



Double Impact Strategic Plan

Foundation for California Community Colleges
Organizational Roadmap
Fiscal Year 2023-2024 Version

Double Impact Goal Areas (2028)	Organization Goals (2028)	Organization 3-Year Strategies
High-level view of what success looks like for each Goal Area.	Breakdown of what success looks like at the organizational level for each Goal Area.	Strategies to be accomplished over the next three years.
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.	<ul style="list-style-type: none">• Demonstrated impact in helping the CCCs achieve our shared official strategic goals, as currently articulated in the <u>Vision for Success</u>, the <u>Multi-Year Roadmap Between the Newsom Administration and the California Community Colleges, May 2022</u>, and the newly <u>developing Vision 2030</u>.• Key partner for catalyzing, incubating, and scaling change, across five aligned and coordinated areas of impact: Student Success, Workforce Development, Equity, Community Impact, and System Support, with diversity, equity, inclusion, and accessibility (DEIA) at the core of all our work.• Students are prioritized across our work including those who come from communities historically underserved.	<p>Strategy 1: Broaden and deepen understanding of FoundationCCC's work among stakeholders (including Chancellor's Office, FoundationCCC leadership and staff, partners, funders and donors); includes further developing and sharing our theory of change, operational model, value in our ecosystem, value of the CCCs themselves, our commitment to equity, the importance of innovation and philanthropy to drive social change, and our DNA/origin story.</p> <p>Strategy 2: Unify work under our "big why" and more clearly articulate it with equity at the core in each area of impact and overall, ensuring student voices and the student experience are at the forefront of our messaging.</p>



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	<ul style="list-style-type: none">A recognized leader in the work to achieve racial equity in education in California through the CCC's and our organization's actions and ability to help identify and dismantle racist barriers, and accelerate positive impact on the CCC system and its students and communities.	Strategy 3: Expand our impact and our ability to tell the story of our impact through qualitative and quantitative metrics, and by analyzing data to predict trends and be proactive to address emerging needs.
Strong Partnerships: Leverage a broad network of partners and supporters to exponentially increase impact towards achieving the goals of the system.	<ul style="list-style-type: none">Deep relationships and defined roles within the CCC system.Strong trusted relationships throughout an expanded and diverse external network, including philanthropy, corporations, local communities, state government, and national partners and organizations.FoundationCCC is "top of mind" when looking to innovate, optimize and scale.Established as a well-known trusted partner across the education ecosystem, actively engaged with a broad network of partners and supporters reflective of the students and communities we serve, and successfully galvanizing all around a shared vision to achieve equity and justice for all Californians.	Strategy 1: Foster a cohesive and symbiotic relationship with the Chancellor's Office based on mutual respect and understanding of each organization's strengths and challenges and supported by an established process for engagement; closely aligned on achieving the Vision for Success, DEI efforts, and the Governor's roadmap for the California Community College system. Strategy 2: Implement strategies to create and maintain robust relationships with federal and state agencies, intersegmental partners, corporations, high impact donors, and others to accelerate achievement of FoundationCCC and system priorities.



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		Strategy 3: Develop and empower a network of "ambassadors/champions" of the organization's work and reputation to build new and strengthen existing partnerships, including building and leveraging Board knowledge, skills, and connections and expanding partnerships with organizations led by communities of color or other traditionally underserved or marginalized groups.
Implementation and Scaling: Deliver on our commitments and work nimbly and across silos to implement with excellence and grow high quality programs at scale.	<ul style="list-style-type: none">• Programs and services are delivered with the right balance of urgency, timeliness, high quality, and outcomes.• Staff serve as "bridges" across organizational silos (internally, within the CCC system, and externally), allowing us to deliver and scale nimbly and comprehensively.• Ability to activate and leverage statewide reach and broad network of partners and supporters to maximize our impact, scale solutions and innovations throughout California and beyond.• Work with a bias for impact and action.	Strategy 1: Continue to refine, calibrate, and analyze a standard set of organization-level, department/program-level KPIs that build on each other to communicate performance, scale, and impact and promote continuous learning; also enhance the process of evaluating programs with a heightened focus on eliminating equity gaps in alignment with the Vision for Success. Strategy 2: Optimize workspace and technology tools to advance a collaborative, remote-first environment, including reimagining our office space and virtual environment as a shared resource, and ensure effective communication channels/ infrastructure is in place and being optimized to support collaboration, both internal and externally.



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	<ul style="list-style-type: none">Programmatic efforts are effectively assessed through a DEI lens, scaling impactful practices across departments, and continuing strategic growth toward achievement of our Double Impact goal.	Strategy 3: Invest in building staff capacity for leadership development, project management, and building and supporting inclusive high-performing cross-functional teams.
Innovation Hub: Serve as a hub for transformative innovation at the nexus of education and communities.	<ul style="list-style-type: none">Go-to place for testing ideas and scaling new approaches, programs, and services to uplift and support students, community colleges, and communities.Wide aperture for sourcing and identifying opportunities.Forward-looking, a fearless focus on the future, leading edge.Informed, holistic systems approach to problem-solving, breaking down barriers and silos.Student (or end-user approach) to designing and deciding.Culture of innovation, measured risk-taking, and continuous learning, that prioritizes agile approaches, action, diverse sets of thoughts and ideas, and knowledge sharing at all levels of the organization.	<p>Strategy 1: Build robust incubation capacity related to vetting and successfully launching new programs, business opportunities and innovations across the organization, with a focus on developing, scaling, adapting, programs and solutions that offer new, innovative ways to attain equitable outcomes.</p> <p>Strategy 2: Build out our expertise in all areas of impact, through talent acquisition, professional development, and creating and maintaining an established network of internal and external experts.</p> <p>Strategy 3: Create mechanisms for a shared leadership approach to recognize, develop, launch, and celebrate innovative approaches across the Foundation. These mechanisms must build in diverse perspectives and foster creative problem-solving to reimagine and rebuild inequitable systems.</p>



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	<ul style="list-style-type: none">• Staff who are problem-solvers, equity-minded, creative, entrepreneurial, and experts in their fields.• An embraced culture of Shared Leadership to accelerate innovations across programs, services, and internal operations, to successfully reimagine, restructure, and dismantle inequitable practices.• Commitment to recruiting and retaining a highly diverse workforce that values collective education, expertise, and understanding around equity, the diversity of lived experience, and the unique needs of underrepresented communities.	
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.	<ul style="list-style-type: none">• Proven program and funding models that are diverse, business-minded, and nimble, and not disproportionately reliant on a limited set of programs or funding sources.• Strong, stable, shared leadership culture that embodies our core values; budgets and resources are aligned with core values.• Sustainable annual revenue of over \$100 million to support the largest system of higher education in the nation.	<p>Strategy 1: Design, standardize, automate, and codify processes and procedures that provide structure, enhance performance, create economies of scale, foster DEI and belonging, while also allowing for creativity and flexibility.</p> <p>Strategy 2: Enhance capabilities to project and see beyond the fiscal year timeframe, launching a rolling 12 month forecast while also setting three-year financial growth targets for revenue, reserves, and innovation fund.</p>



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	<ul style="list-style-type: none">• Infrastructure and capacities in place to support stability and growth.• Established innovation fund able to finance needed reforms that are not otherwise supported by state or philanthropic funds.• A displayed organizational commitment to diversity, equity, and inclusion, and an anti-racist culture and climate, which both inspires outer-facing work and, internally, leads to employees feeling welcomed and empowered to make real impact.	Strategy 3: Reinforce our shared leadership culture and commitment to inclusion and belonging through professional development, hiring practices, activities, communications, and productive workspace.