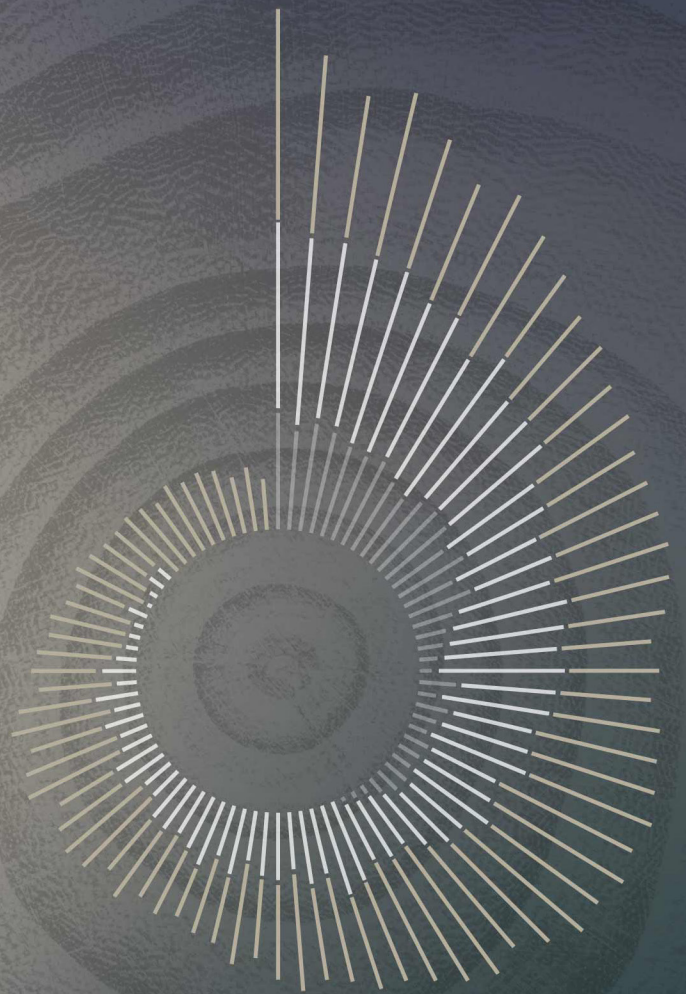


SUPPORT CALIFORNIA LEARN CHANGE SUSTAINABILITY GIVE EDUCATION  
COLLABORATION RED GROWTH COMMUNITIES MISSION-DRIVEN  
RELATIONSHIPS EQUITY PROMISE DIVERSITY  
INCLUSION STATEWIDE RESOURCES  
PARTNERSHIPS OPPORTUNITY COLLEGES ADVANCE  
DATA PATHWAYS STUDENTS WORKFORCE VISION DREAM

# DOUBLE IMPACT

STRATEGIC PLAN | 2020 — 2028



FOUNDATION *for* CALIFORNIA  
COMMUNITY COLLEGES





# CONTENTS

4 Executive Summary

5 *Vision for Success*

## **1 APPROACH**

7 Background

8 Adaptive Planning

9 Integrated Planning Cycle

## **2 STRATEGY COMPONENTS**

13 Mission Statement

13 Vision Statement

13 Who We Serve

13 Core Values

14 Double Impact Statement

14 Goal Areas

16 Theory of Change

## **3 ROADMAP**

18 Background

19 Inaugural Roadmap

20 Our Commitment



## Executive Summary

The Foundation for California Community Colleges (FoundationCCC) is planning for the future and embarking on a growth-minded mission to “double our impact” by the end of a third decade of service. We believe in the unique power of California Community Colleges to change the lives of individuals, their communities, and our state through equitable educational and economic opportunity.

With reflection upon our over twenty years of growth and progress, in partnership with the largest system of higher education in the nation, we envision FoundationCCC becoming the non-profit auxiliary foundation that our system needs and deserves — a hub for innovation and an intermediary for transformative change at scale.

We believe that our ability to respond nimbly to opportunity and change has been a key part of the value we provide the California Community College (CCC) system, and recognize that maintaining this ability, or adapting to maintain this ability as we scale, is critical to reaching our goals. For this reason, we are applying an adaptive approach to strategic planning. We are also integrating all planning and assessment processes across the organization to inform, align, and streamline strategic decision-making across our growing organization.

