

MONTGOMERY COLLEGE FOUNDATION

NOVEMBER | 2020

STRATEGIC PLAN



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MESSAGE FROM THE CHAIR AND EXECUTIVE DIRECTOR

The Strategic Planning Committee of the Montgomery College Foundation shares its Strategic Plan as a companion piece in support of the detailed and ambitious *MC2025 Strategic Plan (MC2025)* launched by the College in July 2020. The Montgomery College Foundation (MCF) Board of Directors and staff focused on the necessity for our own companion strategy to “think big” while remaining in alignment with the College’s mission, vision, and overarching goals. As board chair and executive director, we both appreciated the importance and significance of undertaking a similar effort, the first such strategic planning effort since the foundation’s inception in 1982.

At the November 2019 kick-off retreat and in follow-up survey responses, 79 percent of foundation directors expressed a willingness to “do more if given clear direction” and “provided opportunities where I have strengths.” As a result of this consensus response, the Committee identified three key factors that would inform this planning process:

- Focus on strategic initiatives that will have a direct role in helping the College achieve *MC2025* goals and objectives;

- Identify innovative ways to develop and advance business and industry partnerships for the benefit of MC students and the College as a whole; and
- Utilize the plan as a roadmap to carry out an ongoing readiness assessment in preparation for the next foundation campaign.

Under the leadership of its chair, Anne Gunsteens, retired executive director, The J. Willard and Alice S. Marriott Foundation, the strategic planning committee’s primary focus was ensuring alignment with *MC2025* and bringing greater focus, clarity, and distinctiveness to the foundation’s work in support of Montgomery College. Its visioning, goal setting, and priority setting yielded concrete initiatives and realistic activities that play to the strengths of the MCF board. Our core strategy focuses on expanding the foundation’s roles as funder, ambassador, and facilitator to better leverage its relationship-building influence to cultivate more business and community partnerships with the College.

We are pleased to share this Strategic Plan and 20 initiatives with you and look forward to seeing the results of this thoughtful and measurable approach to supporting the work of Montgomery College.



Kenneth Becker, Chair



Joyce Matthews, Executive Director

SUMMARY OF THE SITUATION ANALYSIS

The Strategic Planning Committee conducted a detailed situation analysis to inform its recommendations and strategy. This strategic planning tool, completed and distributed in January 2020, represents a preliminary, baseline summary of emerging national and regional industry trends, an initial assessment of MC strategic opportunities and formidable challenges, and a foundation self-assessment of its strengths and capabilities best suited to support the College and *MC2025*.

MC2025 PLAN

The Strategic Planning Committee's recommendations are based on a thorough review of *MC2025 Plan* goals and an assessment of the strategies and focus areas where the foundation might most effectively support these goals. The goals are listed below. For further explanation, they can be found at montgomerycollege.edu/offices/planning-and-policy/strategic-planning.html.

MC2025 PLAN GOALS

Goal I: Empower students to start smart and succeed.

Goal II: Enhance transformational teaching practices and learning environments.

Goal III: Fuel the economy and drive economic mobility.

Goal IV: Build, engage, and strengthen community partnerships.

Goal V: Invest in our employees.

Goal VI: Protect affordability.



MC LEADERSHIP PHILANTHROPIC PRIORITIES

Based on our conversations with the College's senior leaders, three philanthropic priorities represent the most urgent focus areas for the College. They are listed below and outlined in detail later in this document.

1. Establish the Presidential Scholars Program.
2. Develop a holistic support system to ensure student success.
3. Prepare the skilled workforce of the future.

SUPPORTING GOALS

Based on many conversations and commitments from the MCF board, we identified maximum alignment between *MC2025* and the following goals. Throughout the document, these will be highlighted:

- Bring greater focus, clarity, and distinctiveness to the foundation's work in support of MC;
- Ensure that the foundation's strategic initiatives are properly aligned with *MC2025*;
- Identify and pursue compelling funding opportunities to improve the foundation's philanthropic performance;
- Expand the role of MCF beyond fundraising to further capitalize on its business and community relationships; and
- Demonstrate continued fiscal accountability and foundation sustainability, ensuring initiative expenditures are aligned with approved annual operating budgets.

FOUNDATION STRATEGIC PLAN 2021–2025

MISSION

Montgomery College Foundation provides critical financial and non-financial resources in advancing the Montgomery College mission to transform student lives and enrich the diverse communities it serves.

