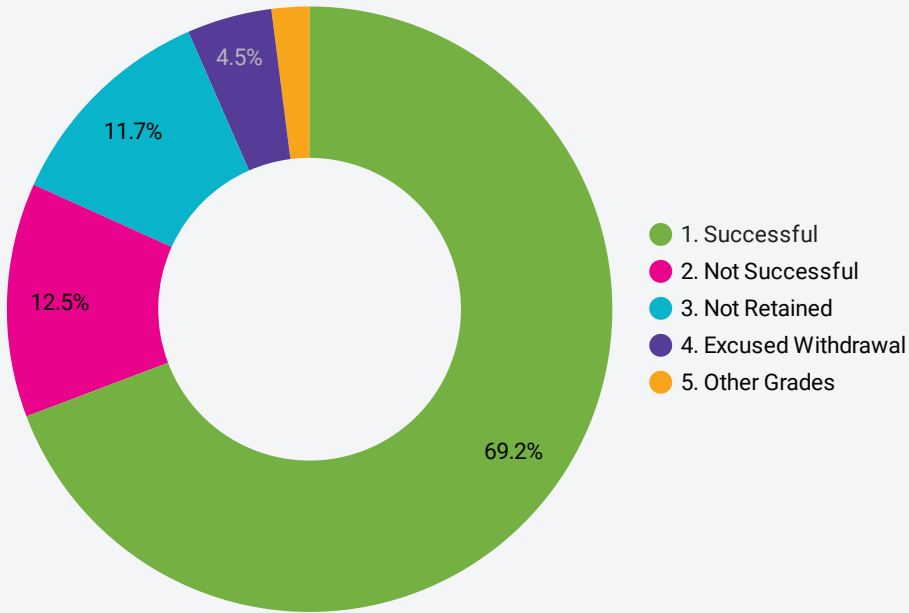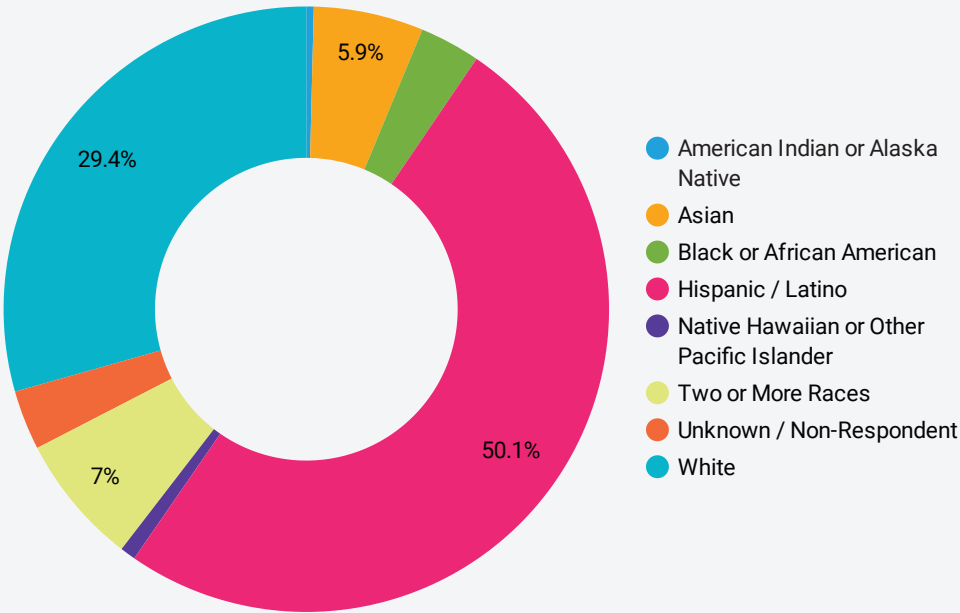
| Dean Area ▼ | Division ▼ | Discipline ▼ | Course ▼ |