FoundationCCC is guided by a mission to benefit, support, and enhance the missions of the California Community Colleges, and it is with great optimism and a strong sense of service to this mission that we embark on this journey.

## Vision for Success

FoundationCCC believes in the power of the California Community Colleges to change lives and strengthen communities statewide. We recognize that through our ongoing partnership with the CCC system--and its 115 community colleges that serve students regionally and locally and the new fully online college that reaches working learners across the state--we have an unparalleled reach and opportunity to make lasting impact.

As the official auxiliary and trusted partner to the CCCs and the Chancellor’s Office, FoundationCCC works in alignment with the CCC system’s current guiding strategic plan, and is committed to supporting the system in achieving our shared goals. In 2017, the CCC Board of Governors officially adopted the *Vision for Success*, which currently serves as the system’s guiding light for student-centered reform. The ambitious strategic plan is bolstered by the Chancellor’s steadfast commitment to bold, innovative solutions designed to promote equitable outcomes and economic mobility for all Californians.

Responding to California’s highest priorities for its citizens’ economic and social advancement, the strategic plan established six system-level performance goals for the California Community Colleges:

1. Improve completion rates
2. Increase transfer to the University of California (UC) and California State University (CSU) systems
3. Decrease the number of excess units a student takes to get an associate’s degree
4. Increase job placement for career education students
5. Eliminate equity gaps among traditionally underrepresented students
6. Eliminate regional equity gaps

In order to reach these goals, the *Vision for Success* articulates seven core commitments:

1. Focus relentlessly on students’ end goals
2. Always design and decide with the student in mind
3. Pair high expectations with high support
4. Foster the use of data, inquiry, and evidence
5. Take the ownership of goals and performance
6. Enable action and thoughtful innovation
7. Lead the work of partnering across systems



We at FoundationCCC view our mission, our professional purpose, and our daily work as enhancing the efforts of the CCC system to reach the goals of the *Vision for Success* and adopt the mindsets laid out in its Core Commitments. It is important to note that, from its inception, FoundationCCC was created to support and enhance the goals and needs of the CCC Chancellor’s Office, community colleges, and the system as a whole. While the *Vision for Success* is currently the overarching framework under which the system is conducting its work and focusing its reform efforts, as the needs of students change, as colleges adapt, and as organizational leadership evolves, the *Vision for Success* will be updated, modified, and even reimaged with a new vision for the state and system. Through all of these future iterations of strategic design, FoundationCCC stands ready to support the CCC system.

## APPROACH

1

### Background

In developing our Double Impact Plan, FoundationCCC engaged with key internal and external stakeholders and worked with expert consultants familiar with our organization and the work of the system. Interact Communications conducted brand research, which included interviews with the Chancellor’s Office leadership, college partners, and philanthropic foundations. This research helped inform FoundationCCC’s recent 20th anniversary campaign and the development and launch of the Double Impact statement that was released publicly in December 2018. In 2019, FoundationCCC engaged Entangled Solutions, an education strategy consultancy, to conduct additional stakeholder research and to provide recommendations for optimizing operations and adding new capabilities to best position our organization for the future.

The work to develop the plan itself has been facilitated by Amy Supinger of Supinger Strategies. Supinger is a consultant with more than 25 years working in California education policy, including as a student success strategy consultant for FoundationCCC. Supinger specializes in postsecondary education policy and finance, organizational and strategic planning, and California budgetary and fiscal policy issues. Supinger has strong first-hand knowledge of our organization and the system, was co-lead in the development of *Vision for Success*, and facilitated the development of our organization’s prior strategic plan.

The plan’s development has been based on a series of strategic planning activities that engaged our Board of Directors, executive leadership, management team, staff, and the Chancellor’s Office, to address variations of the following five sets of questions:

1. What does it mean for FoundationCCC to “double our impact”? What are we trying to achieve in the world and why?
2. What role do we play in achieving this vision, where do we fit in the larger landscape, and where should we focus our efforts?
3. What are our biggest challenges to success? What conditions must be in place, and what actions, activities, capacities, and abilities do we need to be successful?
4. How do we “widen our aperture” to open up new opportunities? How do we maximize our ability to be innovative and nimble?
5. How do we activate everyone in the process, especially empowering our front-line managers and directors as we grow?