The Strategic Planning Committee revised its mission statement to better reflect critical goals and strategies in support of Montgomery College.

ASPIRATIONAL ATTRIBUTES

The Strategic Planning Committee also identified aspirational attributes to inform the work of the Montgomery College Foundation Board. These attributes were informed by a synthesis of aspirational descriptors identified by the Foundation Board of Directors (November 2019 Retreat), MC leadership interviews (December 2019), and Foundation Strategic Planning Committee discussions (January, February, and April 2020). Based on these conversations, the committee recommends that the foundation vision reflect two overarching themes in support of MC and its vision:

BECOME A CATALYTIC FORCE

- Accept Dr. Pollard's challenge to be bold in our thinking.
- Be transformational: achieve big idea impact.
- Embrace a model of innovation and entrepreneurship.
- Focus on business and community leadership engagement.
- Commit to philanthropic excellence, including stewardship.
- Support MC as carrying out the public good.
- Demonstrate a sense of urgency: "Do what we say we will do."

SERVE AS INFLUENTIAL RESOURCE TO ENSURE STUDENT SUCCESS

- Be scholarship-focused to address growing demand.
- Support MC "student completion" objectives.
- Assist MC to remove economic and social barriers.
- Embrace MC focus on diverse/vulnerable student populations.
- Help initiate/enhance innovative student support services.
- Balance access to quality education with resource constraints.

VISION

The Montgomery College Foundation aspires to be an innovative partner in support of Montgomery College and its vision to become a national model of educational excellence. It embraces its strategic roles as funder, ambassador, and facilitator to champion equitable access and robust academic opportunities that will ensure student success.

The Strategic Planning Committee recommended this first-ever vision statement, informed by these aspirational attributes, to guide committee work.



CORE STRATEGY

In discussions about MC opportunities and challenges, Strategic Planning Committee members identified three distinct roles the foundation and its board of directors should take on to fully capitalize on its relationship-building capabilities.

“More strategically leverage the relationship-building influence of Montgomery College Foundation Board of Directors, to clarify and diversify the foundation’s role inside and outside of Montgomery County as funder, ambassador, and facilitator in support of the MC vision and strategic priorities cited in *MC2025*.”

EXAMPLES AS FUNDER

- Continue to build its donor base, reaching out to an ever-broadening cross section of our local and regional individuals, businesses, and other constituent groups.
- Accelerate donor outreach to support the launch of the Presidential Scholars Program.
- Contribute to expanded array of other MC scholarship offerings.
- Help finance establishment of social support structures deemed essential learning prerequisites to assist vulnerable and other disadvantaged students to continue pursuing their education.
- Serve as catalyst to establish scholarships to help non-traditional students to continue pursuing their education.
- Be mindful of the board’s continuing responsibility to ensure fiscal responsibility of all fundraising programs, investment, and conservatorship of donor funds.

EXAMPLES AS AMBASSADOR

- Help recruit companies to partner with MC to assign real time corporate projects to MC faculty-student teams in strategically targeted academic disciplines which benefits employers and enriches MC applied learning experiences.
- Assist MC in convening a broad array of private industry leaders to identify and address new certification requirements in emerging white-collar and blue-collar professions; place a special focus on essential workers that meet the needs of our community and nation.
- Help recruit business executives to participate in workforce-ready boot camps aimed at improving student school-to-work readiness skills such as job interviewing, networking, shadowing, and resume writing.

EXAMPLES AS FACILITATOR

- Develop new MC-business relationships specifically aimed at collaborating with academic leaders in target disciplines to better align MC curriculum with emerging industry skill requirements.
- Cultivate MC-business relationships to develop and secure a broader range of student internships and other creative, applied learning opportunities.
- Secure collaborations with nonprofit agencies, enabling MC to establish a range of social services (food security, etc.) and health-related (mental health, etc.) support structures aimed at keeping the most vulnerable students in school.

INITIATIVES IN SUPPORT OF MC PHILANTHROPIC PRIORITIES

As previously mentioned, these are the College’s philanthropic priorities, which inform the foundation’s Strategic Plan and initiatives.