Age Group

- 37% — 19 or Less
- 26.4% — 20 to 24
- 12.2% — 25 to 29
- 7.5% — 30 to 34
- 4.5% — 35 to 39
- 5.3% — 40 to 49
- 7.1% — 50+

Legend:
- 19 or Less
- 20 to 24
- 25 to 29
- 30 to 34
- 35 to 39
- 40 to 49
- 50+

Grade Category

- 69.2% — 1. Successful
- 12.5% — 2. Not Successful
- 11.7% — 3. Not Retained
- 4.5% — 4. Excused Withdrawal
- 5. Other Grades

Legend:
- 1. Successful
- 2. Not Successful
- 3. Not Retained
- 4. Excused Withdrawal
- 5. Other Grades
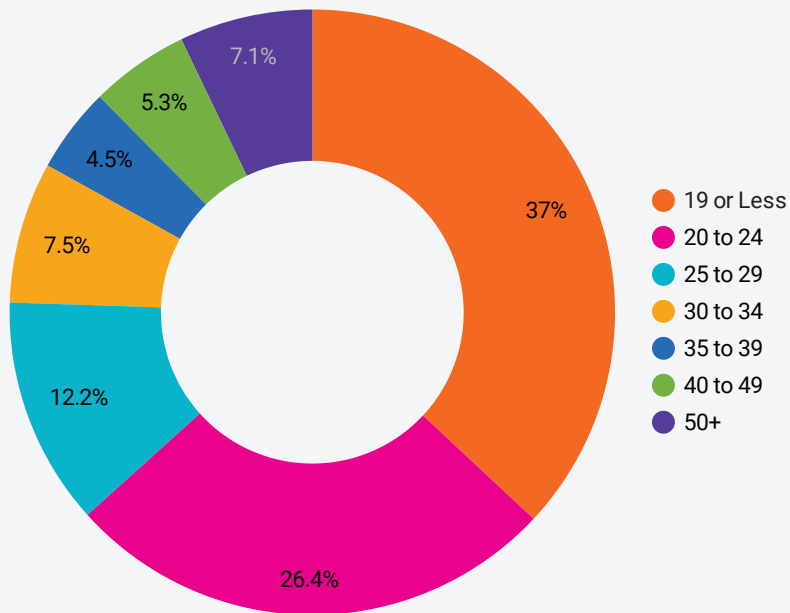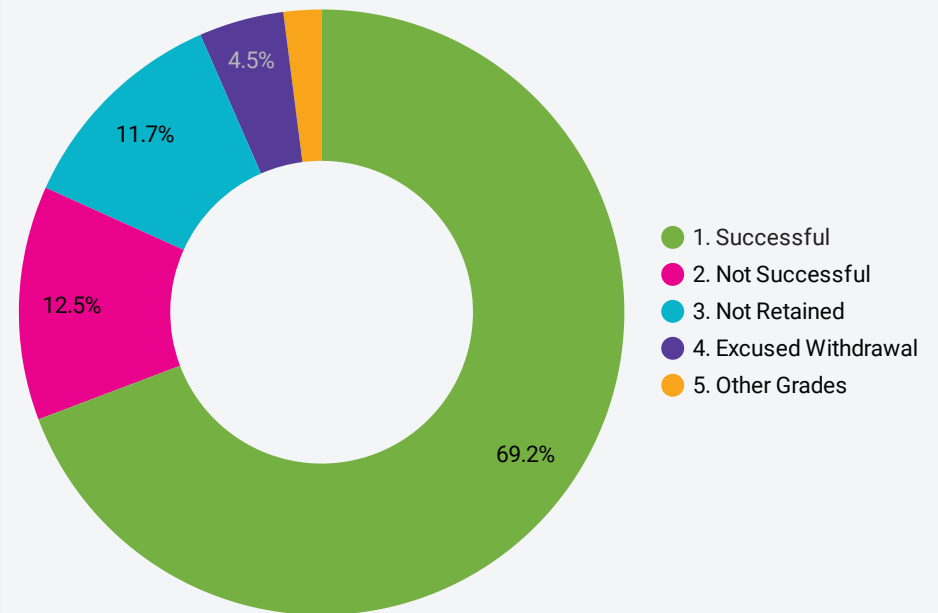
Successful Course Completion Rates by First Generation Status