Responses to these questions informed the development of our Double Impact goal areas and related strategies as outlined in this plan.



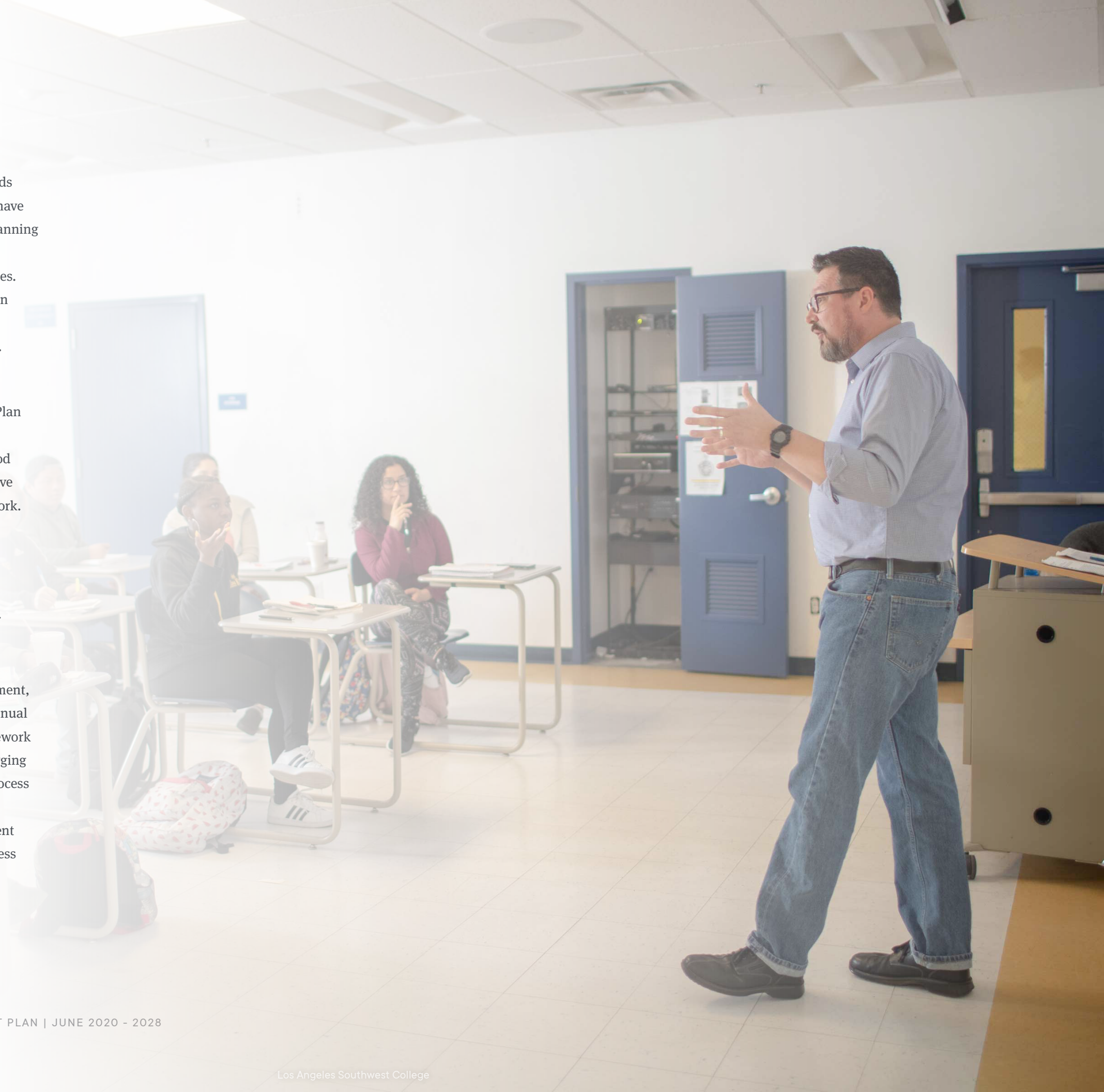
## Adaptive Planning

Recognizing that the ability to be agile and responsive in the face of changing needs and opportunities has been critical to the success of our organization to date, we have grounded our Double Impact Plan in an adaptive planning approach. Adaptive planning incorporates a set of navigational tools, or strategies, that allow for flexibility and adaptability to respond to changing circumstances and unanticipated opportunities. It aims to institutionalize a continuous process of learning, reflection, and iteration that helps to determine what works and what needs refinement at any given time. This contrasts with traditional static approaches that have a fixed, charted course.

