2022 NOCF Strategic Plan – Year One

2022 Short-Term Strategic Vision

Develop and strengthen essential infrastructure to ensure foundation is able to grow efficiently and effectively in the ability to enhance students, programs, and staff at Northern Oklahoma College through increased fundraising.

GOVERNANCE

Key Priority 1

Transition Board of Trustees to a more active role within foundation

Develop a high-quality engaged board and review foundation governing documents and policies.

1. Review and update foundation governing documents by end of March 2022.
    A. Updated By-Laws was sent to trustee board in August 2022 and to NOC Regents in October for full approval.
    B. Updated Institution Fundraising Policy was sent to trustee board in August 2022 and to NOC Regents in October 2022 for full approval.
    C. Updated Gift Acceptance Policy was sent to trustee board in August 2022 and NOC Regents in October 2022 for full approval.
    D. Newly created Donor Bill of Rights and Confidentiality Policy will be presented to the NOCF Trustee Board at November meeting, if approved, will be presented to NOC Regents at November meeting.
    E. Updated Fund Management Fee Policy will be presented to NOCF Trustee Board at November meeting, if approved, will be presented to NOC Regents at November meeting.
2. Transitions board's role from that of a passive board to that of an active board by end of June 2022.
    A. Board was made aware of changes at December 2021 meeting by chair.
3. Develop a board culture centered on active involvement and effective governance with the start of FY 22-23 beginning July 2022.

FRIENDRAISING/FUNDRAISING

Key Priority 2

Create Strong and Effective Development and Stewardship Plan

Build a high-quality friendraising/fundraising plan that is supported by a strong infrastructure.

1. Determine key personnel for fundraising team by the end of May 2022.

    A. Fall 2022, President and Executive Council will begin to identify goals for a capital campaign and release details.

2. Improve content of donor database in key areas by end of February 2022.

    A. Cleared 9 duplicates and 31 deceased constituents in March 2022.

    B. Currently 4601 emails in the system that are viable, and working through deleting over 3,000 wrong formatted emails.

    C. Verified temporary database from November 1, 2021 to June 1, 2022 active database; 16,562 compared, and updated erroneous address errors that Blackbaud tech support could not isolate issue with. Cost was $168 for temporary database.

3. Create a written development plan, complete with strategics, tactics, and action items by March 2022.

    A. Development Plan template purchased December 2022.

        i. Will create plan for FY 22-23 academic year in summer timeframe that is aligned with the current NOC strategic plan and building a better NOC feedback.

4. Establish money tier categories of donors for specific asking strategies by end of March 2022.

    A. This will be part of the Development Plan established this summer.

5. Restructure and strengthen foundation website to communicate to current and potential donors by end of September 2022

OPERATIONS/BUDGETING

Key Priority 3

Generate Revenue to Develop and Support Infrastructure

Establish a budget structure that will allow the foundation to operate in an effective way while creating the means to grow revenue.

1. Identify and implement needed infrastructure.
    A. Compile list of endowments with administrative language by end of December 2021 – 59 scholarships have been identified in Master Scholarship Excel Sheet. Currently, administrative language is written as up to 5% or up to 10%.
    B. Fully implement fund management software by end of January 2022.
        i. New accountant began March 1 and has access to Financial Edge and is working through updating and implementation.
        ii. Transitioned Merchant Services (credit card processing) from RCB bank to Blackbaud. Worked with Blackbaud implementation team on Oct. 19 and Oct. 27. Will have the ability to process credit cards online for fundraising, campaign contributions, and events.
    C. Transfer gains on non-endowed funds to support operations by end of January 2022.
        i. Based on approval of fund management fee, transfer will begin in January 2023 based from December 31, 2022 figures.
    D. Determine total unrestricted revenue to support infrastructure by end of January 2022.
        i. Discussion on total needed to support infrastructure took place by policy and procedures subcommittee held on October 25, 2022. Further discussion will take place with full board at November 1, 2022 meeting.
2. Review structure of foundation by utilizing ROI (return on investment) and organization chart by end of January 2022.
3. Establish policy or policies for administrative fees on endowed and non-endowed accounts.