The following visuals illustrate course success rates by first generation status. The two pie charts interact with one another and allow you to see how first generation status is correlated to grade category, and vice versa. If you would like to see how course success correlates with first generation status in accordance to your (a) Dean Area, (b) Division, (c) Department, and/or (d) Course please utilize the drop down menus, as they also interact with both pie charts.
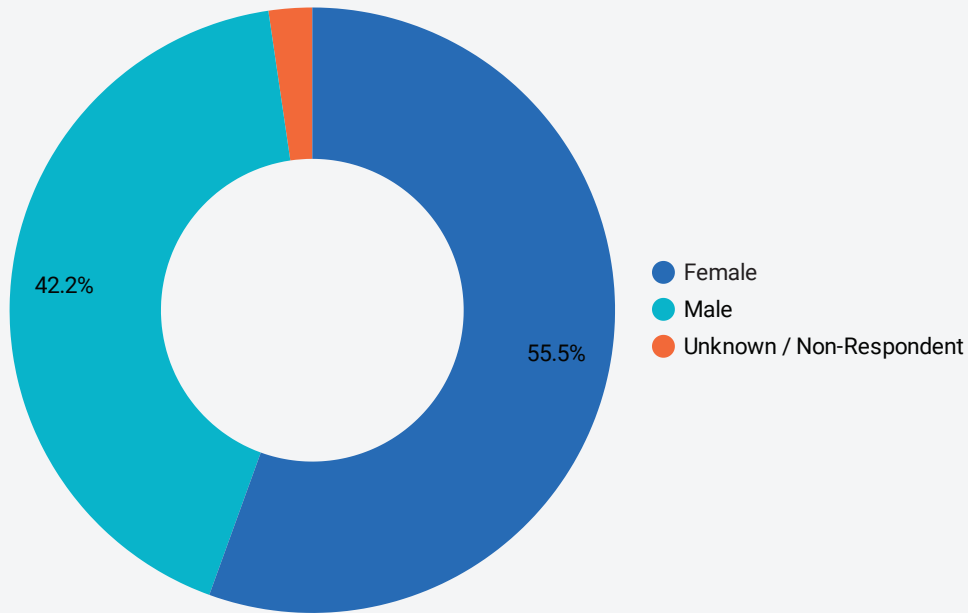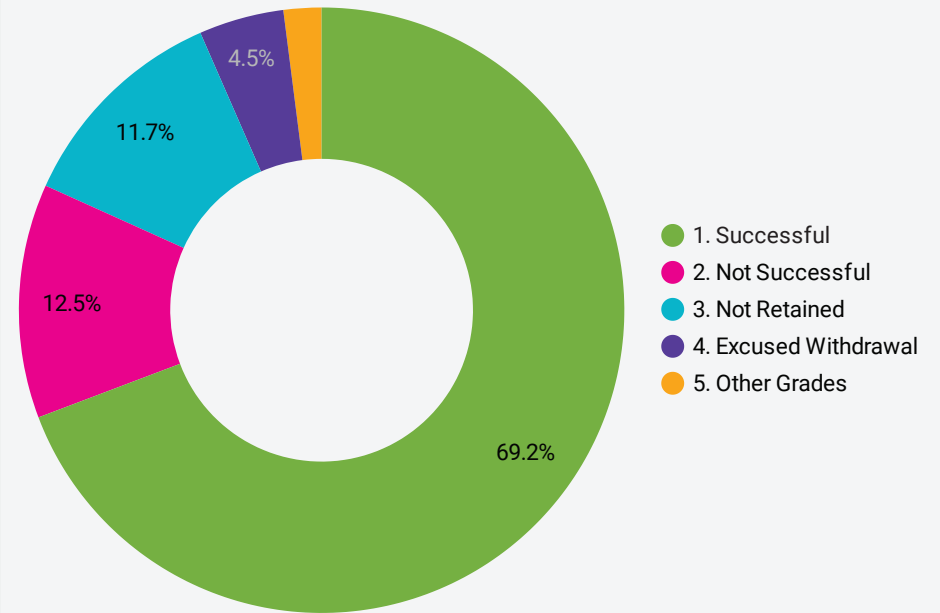
Dean Area ▾	Division ▾	Discipline ▾	Course ▾