1. Support Establishment of a Presidential Scholars Program

MC STRATEGIC CHALLENGE

While MC leadership continues to respond to the unprecedented impact of COVID on the entire College community, it must also address the latest evidence of systemic racism that is fueling widespread social unrest in our country. What is at stake for the MC community is nothing short of upholding our institutional core values of equity and inclusion that must translate into providing a comprehensive safety net for our most vulnerable students.

In short, MC leadership recognizes this moment calls for an intentional, positive, deliberate action. The time for talk has passed. As Dr. Pollard remarked in announcing *MC2025*, “Social justice is a thread that runs through all of our planning.”

MC is well positioned to offer a strategic response that centers around launching a movement in higher education that serves our African American male students as they deserve to be served. Why African American men? The College’s data shows that:

- More than one of every two African American male students at MC will struggle to graduate and to complete courses at a level that transfers to four-year institutions.
- More than any other population at MC, African American male students are not reaching their academic goals.
- Graduation rates, grade point averages, and time to completion are significantly below the College’s overall population.

Recognizing that this emerging issue is not “someone else’s fight,” Dr. Pollard several months ago began building a coalition of key county constituents who will embrace this effort and help remove barriers. She met with leaders from local government, business executives, and CEOs of major

community-based not-for-profit organizations to engage the county leadership infrastructure in dialogue on this issue. Their unity around this cause of supporting African American men is noteworthy as a reflection of the undeniable, urgent need for systemic change.

As a result, the College will establish a Presidential Scholars Program, with eligibility open to students of all backgrounds who are committed to increasing representation of African American male students in targeted high workforce need areas. The program will:

- Provide eligible students with supplemental need-based aid to fill all gaps not covered by the “Maryland Promise” scholarships, Pell grants, and other financial aid resources.
- Establish a meaningful mentoring experience with a volunteer leader from industry who will be in contact with the students consistently, both to encourage them to continue their studies and to apprise them of industry opportunities.
- Provide summer internships and experiential learning opportunities to give students hands-on experiences.
- Commit MC faculty and retirees to play an integral role in supporting the new program.

FOUNDATION STRATEGIC RESPONSE

The MC Foundation is committed to supporting the College’s efforts to unlock the keys to academic success for students who face the most economic and other barriers to degree completion, and to ensuring that good jobs in high demand industries lie at the end of their academic journey.

The MC Foundation will establish a goal to raise \$3 million over the next two years (2021–2022) to launch and support three components of the Presidential Scholars Program:

- **Presidential Scholars Endowment:** Help raise funds to support the overall \$10 million endowment with a goal to enroll as many as 300 eligible students in the program. (*MC2025* Alignment: Goal VI, Objective 4)
- **Internal and External Mentoring:** Help fund programmatic costs and recruit volunteer mentors associated with this mentorship program, providing guidance aligned with each student’s skill set and professional interest. (*MC2025* Alignment: Goal VI, Objective 4)
- **Speaker’s Bureau:** Help fund programmatic costs and recruit prominent business and community leaders as speakers to familiarize these scholars with professional opportunities in high demand industries. (*MC2025* Alignment: Goal VI, Objective 4)



2. Help MC Develop a Holistic Support System To Ensure Overall Student Success

2a. Student Scholarship Support

MC STRATEGIC CHALLENGE

Montgomery College is addressing a dual challenge: reversing shifting student enrollment trends while committing more investment to support academic and personal security needs of increasingly diverse student populations, especially the vulnerable.

- Increased scholarship outlays for full-time students continue to be outpaced by increased student demand, especially COVID-influenced emergency, need-based aid.
- There is growing demand for financial assistance among part-time, certificate, noncredit, and other non-traditional students.
- There is also increasing need to support students focusing on GED and English as a Second Language (ESL).
- Increased student requests for various forms of financial assistance has prompted the need for a more diverse array of scholarship opportunities.

FOUNDATION STRATEGIC RESPONSE

Montgomery College Foundation is committed to supporting the College in achieving Goal 1 of MC2025 (empower students to start smart and succeed), especially as it relates to leveraging the “Strategic Enrollment Plan” to optimize enrollment while ensuring equitable access and outcomes for all students.

Since the foundation will face significant challenges in this pandemic environment, it is committed to achieving its goal to raise several million dollars annually over the next two years to develop more flexible scholarship opportunities. It will balance endowment and current use funds to support its increasingly diverse student population base.

