



Our Strategic Priorities



Advancing Student Success

Increasing access to resources and opportunities for students who face barriers to achieving their potential.



Financial Alignment & Health of the Endowment

Aligning fundraising and investment with University priorities and optimizing the endowment for sustainable growth and impact.



Relationship Building & Community Bridging

Strengthening partnerships and connections to foster a thriving symbiotic relationship between the Bay Area community and SFSU.



Board Culture & Experience

Fostering a diverse, engaged, and committed Board of Directors.



Mission Statement

The Foundation advances SF State's mission by securing and stewarding philanthropic support to enhance the success of its diverse student body, building transformative community relationships, and serving as an ambassador for the University's impact.

Vision Statement

Our vision is for every SF State student to thrive and achieve their dreams. We fund, support and advocate to deliver academic excellence, advance social justice, and graduate new generations of change-makers into society and the workforce.



STRATEGIC PRIORITY AREAS



Advancing Student Success

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OWNERSHIP: ALL COMMITTEES



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OWNERSHIP: INVESTMENT/DEVELOPMENT/AUDIT COMMITTEES



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Strengthening partnerships and connections to foster a thriving symbiotic relationship between the Bay Area community and SFSU.

OWNERSHIP: PUBLIC AFFAIRS/DEVELOPMENT COMMITTEES



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OWNERSHIP: COMMITTEE ON DIRECTORS

GOALS

INITIATIVES

METRICS

Reduce financial barriers to enable more equitable student retention and graduation rates

- Identify key projects related to the “equity gap” to be priorities for Board attention
- Continued emphasis on scholarship support that covers “total cost of attendance” (i.e., housing as well as tuition)
- Partner with SFSU leadership/faculty to identify and align on any additional and urgent priorities to support student retention and success (HOPE Crisis Fund, basic needs, tuition, mental health, mentorship)
- Advocate for increased public funds to support student retention

- Mobilize around recommendations of JEDI ad hoc working group and consider tracking through regular progress reports
- Increase in amount scholarship support available annually
- Identifiable impact in helping close equity gap in retention and graduation rates
- Decrease in number of students reporting challenges with housing and basic needs

Connect students with employment and internship opportunities

- Facilitate opportunities for Board members and their networks to engage with students, faculty and staff (e.g., speaking in classes, attending campus events)
- Partner with Career & Leadership Development (CLD) to identify and create pipelines to support student experiences including internships and employment
- Strengthen and leverage relationships and partnerships with the tech/ biotech sectors and other regional industries to create new opportunities for jobs and internships

- Annual increase in number of Board members participating in events and activities with students
- Annual increase in the number of employers engaging with CLD with internship and employment opportunities for students

Enhance learning facilities and tools for student success

- Champion public funding opportunities for renovated or new academic facilities via advocacy
- Champion partnerships with organizations that provide students enhanced tools and support for success

- Increased Board engagement on advocacy efforts
- Secured funding to support state-level bond measures when Foundation engagement is authorized by Chancellor’s Office
- Increase in number of partnerships with organizations that directly support our students’ success



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Secure resources to grow and sustain the endowment

- Explore ways to retain and move donors through the giving pyramid (e.g., ongoing engagement beyond their initial gift, understanding their reason for supporting and aligning outreach efforts)
- In partnership with University Advancement, examine feasibility and timing for a capital campaign
- Identify and pursue diverse and additional revenue sources that are responsive to the University's identified priorities including funds from corporate and private sources
- Continue to lead in mission-driven investing guided by our new Investment Policy Statement

- Evaluating performance relative to benchmark (annual fundraising, support to campus, endowment value)
- Fund feasibility and readiness studies for next campaign
- Plan for and launch capital campaign
- Increased diversification of revenue sources
- Endowment performance meets or exceeds benchmarks

Align fundraising efforts with University strategic priorities (to make most effective use of funds)

- Prioritize funds for efforts that enable student success and graduation
- Partner with University leadership to align on campus initiatives that are easily attainable from a fundraising perspective and focus on securing financial support for these priorities

- Year-over-year growth in Foundation supported University initiatives and priorities



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METRICS

Support Board members to fulfill their role as community ambassadors for SFSU

- Facilitate deep-dive informational sessions for Directors focused on University priorities and initiatives
- Provide Board members tools and resources to support them in communicating both the University and the Foundation's priorities (e.g., elevator pitches for key initiatives)
- Provide opportunities for Board members to exchange and share ways in which they can individually contribute

- Sessions hosted
- Resources developed and shared with Board members

Increase visibility of SFSU and the Foundation, its role and impact

- Highlight the Board's contributions and impact on the University through increased sponsorship of and presence at key Bay Area forums (e.g., the Bay Area Council, the SF Chamber, the Silicon Valley Leadership Group)
- Identify additional forums or connections through which we can elevate the University's and the Foundation's visibility across the region and nationally

- Increase in Foundation sponsorship of and Director presence at convenings, galas, etc.
- Increase in number of Director-initiated connections to other organizations that raise the Foundation and the University's visibility

Amplify Board-driven advocacy efforts in support of the University's mission, priorities and students

- Strengthen the role of the Public Affairs Committee to leverage and engage the entire Board in advocacy efforts
- Identify Board and alumni existing relationships and connections and utilize as an avenue for advocating on behalf of the University's priorities

- Yearly increase in Board members and alumni participating in advocacy efforts
- Progress of advocacy efforts related to University priorities

Actively strengthen existing relationships and seek opportunities for new partnerships

- Seek and create opportunities to build and strengthen relationships with the corporate and tech sectors (e.g., hosting community events and inviting targeted audiences)
- Identify opportunities to strengthen alumni connection and support to the University (e.g., increased outreach and communication, making introductions)

- Increase in supporters/partnerships with the University



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Effectively equip and motivate Directors to build their capacity and find their passion

- Encourage Director participation in goal-aligned coalitions and alliances that support the mission and goals of the University
- Engage Directors in planning discussions to outline individual engagement and support needed to fully utilize their talents and resources
- Create opportunities for Directors to engage, collaborate, and learn from each other (e.g., pairing new Directors with long-time Directors)
- Develop self-reflection process to allow Directors to evaluate their impact and experience

- Tracking the number of organizations that Directors are affiliated with
- Number of Directors with action plans
- Directors' self-reflection (yearly)

Improve committee appointments, assignments, and rotations

- Expand Committee on Directors charter to focus on continual improvement efforts (e.g., annual reviews, effectiveness of placements, and increasing Director engagement)
- Continue to implement elements of Diversity, Equity, and Inclusion in our recruitment efforts and committee assignments

- Improvement needs identified annually
- Director roster and committee assignments have diverse representation

Clarify roles and expectations for Board members and committees

- Review, refresh, and communicate Directors' role descriptions to ensure alignment and understanding of core purpose
- Evaluate opportunities to provide education and development for Directors to deepen individual and collective impact (e.g., during new Board member orientation, Board retreats)
- Determine ongoing process for evaluating the effectiveness of committee charges yearly to ensure they align with Foundation's mission and vision

- Directors' roles communicated
- Educational offerings developed and delivered
- Aligned committee charges