



**HARTNELL COLLEGE
FOUNDATION**

**REQUEST FOR PROPOSAL
(RFP)**

FOR

Consultant

Return Qualifications to:

Jackie Cruz
Executive Director,
Office of Institutional Advancement &
Hartnell College Foundation
Hartnell Community College District
411 Central Avenue
Salinas, CA 93901

Date: March 9, 2015

HARTNELL COLLEGE FOUNDATION STRATEGIC PLANNING PROCESS

Request for Proposal

ABOUT THE ORGANIZATION

The Hartnell College Foundation (HCF) was incorporated in December 1979. During the early years, the Foundation focused its efforts primarily on scholarships. In recent years, the Foundation has grown to include a comprehensive fundraising campaign for scholarships, equipment, program support, and endowments. The Foundation's purpose is to raise funds to support and benefit the Hartnell Community College District. A broad base of community support has been created that provides the infrastructure to continue worthwhile programs.

Between 2006 and 2012, the Hartnell College Foundation completed the college's first major comprehensive capital campaign in its 85-year history raising \$12 million. The board and committees were expanded to involve over 250 community leaders. As part of the campaign, areas of need were identified for support including: agriculture, the library, construction, athletics, allied health, health sciences, arts and sciences, and scholarships.

At the end of 2012, the Foundation launched a President's Task Force to identify key initiatives appropriate for private support and create a new 5-year funding plan. The task force included 43 members representing the community. This group, with significant input from the campus leadership, ranked projects according to how attractive they would be for private funding. The plan was finalized in the first quarter of 2013 and includes initiatives for major facilities and new programs; student success scholarships and internships; expansion of science, technology, engineering and math programs; completion of the athletics master plan; high quality arts programs; and additional capacity building for south Monterey County.

REQUEST FOR PROPOSALS

HCF is currently accepting proposals from experienced consultants to facilitate a strategic planning process that will enable the organization's leadership to adopt new Vision and Mission statements; review College Strategic Priorities and the connections to the President's Task Force Top Initiatives; identify the role and goals for the organization's future with respect to major initiatives and opportunities; conduct a Strengths, Weaknesses Opportunities and Threats (SWOT) analysis; benchmark goals and resources with other community colleges and other foundations supporting non-profit institutions; define infrastructure and resources needed to achieve three-year goals (by-laws, operations org chart, space, college administrative support, policies and procedures); and review composition of Board of Directors and committee structure.

THE PROCESS

The process will be led by a Strategic Planning Committee that includes representatives of HCF's Board and HCF and College leadership. The consultant's role will be to support the Strategic Planning Committee in:

1. Designing the planning process
2. Gathering and analyzing relevant data and existing studies, plans and reports
3. Designing and conducting focus groups with selected key stakeholders, such as donors and business sponsors
4. Compiling findings (data analysis, survey and community group input) into a planning document for the Strategic Planning Committee to use in identifying desired outcomes and strategies.
5. Facilitating and documenting planning meetings :
 - Planning sessions to analyze the data collected and to identify key planning elements: long-term strategies, short-term goals and activities to achieve them, and the resources and partnerships needed to implement the plan.
6. Revisiting the Mission and Vision statements.
7. Evaluating how the selected direction and strategies will impact the organizational structure.
8. Produce final plan.

Proposals should include the following:

- A brief description of the consultant's experience and clients served
- Proposed Scope of Work, including timeline to conduct and complete the process
- All service fees and costs.

Deadline for questions is March 16, 2015 at 5pm

Deadline to receive proposals is March 23, 2015 at 5pm

Date for in-person interviews is March 26, 2015 between 10:30am and 1pm

Proposals should be submitted electronically to:

Terri Ugale at tugale@hartnell.edu

Final

March 4, 2015

Hartnell College Foundation

Three Year Strategic Plan

September 2015

“Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy”

Tentative Strategic Planning Committee Membership:

- Alfred Diaz-Infante – Board President
- David Warner, Chair
- Steve Goldman
- Sharon Dilbeck
- Judy Sulsona
- Elliot Robinson
- Esther Rubio
- Emmett Linder (pending)
- Dr. Susan Pheasant
- Dr. Willard Lewallen
- Al Muñoz

Schedule for completing and approving Plan:

Simple RFP drafted and publicized March 6, 2015

RFP date of return to Executive Director by March 23, 2015

Meetings, one on one interviews, swot analysis, foundation board retreat April 1, 2015- August 2015

Present Draft to Foundation Executive Committee at September 2015 meeting

Tentative Outline of Strategic Plan

1. Review Foundation's Vision Statement (last updated November 1996):

“The Hartnell College Foundation will be a catalyst for change related to support of innovative activities for student access and success.”

2. Review Foundation's Mission Statement (last updated February 1997):

“The Hartnell College Foundation will actively support and advise the College in developing its activities, programs and facilities; will cultivate bequests and donations; and will responsibly administer funds, properties, bequests, annuities, and other instruments in the best interest of the College, the District and the Foundation.”