In addition to traditional one-year scholarships, the foundation will develop a case for support to attract donor funds for targeted scholarship and need-based aid options. Examples of foundation scholarship initiatives include:

- **Current Use Emergency Aid for Students with the Greatest Need**–Help fund expansion of emergency need-based aid awards (current use) to offset students’ inability to continue making tuition payments or to deal with other unforeseen, dire circumstances. (MC2025 Alignment: Goal VI, Objective 4)

- **Completion of Dreams Endowment**–Help build this endowment to sustain all forms of student emergency needs. (MC2025 Alignment: Goal VI, Objectives 4 & 5)
- **General Scholarships**–Help build this endowment fund to sustain the growing need for student financial aid support. (MC2025 Alignment: Goal VI, Objectives 4 & 5)
- **ACES Scholarships**–Help build this endowment fund to sustain and expand the current program. (MC2025 Alignment: Goal VI, Objectives 4 & 5)
- **Essential Workforce Scholarships**–Help MC fund new scholarship offerings for students seeking career opportunities in industries that major corporations and small businesses in Montgomery County have identified as high-needs professions to fill the region’s future skilled workforce. (MC2025 Alignment: Goal VI, Objective 5)
Examples include:
 - Nursing
 - STEM-related occupations
 - Teachers
 - Child care workers
 - WDCE essential workers (Workforce Development and Continuing Education)
 - MBI careers (Macklin Business Institute)
 - Hospitality workers
 - Police officers
- **Multi-Year Scholarships**–Help fund scholarships for students committed to follow a mutually agreed upon education plan to complete their associate’s degree. (MC2025 Alignment: Goal VI, Objective 4)
- **Alternative Pathway Scholarships**–Help fund non-traditional scholarships that will help support students enrolled part-time in credit-bearing coursework, noncredit course work, ESL course work, and technology and other credentialing disciplines. (MC 2025 Alignment: Goal VI, Objectives 4 & 5)



2b. Wrap-Around Social Services

MC STRATEGIC CHALLENGE

Some 25 percent of the College’s student population are first-generation students who may be low income and/or from underserved and under-resourced communities. They represent students with the greatest financial and other barriers to a college degree. They are generally underrepresented on college campuses, the ones with the most barriers to continuing their education and getting a college degree, and the first to drop out when an unforeseen crisis strikes.

The College has had to mobilize its resources very quickly and creatively in the face of the COVID-19 crisis to support these students, as well as many others, and to avoid further exacerbating its student retention challenges.

To achieve an MC2025 aspirational goal to ensure “seamless access, holistic support, successful completion, and equitable outcomes” for vulnerable student populations, the College is undertaking ongoing efforts to develop enhanced social services structures in such areas as food security, social and mental health services, and resource assistance access as part of its overall student retention strategy.

In addition to the student populations mentioned above, African American male, disabled, LGBTQ, and parenting students are among the MC student constituencies especially in need of these types of social support structures.

FOUNDATION STRATEGIC RESPONSE

Given the foundation’s strengths in facilitating community connections and developing compelling funding proposals, it is committed to support the College’s efforts to enhance student social support services.

Mindful that students deserve to focus on their academic studies instead of being preoccupied with basic needs to ensure their personal security, the foundation will support MC in its efforts to build a more robust wrap-around social support structure.

The foundation will focus its efforts on the following six targeted initiatives:

- **Raptor Central Information Centers**–Support the College’s efforts to launch a one-stop-shop student referral service at all three campus locations, assist College departments responsible for directing in-person and community informational services in response to a myriad of students’ personal and academic needs, and serve as the clearinghouse to direct students to other wrap-around social service initiatives. (MC2025 Alignment: Goal III, Objective 5)
- **Food Security**–Help recruit, secure, and fund MC-food bank partnerships in collaboration with the College’s Community Engagement and Student Affairs offices to establish a comprehensive food security program for at-risk students. (MC2025 Alignment: Goal IV, Objective 2; Goal VI, Objective 4)
- **Online Resource Assistance**–Help fund development of an advanced, online search tool, in collaboration with Information Technology and Student Affairs leadership, to help students easily navigate an array of health and social service resources in proximity to MC campuses. (MC2025 Alignment: Goal IV, Objective 2; Goal VI, Objective 4)
- **Mental Health Network**–Help secure and fund a mental health network partner, collaborating with Student Affairs and Community Engagement leadership, to afford students facing health challenges direct access to behavioral health provider services. (MC2025 Alignment: Goal IV, Objective 2; Goal VI, Objective 4)
- **Recruit Wrap-Around Social Service Collaborators**–Recruit and secure new commitments from social service providers within the nonprofit community to participate in Dr. Pollard-hosted quarterly community engagement roundtables to broaden the circle of potential partners to establish and enhance student-directed social service programs. (MC2025 Alignment: Goal VI, Objective 6)
- **Tutoring and Mentoring Assistance**–Help fund, participate in, and collaborate with Academic Affairs to expand MC tutoring and mentoring services for a growing number of students facing various academic challenges. (MC2025 Alignment: Goal II, Objective 1 & 2)

