



**MOHAWK COLLEGE FOUNDATION**

# **STRATEGIC PLAN**

## **2017–2021**





## VISION

Engaged communities creating transformational opportunities through the power of education.

## MISSION

We raise funds and create opportunities to develop new partnerships and enable donors to realize their philanthropic dreams to provide funds and gifts to support the Vision and Mission of Mohawk College.

## VALUES

### **Respect**

We foster quality relationships that are built on respect and gratitude.

### **Accountability**

We demonstrate accountability through effective stewardship and by practising the highest standards of ethical fundraising.

### **Innovation**

We encourage and support innovation for continuous improvements.

### **Service Excellence**

We are committed to service excellence and to best practices in fundraising.



## Message from the President

At Mohawk, we believe everyone should have the opportunity to earn a college education. Our college must be within reach of students who have unlimited potential yet limited means. This is why we have launched an access initiative that is connecting our college with the community in new ways that are unprecedented among postsecondary institutions in Ontario.

At Mohawk, we also believe every student deserves a world-class education. This is why we are undertaking the largest renewal of labs and classrooms in Mohawk's history and making major investments at all three our campuses. Our students will have full access to the latest equipment, the newest technologies and the most dedicated faculty and staff of any college in the country.

These bold initiatives and record-setting investments will help us in continuing to transform Mohawk students into highly skilled, future ready graduates. Our graduates will leave Mohawk with the skills, experiences and confidence to make outsized contributions in both their careers and in our communities.

These transformations will be made possible thanks to the remarkably generous and ongoing support of Mohawk donors. We are privileged to have so many supporters who share our fundamental belief in the power of education to unlock potential and bend the trajectory of our students' lives.

The Mohawk College Foundation has developed a five-year strategic plan

that is ambitious as the dreams of our students and the goals of our college. Our plan commits the Foundation to meeting the needs of our students for scholarships and bursaries, exceeding the expectations of our donors, building an engaged community of volunteers and ambassadors and fully supporting the strategic priorities and future directions of our college.

Mohawk looks forward to working with donors in transforming the lives of our students, meeting the needs of employers for a highly skilled and educated workforce and building an even stronger, healthier and more prosperous community for all.

Ron J. McKerlie  
*President*



“Our college must be within reach of students who have unlimited potential yet limited means.” –**Ron J. McKerlie**



## KEY STRATEGIC THEME SUPPORTING STUDENTS

The Foundation will successfully raise and effectively distribute funds through bursaries and scholarships to students. We will deliver on the Accessible College Dream plan.

### HOW WE WILL DO IT

- By making it easier for donors to establish awards
- By encouraging flexibility to ensure that awards are not restricted by outdated criteria
- By conducting on-going awards solicitation campaigns that build on the momentum of “The Start of Something Amazing” (Ontario Colleges at 50)
- By encouraging existing award holders to increase their funds through renewal and further donations
- By implementing follow up strategies that use the momentum of campaigns to engage donors annually through impact statements and personal contact
- By launching creative marketing campaigns to encourage student applications
- By implementing best practices to streamline processes, facilitate easier application for and granting of funds
- By ensuring that student voices and experiences are “heard” by donors and that students are actively engaged in the stewardship of our donors and alumni

### WHAT SUCCESS WILL LOOK LIKE

- No student who wants to come to Mohawk will be prevented from doing so by financial barriers. Even if the Ontario Budget provisions reduce some barriers around tuition as projected, there remain other potential barriers including the annual living expenses of students. International students are not eligible for the Ontario benefits and may need support
- Awards granted by the Foundation will exceed \$1 million per year
- Student applications will increase year over year as processes are improved
- The number of awards that are not distributed will be as close to zero as possible

# KEY STRATEGIC THEME EXCEED DONOR EXPECTATIONS



The Foundation will be demonstrably donor-centred. We will go beyond what is expected and will be a leader in best stewardship practices. Donors will feel valued and appreciated.