First Generation Status

- 32.1%
- 56.4%
- 11.5%

● First Generation Students
● Not First Generation Students
● Unknown

Grade Category

- 69.2%
- 12.5%
- 11.7%
- 4.5%

● 1. Successful
● 2. Not Successful
● 3. Not Retained
● 4. Excused Withdrawal
● 5. Other Grades
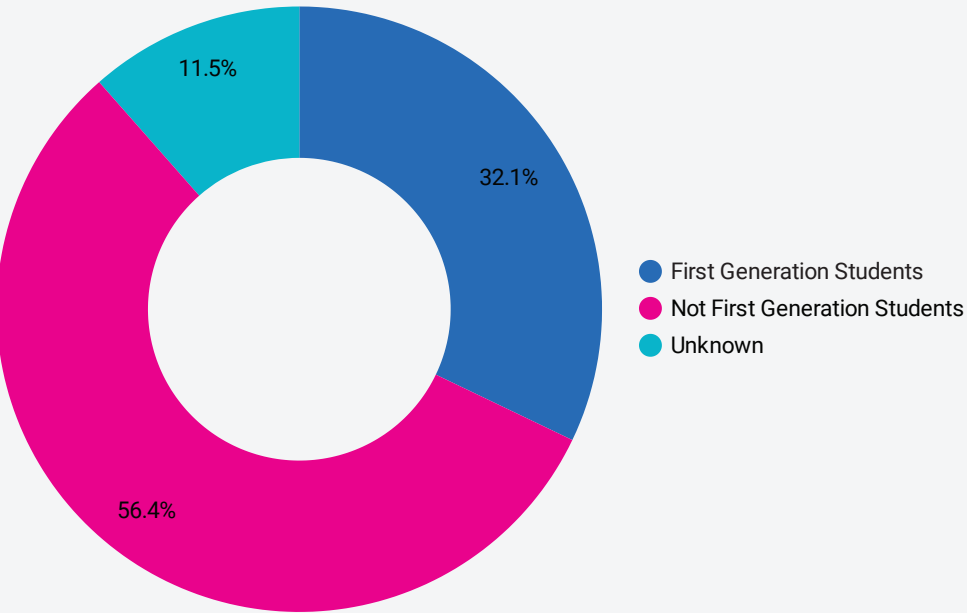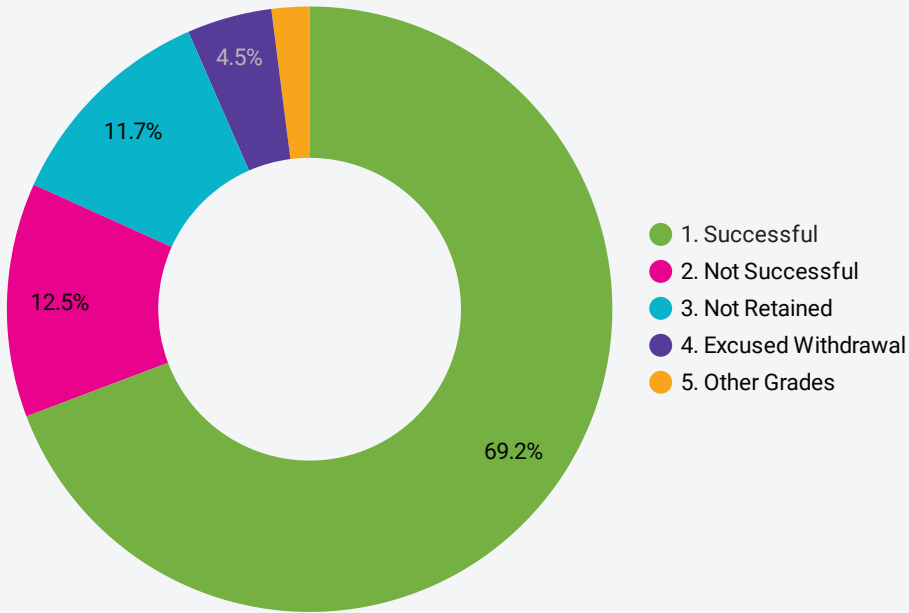
What's Next?