3. Help MC Prepare the Skilled Workforce of the Future

MC STRATEGIC CHALLENGE

At this critical time when disruptive forces like COVID are impacting our economy, the College is committed to develop a trained workforce that meets the needs of our community, county, and beyond. Goal III of the *MC2025 Strategic Plan* (fuel the economy and drive economic mobility) makes clear the College’s commitment to these critical economic goals. An important aspect of Goal III is to develop strategic entry points for the business community to engage with the College.

As such, the College is committed to enhance collaboration with business and industry to help prepare MC students to become skilled practitioners in targeted professions that will reflect the workforce of the future.

FOUNDATION STRATEGIC RESPONSE

The foundation is committed to align its own strategic initiatives with Goal III of *MC2025* “to mobilize local and regional partnerships with local employers and educational partners to effectively respond to labor market needs and expand economic opportunity for our students and all county residents and businesses.”

The foundation is prepared to fully leverage its board’s business and community relationships throughout Montgomery County and beyond to support the College’s

workforce development efforts. The foundation envisions undertaking three specific initiatives to address this objective:

- **Support Launch of Faculty-Industry Skill Councils**
Collaborate with the College’s Academic Deans Group to recruit business leaders who will partner with leadership of selected academic departments to identify emerging industry skill demands that should align with ongoing curriculum development. We will expand this dialogue to address emerging certification trends. (*MC2025* Alignment: Goal III, Objective 3)
- **Support Business-Faculty Applied Learning Innovation**
Help the College recruit companies willing to partner with leadership in targeted academic disciplines, which could include assigning faculty-student teams to undertake real time corporate projects. These projects will showcase targeted academic competencies, benefit business partners, and enrich student applied learning experiences. (*MC2025* Alignment: Goal III, Goal 4)
- **Recruit Businesses for Workforce-Ready Boot Camps**
Help fund and secure commitments from leading business executives to play a prominent role in expanding student employment opportunities by participating in boot camps aimed at accelerating student development in school-to-work competency skills, including video-taped job interviews, networking strategies, shadowing experiences, and resume writing. (*MC2025* Alignment: Goal III, Objective 4)



PRIORITIZING INITIATIVES

ORGANIZING FACTORS

The foundation’s five-year Strategic Plan (2021–2025) currently reflects 20 distinct initiatives in support of Montgomery College’s three overarching strategic priorities. Four organizing factors will inform the process of prioritizing these Foundation initiatives:

1. Primary Versus Secondary Need and Impact as Determined by the College

- Primary Need: critical contributor to help the College achieve a strategic priority with high potential social impact.
- Secondary Need: general contributor to help the College address a demonstrated need.

2. Funder Versus Nonfunder Priorities

- Funder Priorities: seek donor financial investment
- Nonfunder Priorities: seek Board of Directors time investment.

3. Short-Term Versus Longer-Term Priorities

- Short-Term Immediate Needs: Two-year (2021–2022).
- Longer-Term Deferred Needs: Three-year (2023–2025).

4. Primary Versus Secondary Funding Opportunity by Board of Directors and Other Donors

- Primary Interest: perceived as compelling opportunity with significant, potential social impact; aligned with personal and/or professional interests of the donor prospect and skill set of the board.
- Secondary Interest: perceived as of general interest, fills a College need; aligned with skill set of the board.

SHORT-TERM PRIORITIES

The initiatives identified below are for illustration purposes only and will be determined by the standing committee and staff.