A. Review/Amend Fund Management Fees Policy (Approved 4.30.2014) to begin implementation for new fiscal year.

    i. Appointed subcommittee to establish policy guidelines. Subcommittee met on October 25, 2022.

    ii. ==Amended Fund Management Fee Policy will be presented to the board on November 1, 2022.==

B. Establish administrative fee schedule based upon asset value by January 31, 2022 for board approval.

    i. Appointed subcommittee to establish policy guidelines. Subcommittee met on October 25, 2022.

4. Create specific budget(s) for travel, marketing, professional development, and donor development (currently friendraising/fundraising) by end of June 2022.

A. $7,500 budget each was presented and approved at May 2022 trustee meeting for FY22-23 for the following: Community & Stakeholders, and Marketing & Promotions

B. $10,000 budget was presented and approved at May 2022 trustee meeting for FY22-23 for Friendraising/Fundraising,

5. Identify current foundation scholarships/loans/funds use and feasibility

A. Identify current funded scholarships that have not been awarded for FY21-22 by end of December 2022.

B. Reclassify all loan funds not being utilized and close loan bank accounts by February 2022.

    i. Phelps loan program was deactivated and funds were rolled into Phelps scholarship program.

C. Contact donors to possibly adjust scholarship qualifications to be less restrictive and ease stipulations April 2022.

    i. March 2022, amended Four (4) scholarships to ease requirements. This will be a continual process throughout the year.

D. Contact donors of more established funds to make possible amendments to current scholarship agreements to award more scholarship dollars or multiple scholarships.

      i. August 2022, amended two (2) scholarships to award more quantity of scholarships for each fund. One went from one (1) to (10) and another from one (1) to four (4).

PROFESSIONAL DEVELOPMENT
Key Priority 4

Create Detailed Professional Development Plan

Establish a well defined professional development program that will effectively train highly qualified staff and trustees in key areas such as marketing, fundraising, communication and, institutional knowledge.

1. Allocate budget for professional development by end of May 2022.
   A. $7,500 budget was presented and approved at May 2022 trustee meeting for FY22-23.
2. Identify Trustee strengths and establish roles and responsibilities by end of August 2022.
3. Identify internal and external specialized opportunities and resources to train trustees, faculty and staff by end of December 2022.
   A. One trustee, and one staff member attended Northwest Oklahoma Nonprofit Conference through Cherokee Strip Foundation – Enid, OK
4. Create a content library for professional development opportunities by end of December 2022.
   A. While updating policies, folders were created of best practices for policies and forms for easier updating in future.

MARKETING

Key Priority 5

Design and Implement a Detailed Marketing Plan

Create marketing material specific to each location, division or campaign that focuses and tells a story of students and classroom needs.

1. Review existing plan and materials and compare to best practices (other foundations, nonprofits of similar focus and size) by the end of June 2022.

2. Get professional marketing experts to edit/develop/provide copy by the end of September 2022.

3. Change messaging (value, proposition, positioning) to make donors "feel" connection to students by end of September 2022.

    A. Create videos of student success stories by June 2022.

        i. ==Holding Thank a thon at Tonkawa, November 10, 2022, and Enid, November 16, 2022 to have students call donors, write correspondence, take pictures, and record video testimonials for marketing material.==

    B. Identify and Create ten (10) more Faces of NOC at each location and update marketing materials with updates June 2022.

        i. ==NOCF Executive Director and NOC Marketing have taken the lead on this project. Individuals have been identified as possible faces, will be working with them to get stories written, pictures taken, and layout completed. Goal is to have 20 on each campus by start of Spring '23 semester.==

        ii. == ==

4. Communicate foundation scholarship opportunities effectively by increasing awareness to current and future students by the end of February 2022.

    A. Establish and Market Student/Parent Zoom scholarship information sessions held by NOC scholarship office beginning January 2022.

        i. Around 20 Zoom sessions were requested students and parents for FY 21-22

        ii. ==To date for FY 22-23, 10 zoom sessions have been requested.==

    B. ==NOC office of institutional scholarships purchased new scholarship management software in FY 22-23. Award Spring will enable the NOC scholarship to better find qualified candidates for NOCF scholarships.==

    C. Update foundation scholarship information presented by NOC high school and college relation coordinators by February 2022.

        i. Currently, recruiters have a general scholarship information sheet. Will work with Print Shop to have foundation specific information created for high school visits. Example: How many foundation scholarships available, total $ amount available, specific scholarships for area high schools,

specific scholarships per division, which is already listed in each division brochure.