This formal adaptive planning approach builds upon FoundationCCC's history of adaptive practices. Our assessment of progress towards the 2015-2020 Strategic Plan has relied on a well-established annual planning and reporting process that was adaptive in nature, allowing the organization to stay nimble and flexible in a period of rapid growth. The Double Impact Plan serves to codify and optimize this adaptive process, woven into the intentional structure of the overarching planning framework.

## Integrated Planning Cycle

The Double Impact Plan is designed to be operationalized through an integrated planning cycle that aligns multiple planning components across all strands of our work. The aim of the integrated planning cycle is to promote linkages between departmental-level and organizational-level short, mid, and long-term plans in a continuous and systematic cycle of planning, budgeting, implementation, assessment, and improvement. This integrated cycle builds upon FoundationCCC's existing annual planning and budgeting process. It also draws upon an integrated planning framework used by one of our own community colleges, Shasta College, with a model for merging and sequencing planning components into a cohesive structure. This planning process emerged through the FoundationCCC Success Center's work with colleges around *Vision for Success* implementation, as a best practice for implementing Commitment #5 to "take ownership of goals and performance." Shasta College's planning process was identified as an exemplary campus-based model for goal setting that leads to continuous improvement.



**CORE STRATEGY COMPONENTS**

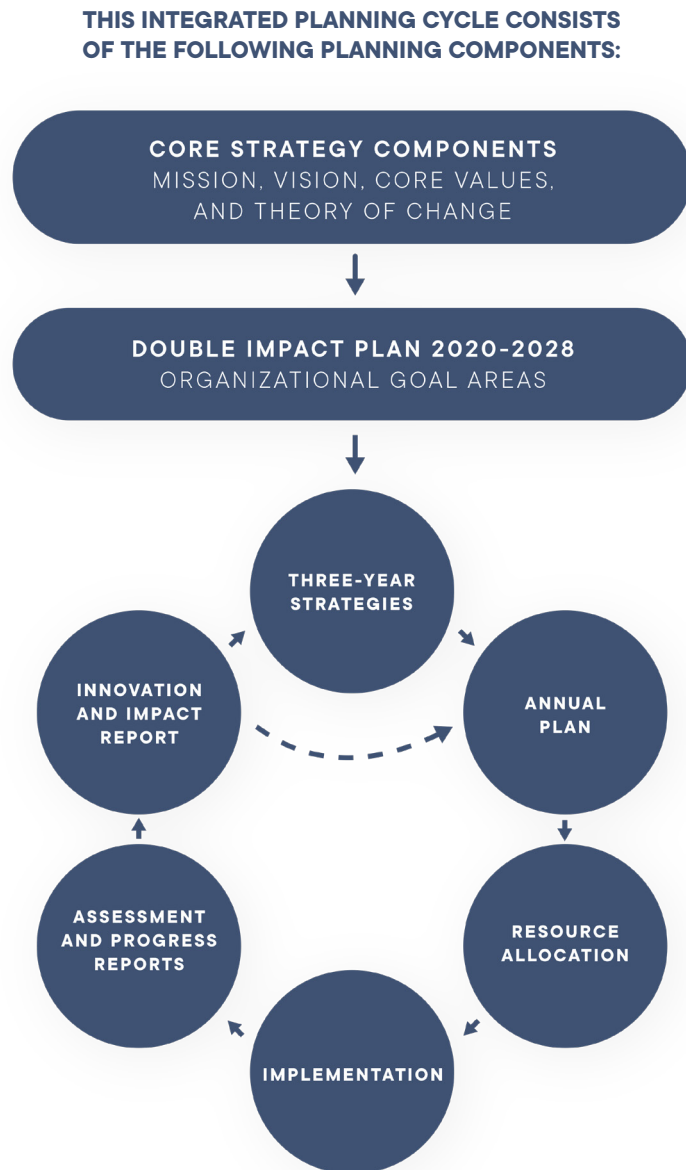
- **Mission.** FoundationCCC’s mission statement asserts our broad purpose as an organization.
- **Vision.** FoundationCCC’s vision statement is an aspirational expression of the organization’s unique identity and leading approach to how we will achieve mission-aligned, high-level goals.
- **Core Values.** FoundationCCC’s core values represent the guiding principles that we believe are integral to who we are as an organization and how we approach our work.
- **Theory of Change.** FoundationCCC’s theory of change articulates how we accomplish our work and is accompanied by an operational model that illustrates how FoundationCCC optimizes our impact in our environment.