Data we'll be adding soon
- EW grades for Fall 2021 (*added*)
- Fall 2020 data *(*check out our trends data in our Program Review dashboards)*
- Spring 2021 data *(*check out our trends data in our Program Review dashboards)*

Tell us what you think!
The PRIE Office would love your thoughts on this data dashboard.
Please share your feedback and suggestions with us on this jamboard!

Intentionally Left Blank

APPENDIX C

MPC FACULTY & STAFF DEMOGRAPHICS

Fall 2021

Table 1 Gender by Employee Type

			Employee Count	Employee Count (%)
Monterey Peninsula College Total Employees			538	100.00 %
	Educational Administrator total		13	2.42 %
		Female	5	38.46 %
		Male	8	61.54 %
	Academic, Tenured/Tenure Track Total		114	21.19 %
		Female	60	52.63 %
		Male	54	47.37 %
	Academic, Temporary Total		230	42.75 %
		Female	111	48.26 %
		Male	119	51.74 %
	Classified Total		181	33.64 %
		Female	107	59.12 %
		Male	74	40.88 %

Table 2 Ethnicity by Employee Type

			Employee Count	Employee Count (%)
Monterey Total			538	100.00 %
	Educational Administrator Total		13	2.42 %
		African-American	3	23.08 %
		Asian	1	7.69 %

			Employee Count	Employee Count (%)
Monterey Total			538	100.00 %
		White Non-Hispanic	9	69.23 %
	Academic, Tenured/Tenure Track Total		114	21.19 %
		African-American	6	5.26 %
		American Indian/Alaskan Native	2	1.75 %
		Asian	10	8.77 %
		Hispanic	18	15.79 %
		Multi-Ethnicity	1	0.88 %
		Pacific Islander	3	2.63 %
		White Non-Hispanic	74	64.91 %
	Academic, Temporary Total		230	42.75 %
		African-American	9	3.91 %
		American Indian/Alaskan Native	3	1.30 %
		Asian	20	8.70 %
		Hispanic	32	13.91 %
		Pacific Islander	2	0.87 %
		Unknown	6	2.61 %
		White Non-Hispanic	158	68.70 %
	Classified Total		181	33.64 %
		African-American	11	6.08 %
		American Indian/Alaskan Native	3	1.66 %
		Asian	22	12.15 %
		Hispanic	63	34.81 %
		Multi-Ethnicity	2	1.10 %
		Pacific Islander	4	2.21 %
		Unknown	3	1.66 %
		White Non-Hispanic	73	40.33 %

Table 3 Age by Employee Type

		Employee Count	Employee Count (%)
Monterey Total		538	100.00 %
	Educational Administrator Total	13	2.42 %
	40 to 44	2	15.38 %
	45 to 49	1	7.69 %
	50 to 54	1	7.69 %
	55 to 59	4	30.77 %
	60 to 64	3	23.08 %
	65 to 69	2	15.38 %
	Academic, Tenured/Tenure Track Total	114	21.19 %
	18 to 34	9	7.89 %
	35 to 39	14	12.28 %
	40 to 44	16	14.04 %
	45 to 49	17	14.91 %
	50 to 54	17	14.91 %
	55 to 59	19	16.67 %
	60 to 64	12	10.53 %
	65 to 69	7	6.14 %
	70+	3	2.63 %
	Academic, Temporary Total	230	42.75 %
	18 to 34	21	9.13 %
	35 to 39	23	10.00 %
	40 to 44	25	10.87 %
	45 to 49	28	12.17 %
	50 to 54	25	10.87 %
	55 to 59	27	11.74 %
	60 to 64	30	13.04 %
	65 to 69	29	12.61 %