1. Presidential Scholars Program

- Funder: Build Endowment (\$3 million goal for 2021–2022).
- Funder: Internal and External Mentors (Help fund programming).
- Ambassador: Speakers Bureau (Help identify speakers).

2. Other Student Scholarship Support

- Funder: General Scholarships.
- Funder: Other scholarships.

3. Wrap-Around Social Services

- Ambassador: Food Security (Recruit food bank partnerships).
- Funder: Online Resource Assistance (Fund online search tool).
- Facilitator: Social Service Collaborators (Cultivate community providers).

4. Skilled Workforce

- Funder: Workforce-Ready Boot Camp (Fund program).
- Ambassador: Skills Councils (Recruit business leaders).
- Facilitator: Applied Learning Innovation (Arrange business-faculty project teams).

LONG-TERM PRIORITIES

The initiatives identified below will be further refined by the standing committee and staff.

1. Presidential Scholars Program

- Funder: Build Endowment.
- Funder: Internal and External Mentoring (Help fund).
- Ambassador: Speakers Bureau (Continue recruiting speakers).

2. Other Student Scholarship Support

- Funder: General Scholarships.
- Funder: Other Scholarships.

3. Wrap-Around Social Services

- Funder: Raptor Central Information Center (Help fund).
- Facilitator: Mental Health Network (Arrange partners).
- Funder: Tutoring and Mentoring (Help fund).
- Ambassador: Tutoring and Mentoring (Serve as tutor/mentor).

4. Skilled Workforce

- Funder: Workforce-Ready Boot Camp (Continue funding program).
- Ambassador: Skills Councils (Continue recruiting business leaders).
- Facilitator: Applied Learning Innovation (Continue arranging business-faculty project teams).

PERFORMANCE METRICS: DEFINING PLAN SUCCESS

The Strategic Planning Committee has identified seven distinct metrics to measure the level of progress made in executing identified strategic initiatives in each year of the five-year planning cycle. These metrics include:

QUANTITATIVE METRICS

- Fundraising annual growth rate: in donors and dollars.
- Board of directors participation rate: aggregating annual growth rate in expended time in support of the foundation and its strategic initiatives.
- Individual director participation level: identifying the full extent of a director’s personal engagement in supporting the Foundation and its strategic initiatives.
- Business and community partnerships rate of growth: collaborating with College academic and student departments to secure assistance in carrying out College and foundation strategic initiatives, respectively.
- Regression Analysis: deploying a new College statistical capability that will help examine the relationship between two or more variables of interest. This statistical method will examine the impact of foundation scholarships on student completion and more advanced regression analysis will focus separately on the interaction of race and scholarships and gender and scholarships on student completion.

QUALITATIVE METRICS

- Conduct an annual Strategic Plan assessment to identify foundation indicators that support, in some measurable way, the College’s own performance metrics relative to rate of student retention and completion.
 - The plan assessment will also focus on identifying initiatives that suggest no appreciable contribution to the College’s efforts to improve student retention and completion outcomes to prioritize the foundation’s efforts and ensure impact and effectiveness.
- Identify and achieve at least one performance metric to measure progress in executing each plan initiative once that initiative has been fully developed and is ready for implementation.

ENGAGING FOUNDATION BOARD OF DIRECTORS IN PLAN IMPLEMENTATION

During joint Strategic Planning and Development and Impact Committee discussions, the board of directors was asked, “How can your time and talent be best used to have an impact that feels both personally rewarding to you and helps us support MC students in powerful and profound ways?” Committee members’ initial responses can be summarized as follows:

COMMITTEE-IDENTIFIED FUNDER ROLES

- Support funding initiatives each member of the board deems most impactful.
- Accompany development officers on donor prospect solicitation visits.
- Identify/secure prospect commitments to visit the campus and/or attend funding opportunity presentations.

COMMITTEE-IDENTIFIED AMBASSADOR ROLES

- Serve as student tutor and/or mentor.
- Leverage business/community relationships to commit to new applied learning opportunities and/or to participate in “workforce readiness” programs.
- Recruit business leaders to serve on faculty-business skill councils.
- Recruit business leaders to support all aspects of the College’s essential workers initiatives.
- Leverage professional reputation and community standing to communicate public support in the form of op-ed commentaries, podcasts, or other public testimonials.