**DOUBLE IMPACT PLAN (2020-2028)**

The Double Impact Plan is designed to guide our path for the next eight years. It identifies five goal areas and lays out an adaptive approach and integrated planning framework that will shape our planning process. This plan has been developed through a collaborative process and adopted by FoundationCCC’s Board of Directors on June 17, 2020.

**THREE-YEAR STRATEGIES**

As part of our Double Impact Plan, FoundationCCC sets three-year, midterm strategies, that serve as valuable guide posts along the path to meeting the organization’s long-term Double Impact goals. Three-year strategies are assessed and refined through the department-level and organization-level annual planning cycle.



**PLANNING CYCLE**

Annual planning aligns with FoundationCCC’s fiscal year and consists of an agile cycle of planning, budgeting, implementation, assessment, and reporting that leads to informed goal setting for the next annual cycle and the three-year midterm. The annual cycle includes the following stages:

- **Annual Plan:** The annual planning process is guided by the Double Impact plan and its five goal areas and includes participation from every department in the organization. Organization-level and department-level annual plans are developed for each fiscal year and include setting, assessing, and revising three-year strategies and developing the current year tactical approach. Once department-level plans are developed, they are previewed and reviewed through a collaborative process between strategic planning leads, the Double Impact Leadership Team, and the President and Chief Executive Officer. The organization-level annual plans are developed by the Executive Team, with the collaboration and recommendations of the Double Impact Leadership Team. Final plans are approved by the President and Chief Executive Officer.
- **Resource Allocation:** The budgeting and resource allocation process is led by the Finance department in collaboration with department leads, and begins during the annual planning process to ensure integration. Resource allocation strategies then inform the development of department-level budgets, which, in turn, inform the development of FoundationCCC’s annual budget, submitted to the Board for approval.
- **Implementation:** Upon approval of the Annual Plan and resource allocations, the Annual Plan guides actions across the organization, with teams encouraged to conduct regular check-ins to assess progress and adjust as necessary.
- **Assessment and Progress Reports:** The annual review process, in many ways, mirrors the annual planning process, relying on participation from departments across the organization to together analyze progress and report accomplishments across all program and service areas and the organization as a whole each fiscal year. At the department level, reports are developed, previewed, and reviewed through a collaborative process between strategic planning leads, the Double Impact Leadership Team, and the President and Chief Executive Officer. The organization-level annual reports are developed under the leadership of the Executive Team in collaboration with the Double Impact Leadership Team. Final reports are approved by the President and Chief Executive Officer, and are used to inform the next planning cycle.
- **Innovation and Impact Report:** Annual reports are then synthesized and highlighted in a Strategic Plan Progress Report provided to the President and Chief Executive Officer. This report is used as a basis for developing the public-facing annual Innovation and Impact report that is published and shared with the Board of Directors, key stakeholders, and other external audiences. This information is used to inform the next annual planning cycle.





**KEY INTERNAL ROLES FOR CARRYING THIS STRATEGIC PLAN FORWARD INCLUDE:**

**Board of Directors.** The FoundationCCC Board of Directors provide leadership and support throughout the implementation of this Double Impact Plan. The Board plays a lead role in championing this work with both internal and external stakeholders. They also review annual reports and plans, and approve the organization’s annual budget.

**Executive Team.** The FoundationCCC Executive Team oversees the execution of the Double Impact Plan, as well as the annual planning cycle and three-year strategy process that shape strategic decisions about future goal-setting. Specific roles for each team member may be determined given particular areas of operation. For example, the Chief Financial Officer leads the process for aligning resource allocation with annual plan development.