## HOW WE WILL DO IT

- By developing a culture of service that puts the donor first, consistently improving processes and ensuring 100% accuracy in donor communications
- By engaging donors through personal, customized stewardship communication in addition to annual reports
- By conducting “Thank You Campaigns” – Board members, students and staff calling donors in a strategically planned outreach to show heart-felt appreciation
- By applying moves management strategies – intentional steps designed to encourage donors to move in a purposeful way from one time gifts to monthly, annual, major and planned gifts
- By conducting donor research through focus groups, on-line response forms and brief surveys to measure the donor experience
- By responding to donor research and surveys in a transparent way, establishing better processes and following up with respondents to monitor success/improvements
- By increasing the number of donors willing to share the stories of why they give and actively encourage others to support Mohawk College

## WHAT SUCCESS WILL LOOK LIKE

- Canada Revenue Agency (CRA) cost per dollar raised ratio will be at 25% or less and donors will be confident that their funds are being used to maximum effect
- Donor retention will increase year over year reaching 60% of first time donors giving again
- Response time to donor inquiries will be benchmarked and improved year over year
- Donors will feel valued and not taken for granted. Donor interaction and conversations will increase
- Donors will be proud to be associated with Mohawk and will increase giving in order to move through the various levels of giving. 20% of annual and award donors will move from annual giving to make major gifts and/or planned gifts
- 80% of giving to Mohawk will be from individuals
- Donors will be recognized in literal and virtual donor walls
- Donor stories will be featured in all Foundation publications and on-line through Twitter, solicitations and impact reports



## KEY STRATEGIC THEME AN ENGAGED COMMUNITY

The Foundation will have engaged campaign volunteers and enthusiastic ambassadors both from within the college community and externally with our partners.

### HOW WE WILL DO IT

- By having fundraising ambassadors throughout the college promoting the Family Campaign and 50<sup>th</sup> Anniversary activities
- By the active engagement of Foundation Board members who are committed to personal giving and who will be enthusiastic ambassadors
- By engaging students to be an integral part of the stewardship and recognition process
- By preparing the Board members to be successfully engaged in the campaign through on-going professional board development and team building
- By continuing to build a robust, proactive planned giving program
- By working with college partners and The Mohawk Students' Association (MSA) to provide opportunities to build community awareness of the importance of philanthropy

### WHAT SUCCESS WILL LOOK LIKE

- Family Campaign: 25% of employees engaged and giving through payroll deductions and 20% supporting with one time gifts or through special fundraising events
- 100% Foundation and College Board giving at leadership level
- Successful achievement of 50<sup>th</sup> Anniversary targets
- Up to twelve financial, trust and estate practitioners will be recruited to form an Advisory Committee to enhance the planned giving program
- The number of planned gifts confirmed will be at 20 per year from four in 2015
- When developed, the planned giving pipeline will have actuarial credibility and provide reliable future income
- Hold one major crowd funding/social media campaign a year to raise funds for a specific cause identified as a priority by the MSA

# KEY STRATEGIC THEME

## SUCCESSFUL CAMPAIGNS TO MEET COLLEGE NEEDS



All college fundraising initiatives will be driven by a coordinated strategy between the Foundation and the college.

### HOW WE WILL DO IT

- By ensuring effective organization of in-house, in combination with external service support, to meet all campaign objectives
- By creating new channels for giving through new fundraising approaches
- By maximizing the impact of significant events and the Mohawk College Strategic Plan
- By ensuring that the Foundation plan remains predicated on the Mohawk College Strategic Plan
- By enhancing community and industry partnerships and conducting an aggressive gift in kind programs
- By meeting the fundraising goals established in conjunction with the Mohawk College five year capital plan including Stoney Creek Connections, expansion of capacity at IAHS, City School by Mohawk and The Joyce Centre for Partnership & Innovation
- By becoming financially self-supporting in five years
- By evaluating both the market place and the philanthropic environment of our community and constantly recalibrating activities as required

### WHAT SUCCESS WILL LOOK LIKE

- Measurable increase in giving through different channels year over year (est. goals at end of year one)
- Enhanced online giving capacity
- Focused fundraising will have reduced funding gaps for priority groups as defined in the Mohawk College Strategic Plan
- Impact of events will be maximized
- The number of partners who regard Mohawk as offering great value for cause related marketing will be increased year over year and gift in kind will be consistently at the \$1 million + level per year
- 100% of IAHS consumables received each year by 2021
- Exceed capital campaign goal
- Foundation no longer receives funding or grants from Mohawk College to support operations and staffing



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