COMMITTEE-IDENTIFIED FACILITATOR ROLES

- Participate in MC work teams to identify and support a new foundation initiative (i.e., online resource assistance, Raptor Central Information Center, etc.).
- Engage community experts to help the College flesh out specific elements of new foundation initiatives (i.e., food security, online resource, mental health network, etc.).

GOVERNANCE REVIEW

The Strategic Planning Committee recommends that the Governance/Audit Committee undertake a thorough, six-month review of the bylaws to ensure that the foundation is carrying out its mission and supporting strategic initiatives in the most effective and efficient manner. As a resource to the Governance/Audit Committee, the Strategic Planning Committee’s input to the comprehensive review will serve as the final Strategic Plan initiative. Components of this initiative include:

- Researching and developing a white paper reflecting current best practices.
- Focusing particular attention on seven areas in need of greater clarity.
 - Board size.
 - Diversity of the board.
 - Term limits.
 - Give or get director responsibilities.
 - Executive session protocols: calling into session; participants.
 - Ineligibility: “who can serve” exclusions.
 - Discretionary funds.
- Addressing the value of instituting advisory boards to:
 - Keep directors as active board participants after their board term ends.
 - Add new non-members who bring new skill sets or life experiences to the board.
- Conducting ongoing discussions with the Strategic Planning Committee to achieve consensus, wherever possible, on recommendations to be forwarded to the full board for consideration at its March 2021 meeting.



CONCLUSION

The Strategic Planning Committee respectfully submits this draft strategic plan to the Foundation Board for review and adoption.

Throughout this 10-month planning process, committee discussions, observations, and individual perspectives have all been influenced by one underlying objective: being cognizant of the expressed needs of the College and how the foundation could become a more catalytic force in assisting the College achieve its aspirational goals.

The committee familiarized itself with the College's challenges and opportunities as reflected in *MC2025*, carried out its own assessment of the foundation capabilities and shortcomings, revisited the foundation mission, and identified aspirational attributes to inform its vision. It formulated a core strategy focused on expanding the foundation's roles as funder, ambassador, and facilitator to more strategically leverage its relationship-building influence to cultivate more business and community strategic partnerships with the College.

The committee also conceptualized 20 initiatives to carry out its core strategy, aligning these initiatives with *MC2025* and subsequent philanthropic priorities identified by College leadership. Finally, it developed a process to guide initiative priority-setting and identified both quantitative and qualitative metrics to help define what plan success would look like.

In sum, this draft plan reflects a consensus view of the committee that while the foundation has firmly established itself as a vital resource, it has the talent, influence, and commitment to become a more influential resource to the College in the future. This five-year plan attempts to strike a delicate balance: become more proactive—even bolder—in execution of foundation initiatives to support the College, while acknowledging the unprecedented COVID-related challenges that are severely testing College and foundation resources in the short term.

The committee envisions that it will remain a standing committee of the Montgomery College Foundation Board, both to oversee work-teams to translate identified initiatives into fully developed and executed initiatives and to conduct annual assessments of progress made in carrying out the overall plan.



We also commend foundation leadership for its foresight in establishing this Strategic Planning Committee at this critical time, and we thank the College and foundation for providing us the opportunity to serve in this important capacity.

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STUDENT BOARD MEMBER

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Public Health Major, Montgomery College

SUMMARY OF STRATEGIC INITIATIVES

ESTABLISH THE PRESIDENTIAL SCHOLARS PROGRAM

1. Presidential Scholars Endowment
2. Presidential Scholars Mentoring Program
3. Presidential Scholars Speakers Bureau
4. Emergency Aid Student Grants

DEVELOP A HOLISTIC SUPPORT SYSTEM TO ENSURE STUDENT SUCCESS

5. Completion of Dreams Endowment
6. General Scholarships
7. ACES Scholarships
8. Essential Workforce Scholarships
9. Multi-Year Scholarships
10. Alternative Pathway Scholarships
11. Raptor Central Information Centers
12. Food Security Initiative
13. Online Resource Assistance
14. Mental Health Network
15. Wrap-Around Social Service Collaborators
16. Tutorial and Mentoring Assistance

PREPARE THE SKILLED WORKFORCE OF THE FUTURE

17. Faculty-Industry Skill Councils
18. Business-Faculty Applied Learning Innovation
19. Workforce-Ready Boot Camps

GOVERNANCE

20. Governance Review: Governance Committee Collaboration





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