**Double Impact Leadership Team.** This newly-formed team of FoundationCCC executive and senior directors, as well as emerging leaders within the organization, serve as key cross-organization thought leaders, helping to bridge gaps between strategy and action, and identifying emerging cross-cutting themes and trends.

**Departments.** It is the aim of the Double Impact Plan to include every member of the FoundationCCC team in helping to set, understand, and achieve our shared goals. Each FoundationCCC department plays a critical role in the annual planning cycle to set goals, followed by implementation and assessment.

## STRATEGY COMPONENTS

### Mission Statement

The mission of the Foundation for California Community Colleges is to benefit, support, and enhance the missions of the California Community Colleges.

### Vision Statement

The Foundation for California Community Colleges serves as a hub for innovation and an intermediary for transformative change at scale.

### Who We Serve

**Students.** We believe in ensuring students from all backgrounds succeed in reaching their goals and improving their lives and their communities.

**Community Colleges.** We believe in lifting up the California Community College system as the greatest gateway to a better future.

**Communities.** We believe in the power of community colleges to help their communities thrive.

### Core Values

**Collaboration.** We believe that working effectively together as organizations, teams, and individuals creates opportunities and increases impact.

**Diversity, Equity, and Inclusion.** We are committed to eliminating barriers to equity, and act deliberately to create and sustain a safe, diverse, and inclusive workplace.

**Strong Relationships.** We believe in building long-term, trusted partnerships, within and outside of our organization.

**Innovation.** We believe in the power of innovation, and embrace strategic risk-taking and continuous learning.

**Growth and Development.** We believe that learning leads to critical growth and development, and promote this model throughout our organization and in our work.

**Shared Leadership.** We believe that the most effective way to lead is through sharing accountability and responsibility throughout the organization.

**Shared Understanding.** We value knowledge sharing, open communication, and the joint perspectives that emerge from collective contributions striving to achieve shared goals across a diverse organization.

**Shared Success.** We empower ourselves to set aspirational goals, to learn from challenges together, and to celebrate successes organization-wide.



## Double Impact Statement

The Foundation for California Community Colleges is on a mission to double its impact by 2028.

Guided by the California Community Colleges' ambitious *Vision for Success*, our projects and services seek to be at the forefront of innovation and excellence in higher education across five areas of impact: student success, workforce development, equity, community impact, and system support.

We are proud of the pivotal role we play in forging new partnerships and accelerating bold approaches to advance the California Community Colleges and the communities they serve.

## Goal Areas

Our Double Impact aspirations are shaped around five major strategic goal areas.