			Employee Count	Employee Count (%)
Monterey Total			538	100.00 %
		70+	22	9.57 %
	Classified Total		181	33.64 %
		18 to 34	42	23.20 %
		35 to 39	17	9.39 %
		40 to 44	16	8.84 %
		45 to 49	16	8.84 %
		50 to 54	20	11.05 %
		55 to 59	28	15.47 %
		60 to 64	27	14.92 %
		65 to 69	10	5.52 %
		70+	5	2.76 %

APPENDIX D

PROCESS

SPAG held its organizational meeting February 22, 2022 and presented its draft plan to the MPC Foundation Board of Directors September 21, 2022. The Board of Directors approved the plan for implementation at its _____, 2022 meeting.

The process adopted to develop the 2023-2025 MPC Foundation Strategic Plan included the following steps:
1) Determine the timeframe for the plan under development, acknowledging a) the need to align the Foundation's planning cycle with that of the college, b) the unpredictable external environmental forces that have impacted and continue to impact college enrollments and college and Foundation operations, and c) the recommendations of professionals working in strategic planning to limit the plan cycle to no more than three years.
2) Identify and retain for reference the contextual considerations that are key to developing the most viable strategic plan possible, including the following:
   a. The 2017 MPC Foundation Strategic Plan, including the vision and mission statements approved in that plan
   b. The 2020-2025 MPC Educational Master Plan Goals
   c. The Measure V bond measure projects
   d. Criteria for defining strategic priorities, including if they
      i. Provide the bridge between the vision of the organization and the strategic objectives and annual goals needed to achieve it
      ii. Break down the vision into manageable and actionable areas of focus/strategic objectives
      iii. Are supported by goal statements under each strategic objective to be achieved in the coming year(s)
   e. Filter questions to apply to strategic objectives, including the following:
      i. Does it contribute to creating the future?
      ii. Is it about a shifting stakeholder need?
      iii. Does it amp up a competitive advantage?
      iv. Is it in an emerging growth area?
      v. Is inaction on the topic risky?
3) Adopt a format for the plan that includes measurable goals to support the strategic priorities and strategic objectives.

4) Develop an overall strategy statement for the new strategic plan to support the existing vision and mission statements.
5) Develop a timeline for soliciting stakeholder input and completing the draft strategic plan to submit to the board for review and approval before the end of 2022.
6) Solicit and use the input of a broad range of stakeholder groups in drafting the strategic priorities, strategic objectives, and measurable goals, including Foundation staff and board members; college administrators, staff, faculty, alumni, and students; and community members and donors.
    a. Have board and staff members complete a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis.
    b. Identify additional stakeholder groups, develop custom survey questions for each group, and promote and distribute the surveys as widely as possible to each group.
7) Refine and categorize all SWOT and survey data into strategic priorities, strategic objectives, or measurable goals.
8) Assess progress toward completing the objectives approved in the Foundation's 2017 Strategic Plan, identifying each objective to be retained, revised, or retired—a process that resulted in identifying the following objectives as operationalized by the Foundation staff:
    a. Refine practices and procedures to ensure continued effective fund management.
    b. Establish the Foundation as the clearinghouse for all MPC fundraising activities and events.
    c. Provide opportunities for staff to engage in professional development.
    d. Review and update the Foundation's policies as required.
    e. Maintain and update internal policies.
    f. Develop and consistently utilize a strong brand for the Foundation.
    g. Tell stories with an individual student focus.
9) Draft, review, revise, and approve all strategic priorities, strategic objectives, and measurable goals in SPAG and present to the Board of Directors for review, revision, and approval.