3. Update Hartnell College Foundation History (used in Handbook)

4. Strategic Priorities highlighted in the [College's 2013-2018 Strategic Plan](#):

- a. Student Access
- b. Student Success
- c. Employee Diversity and Development
- d. Effective Utilization of Resources
- e. Innovation and Relevance for Educational Programs and Services
- f. Partnerships with Industry, Business, Agencies, and Education

5. [2012 President's Task Force Top Initiatives](#):

- a. Agriculture Business and Technology Institute

- b. The Western Stage – Theater Arts
- c. New Science Building, Instructional Equipment funding
- d. Sustainable Regional Infrastructure Program
- e. Nursing and Allied Health-Interprofessional Education Center
- f. PHASE 3 of Athletics Complex Master Plan
- g. Science and Math Institute – NASA SEMAA
- h. Science and Math Institute
- i. Computer Science CSIT-In-3
- j. South County – King City Education Center

6. Role of Foundation and Goals for next Three Years

- a. What are the Foundation’s Responsibilities: clarify duties of Office of Institutional Advancement vs those of Foundation
- b. Interaction with Department of Athletics- Director of Development for Athletics
- c. Interaction with College Administration and Faculty
- d. Role of Foundation to interact with Alumni & Community
- e. Memorandum of Understanding between College and Foundation to clarify Foundation role
- f. Short term and long term Fund raising goals
- g. Cultivating bequests

7. Major Initiatives/ Major Opportunities

- a. Nursing & Allied Health
- b. Computer Science
- c. Agriculture and technology
- d. Women’s Education Leadership Initiative (WELI)
- e. California Career Pathways Grant- K-12 Connectivity and student preparation
- f. Connecting Hartnell College with Silicon Valley technology resources
- g. Early Childhood Education
- h. What are other unmet and important needs

8. Foundation’s Current Strengths and Weaknesses

9. California Community College environment/opportunities/threats

10. Benchmark the Foundation's goals and resources with other community college foundations and other foundations supporting non-profit institutions:

- a. Santa Rosa Community College, Santa Rosa
- b. Santa Barbara City College, Santa Barbara
- c. Irvine Valley College, Irvine
- d. Cabrillo College, Aptos
- e. Sierra College, Rocklin
- f. CSUMB, Monterey
- g. MPC Foundation, Monterey
- h. Salinas Valley Memorial Hospital Foundation, Salinas
- i. Natividad Medical Center Foundation, Salinas

11. Foundation Infrastructure and resources needed to achieve three year goals:

- a. By-Laws (last reviewed in 2007; in May 2012 adopted amendment to increase board size)
- b. Operations Staffing and Org Chart
 - i. Currently 7 full time staff and 1 staff working $\frac{3}{4}$ and 1 part time staff plus 3 student interns
- c. Office Space Requirements
- d. College Administration Support/Resources
- e. Review of Existing Policies and Procedures:
 - i. Purchasing and Contracting Policy
 - ii. Conference and Travel
 - iii. Use of College Facilities
 - iv. Use of College Equipment

- v. Systems of Accounts
- vi. Investment of Endowment Funds
- vii. Gifts and/or Donations
- viii. Custody of Foundation Accounts
- ix. Capitalization of Purchases
- x. Foundation Administrative Charges
- xi. Names Fund Levels
- xii. Personnel Policies and Procedures
- xiii. Conflict of Interest
- xiv. Gift Acceptance Policy
- xv. Audit Committee Policy
- xvi. Campaign Counting Policy
- xvii. Code of Ethics
- xviii. Whistleblower Policy
- xix. Foundation Financial Procedures

- f. Recommend any appropriate new policies:
 - i. Investment Policy
 - ii. Policies related to Athletics fund raising oversight
 - iii. Policy on outsourcing and engaging contractors

12. Foundation Board of Directors

- a. Optimal size (currently 31 members)
- b. Nominating Process
- c. Community Representation/Composition
- d. Role and Responsibilities of Foundation Directors
- e. Board attendance and how to deepen and increase engagement
- f. Board Retreats
- g. Committee Structure
 - i. Review Existing Committees
 - 1. Nominating Committee
 - 2. Ag Steering Committee
 - 3. Construction Task Force
 - 4. Party in the Library Committee

5. Hartnell College Employee Giving Committee
6. Planned Giving Committee
7. Planned Giving Council
8. Western Stage Theater Arts Council
9. Arts Advisory Council
10. Scholarship Committee
11. Athletics Committee
12. Hall of Fame Committee
13. WELI Committee
14. Alumni Relations
15. Nursing & Allied Health Steering Committee
16. Executive Committee
17. Audit Committee
18. Finance Committee
19. Investment Committee
20. Advancement Council

- ii. Review effectiveness of committee structure and make recommendations for improvement.

Resources:

Foundation's President's Task Force Report, December 2012

Hartnell College Strategic Plan 2013-2018

Hartnell College Facilities Master Plan 2014-2024 (final draft – November 18, 2014)