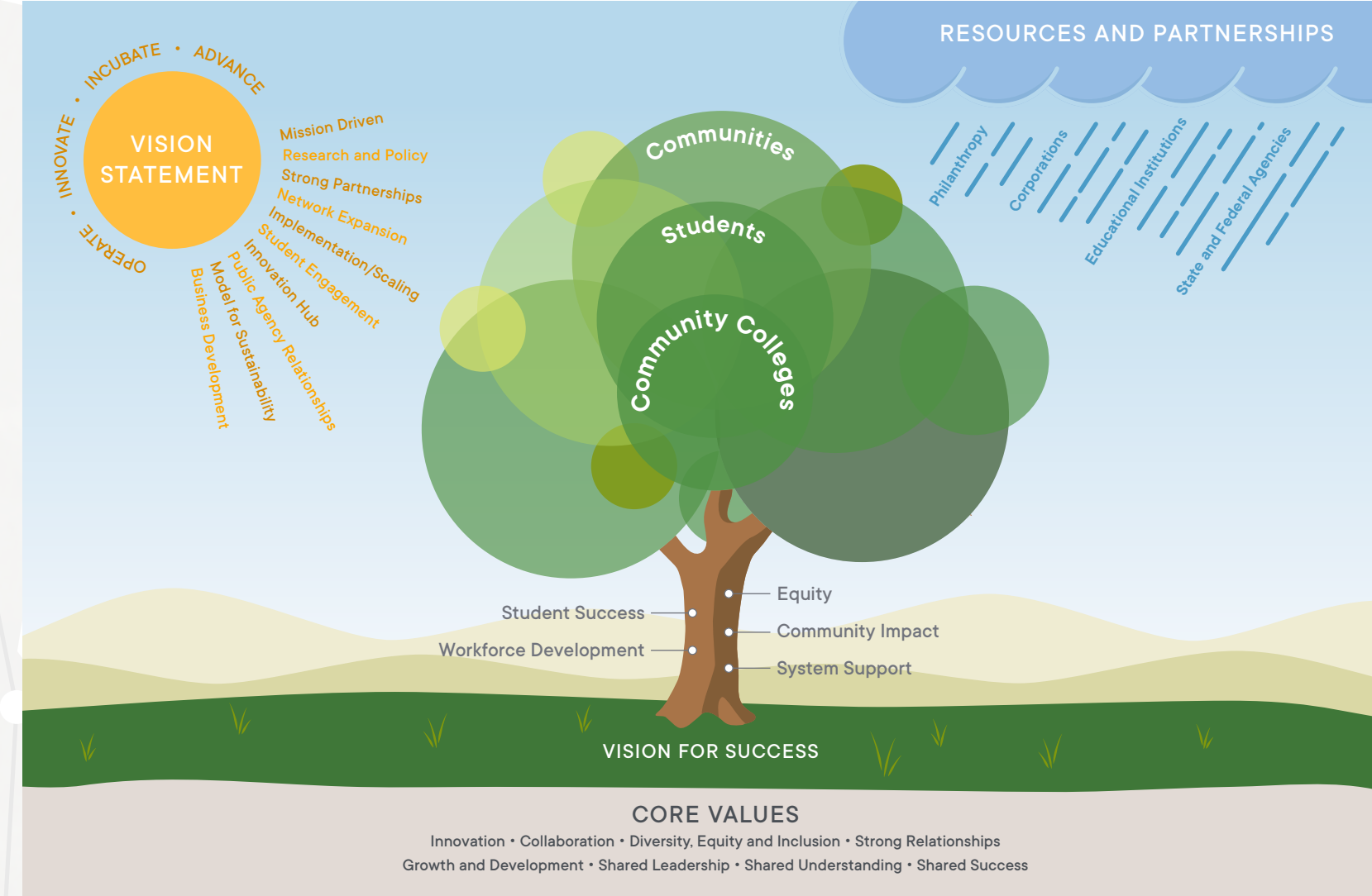
1. **Mission Driven:** Play a critical role, across five areas of impact, in advancing the mission of the California Community Colleges in helping to achieve economic and social equity.
2. **Strong Partnerships:** Leverage a broad network of partners and supporters to exponentially increase impact towards achieving the goals of the system.
3. **Implementation and Scaling:** Deliver on our commitments and work nimbly and across silos to implement and grow high-quality programs at scale.
4. **Innovation Hub:** Serve as a hub for transformative innovation in the education ecosystem.
5. **Model for Sustainability:** Operate with excellence that empowers the organization to maintain our focus on mission and to take on large scale work with lasting impact.





## Theory of Change

We believe in the unique **power of community colleges**, and the people and communities they reach and serve, to be the building blocks of a **better future**, capable of achieving the possibilities of a **more just, equitable, and thriving** world. We see our role as **connectors, accelerators, problem-solvers, and trusted partners**, serving as a **hub for innovation** and as an intermediary for **transformative change at scale**.



### “Strengthening our Impact” Operational Model

The “Strengthening our Impact” landscape operational model depicts how FoundationCCC optimizes our impact in our environment.

**How We Serve.** Our “Strengthening our Impact” model begins with the sun or guiding light — our vision to serve as hub and intermediary, which we do by incubating, innovating, operating, and advancing programs and services that drive growth and change. Emanating light rays represent the key Double Impact goal areas and related strategies identified in this plan.

We draw in supportive resources from strong partnerships in four primary categories — philanthropy, corporations, educational institutions, and state and federal agencies — to support health, growth, and impact; they are depicted in our operational model as sustaining drops of water.

Our work is grounded in a set of core values, or guiding principles that are infused throughout our work, that are represented by the foundational bedrock.

All of these resources feed into our work, through five areas of impact — Student Success, Workforce, Equity, Community Impact, and System Support — that align with the strategic goals of the CCC system.

