# 2019-22 Strategic Plan

**Mission Statement:** The mission of the HACC Foundation is to develop and leverage strategic partnerships for financial support of teaching and learning at HACC.

**Vision Statement:** The HACC Foundation intends to double its impact within three years.

<table>
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<th>Goals and Growth Priorities</th>
<th>Organize HACC Foundation Board to support College initiatives and priorities</th>
<th>Achieve established goals of the comprehensive fundraising campaign</th>
<th>Accelerate funding from allocations</th>
<th>Leverage total assets growth</th>
<th>Enhance public awareness of the College and HACC Foundation</th>
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| **Keys to Success**         | Ensure HACC Foundation Board represents the entire college community and priority constituency base | • Follow and modify (as needed) the fundraising campaign plan  
• Use the campaign tools | • Solicit fund owners with low balances  
• Cultivate, solicit and steward donors whose pledges have been paid or soon will be paid  
• Promote the allocations process to employees | • Hold investment manager accountable  
• Follow the investment policy  
• Ensure endowed funds are distributed per donor and fund agreements  
• Achieve fundraising goals | • Be ambassadors for the College  
• Leverage partnerships  
• Use social media |
| **Outcomes**                | • Have five Board members to represent the Gettysburg Campus, five to represent the Lancaster Campus, five to represent the Lebanon Campus and five to represent the York Campus  
• Have all Board members actively involved in cultivation, solicitation and stewardship of donors  
• Have all Board members actively involved in raising funds for the Cooper Student Center renovations project. | • Raise $10 million for Cooper Student Center renovations  
• Create a pipeline of donors capable of making major gifts (at least one non-pledge five-figure gift) | Award $8 million (cumulatively) from Allocations Committee | • Achieve $45 million in total net assets (value of the investment portfolio) | Increase media coverage and social media engagement by 50 percent |