



FY24-FY26

QCC FOUNDATION STRATEGIC PLAN



QUINSIGAMOND

Community College
QCC Foundation

Dear members of the Quinsigamond Community College community,

In the Summer of 2022 the Quinsigamond Community College Foundation embarked upon a strategic planning initiative for the Foundation to discuss, update and agree upon the Foundation's mission and vision, strategy, and action plan for the period 2024-2026.

A dedicated Strategic Planning Committee was established, which included Foundation Board of Directors, QCC Office of Community Affairs staff members and facilitators from the consulting agency, ONE Worcester. Our meetings have been detailed and our discussions have been robust.

At its heart, the strategic plan recognizes that the Foundation, in partnership with the College, is uniquely positioned to meet our mission to raise the funds and provide the resources to support the college's mission to be the gateway to advanced educational and economic opportunities in Central MA, make impactful connections, and create and expand on initiatives to ensure students have a successful academic experience.

I am grateful to the Strategic Planning Committee membership for the dedication, keen insight and critical expertise contributed to this important task. I also am grateful to the Foundation staff that, outside of our Committee meetings, provided open and relevant information, valued perspectives and essential preparation. Finally, thank you to Liz Pape and Deb Bieri from ONE Worcester for being our facilitators for this strategic planning process.

Thanks to the following QCC Foundation Directors for serving on the Strategic Plan Committee:

- Kola Akindele
- Diane Giampa
- Jim Griffin
- Jorgo Gushi
- Linda Maykel
- Mary Meade-Montaque

Thanks also to the QCC staff for being a part of the Strategic Plan effort:

- Viviana Abreu-Hernandez
- Michelle Vigneux
- Shirley Dempsey
- June Geary
- Anianjolice Oquendo

Goal 1: Improve the effectiveness of the Foundation Board of Directors in supporting the Foundation mission

- Create a College/Foundation working relationships document to be included in onboarding packet (see ATCH 1)
 - Due date: August 2023
 - Responsible parties: Nominating Committee, VP Office of External Affairs
- Develop a Board Recruitment and Engagement Plan and update as needed
 - Due date: August 2023
 - Responsible parties: Foundation Nominating Committee, Strategic Plan Committee
- Update the Foundation Committees with committee chairs, members and charters as needed
 - Due date: Q2 FY24, Q1 FY25, FY26
 - Responsible parties: Foundation President
- Develop annual measurable goals that support the QCC Foundation mission, vision and core values (ATCH 2)
 - Due date: Q1 FY24, FY25, FY26
 - Responsible parties: Foundation President, Foundation Executive Team
- Appoint a QCCF liaison to QCC Board of Trustees and incorporate liaison updates into Board agenda
 - Due date: August 2023
 - Responsible parties: Foundation President
- Develop a QCC Foundation Annual Calendar which includes Development Plan action items
 - Due date: Q1 FY24
 - Responsible parties: Foundation President, Director of Development

Performance Metric:

- Increase and track the quarterly participation of Foundation Board members in fundraising, community relations, and college/community engagement activities.
- Revise Board agenda to identify ways to increase more board member engagement through discussion, votes, committee work
- Identify additional reports to be presented at quarterly board meetings (example: upcoming grants QCC is applying for under the Foundation)
- Increase visibility of all performance metrics in a chart that is included in all Foundation and Committee's documentation i.e. meeting agendas and minutes.

Goal 2: Expand the Foundation's brand visibility

- Work with QCC Marketing team to determine the appropriate content and delivery methods of the Foundation's messaging to the local business community.
 - Due date: Q2 FY24
 - Responsible parties: Strategic Plan Committee, Director of Development.
Director Community Relations
 - Develop talking points for use by Directors as they create an "elevator speech" highlighting QCC success stories and Foundation's fundraising and initiatives mission
 - Due date: Q2 FY24
 - Responsible parties: Strategic Plan Committee
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Performance Metric:

- Determine number of presentations/meetings each Board Director has attended in support of QCC Foundation

Goal 3: Identify, prioritize, and fund the needs of the College as identified in the QCC Strategic Plan

- Create a QCC Foundation Development Plan which includes financial goals, a table of investments to institutionalize annual giving and planned programs in order to sustain the self-supported status of the Foundation's operations and other Board-directed initiatives.
 - Due date: Q2, 2023
 - Responsible parties: Development Committee, Strategic Plan Committee, Director of Development
- Review current QCC Foundation initiatives funded by the Foundation to determine FY2024/2025/2026 objectives in support of initiatives
 - Due date: Q1 of fiscal year
 - Responsible parties: Foundation President, Director of Development, full Board
- Review QCC Strategic Plan Strategies to determine FY2024 objectives in support of plan strategies, specifically. Strategies:
 - 1.1 to increase access and equitable opportunities to education;
 - 1.4 to improve and expand student space and infrastructure/plant/technology;
 - 1.5 to engage and leverage alumni and community partners;
 - 2.3 to prepare students with the skills, knowledge and abilities for jobs of the future.;
 - 2.6.2 to leverage partner expertise to engage in meaningful workforce learning experiences (e.g., apprenticeships, internships, co-op);
 - 4.4 to promote QCC to the wider Central Massachusetts community.
 - Due date: Q1, FY24, FY25, FY26
 - Responsible parties: Executive Team, Director of Development, full Board

Performance Metric:

- Fundraising annual growth rate: in donors and dollars.
 - Business and community partnerships rate of growth
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Attachment 1

QCC Board of Trustees		QCC Foundation	
State employees appointed by the Governor		The Foundation is a 501c3 that can ask for money	
Reappointed to two terms, five years max		The Foundation's role is to support a governmental agency QCC	
Implement higher education policy that administration puts forward			
Submit financial reports every year to the State			
Are appointed and sworn in, they are governmental officials.			
Have specific responsibilities dictated by law of what they are supposed to do			
The College President reports to the Trustees			
They govern the institution			

Attachment 2

Core Values

Inclusive

We commit to welcoming and valuing people exactly as they are, celebrating and embracing the diversity of experience of the QCC community. We recognize the value of a Board of Directors that reflects the broad diversity of the College's student body and of the communities it serves.

Community-Focused

The QCC Foundation commits to engaging with the QCC community-at-large (students, professors, administration, alumni) and the central MA community (employers, government, non-profits) to make a positive impact on the community and the college.

Innovative/Flexible/Responsive to Immediate Campus Needs

The needs of a QCC student can differ in many ways than those of a traditional four-year college student. The Foundation commits to planning and operating in an innovative, flexible, and responsive manner.

Nurturing and Connected to Those in Need

The QCC Foundation is focused on understanding and responding to the experiences of those whom it serves and nurtures.

Mission

Our mission at the Quinsigamond Community College Foundation is to raise the funds and provide the resources to support the college's mission to be the gateway to advanced educational and economic opportunities in Central MA, make impactful community connections, and create and expand on initiatives to ensure students have a successful academic experience.

Vision

The QCC Foundation will provide the funding to support current and new initiatives for QCC student and faculty success and will actively work with QCC leadership and the QCC Board of Trustees to meet QCC strategic goals.



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**Approved by the QCC Foundation Board of Directors on
September 28, 2023**