**Our Impact.** Our work feeds into the health, growth, and impact of the California Community Colleges, and the students and communities they reach and serve. Together, we believe that this approach can lead to outcomes for a better future; the tree branches illustrate our reach that expands throughout a growing ecosystem, and the canopy represents a thriving world, the long-term impacts of this unique partnership with the California Community Colleges.



# ROADMAP

3

## Background

The Roadmap is a tool for operationalizing the Double Impact Plan over the next eight years, through an adaptive, integrated approach. The Roadmap provides a visual framework for incorporating midterm (three-year) strategies and short-term/immediate (annual) tactics that make progress toward our Double Impact strategic goal areas, and is designed to be updated annually through the annual planning cycle.

Our **inaugural Roadmap** can be found here: [Double Impact Roadmap: Adaptive Planning Tool](#).

Goal Areas	Double Impact Organizational Goals	3-Year Organizational Strategies	Short-term Organizational Annual Tactics
Goal Areas serve as the guide for our planning roadmap.	Organizational-level description of what success looks like for each Goal Area.	For each Goal Area, develop three robust, aspirational strategies to achieve within three-years.	For Each Goal Area, develop three to five tactics to accomplish this year.
<b>Mission Driven:</b> Play a critical role, across five areas of impact, in advancing the mission of the California Community Colleges in helping to achieve economic and social equity.		Strategy 1:  Strategy 2:  Strategy 3:	Tactic 1: Tactic 2: Tactic 3: Tactic 4: Tactic 5:
<b>Strong Partnerships:</b> Leverage a broad network of partners and supporters to exponentially increase impact towards achieving the goals of the system.		Strategy 1:  Strategy 2:  Strategy 3:	Tactic 1: Tactic 2: Tactic 3: Tactic 4: Tactic 5:
<b>Implementation and Scaling:</b> Deliver on our commitments and work nimbly and across silos to implement and grow high quality programs at scale		Strategy 1:  Strategy 2:  Strategy 3:	Tactic 1: Tactic 2: Tactic 3: Tactic 4: Tactic 5:
<b>Innovation Hub:</b> Serve as a hub for transformative innovation in the education ecosystem.		Strategy 1:  Strategy 2:  Strategy 3:	Tactic 1: Tactic 2: Tactic 3: Tactic 4: Tactic 5:
<b>Model for Sustainability:</b> Operate with excellence that empowers the organization to maintain our focus on mission and to take on large scale work with lasting impact		Strategy 1:  Strategy 2:  Strategy 3:	Tactic 1: Tactic 2: Tactic 3: Tactic 4: Tactic 5:



# Our Commitment

FoundationCCC Board of Directors and staff believe in the work of this organization, and are fully committed to working together to realize the aspirations layed out in this Double Impact plan over this next decade of service. Together, we are embarking on this journey with a strong sense of pride and optimism, but also with a sense of urgency, grounded in the moment, that recognizes the power of community colleges to change lives and communities. The Double Impact plan has been officially adopted by the Board of Directors on June 19, 2020.

## Board of Directors

**Kathryn Williams**  
*Chair of the Board*

**George Acero**  
*Vice Chair of the Board*

**Geneve Villacres**  
*Secretary/Treasurer*

**Darius Anderson**  
*Director*

**Manuel Baca**  
*Director*

**Yasmin Davidds**  
*Director*

**Frank Gornick**  
*Director*

**Ferial Govashiri**  
*Director*

**Lance Izumi**  
*Director*

**Patrick Mulvaney**  
*Director*

**Jennifer Perry**  
*Director*

## Executive Team

**Keetha Mills**  
*President and Chief Executive Officer*

**Julian Roberts**  
*Chief Financial Officer*

**Joseph Quintana**  
*Chief Operating Officer*

**Melissa Conner**  
*Chief Advancement Officer*

**Bryan Miller**  
*Vice President of Communications and Technology*

**Andrea Meyer**  
*General Counsel and Corporate Secretary*









FOUNDATION *for* CALIFORNIA  
COMMUNITY COLLEGES

BENEFITING, SUPPORTING, AND ENHANCING  
THE CALIFORNIA COMMUNITY COLLEGES

1102 Q Street, Suite 4800  
Sacramento, California 95811  
1.866.325.3222

[www.foundationccc.org](http://www.foundationccc.org)

