



SWOT Analysis

2022-23



Debrief: Board Retreat

Date: October 4, 2022

To: Executive Committee

From: Rachel Evey, Executive Director

Overview

The Wenatchee Valley College Foundation held its annual retreat on September 19, 2022. Twenty of 23 board members attended.

The purpose of the retreat was to review the foundation's recent changes, identity (vision and mission statement), and perform a S.W.O.T. analysis in preparation for strategic plan discussion. Additionally, considerable time was planned for socializing and strengthening interpersonal relations.

Overall, positive feedback was received from those who attended.

Next Steps

With the results of the S.W.O.T analysis as a base, continued strategic plan discussion should take place. I request that during the regular full-board business meeting, time is reserved for this continued discussion.

The first next step is to narrow down the top 3-5 in each area of strength, weakness, opportunity, and strength. Then, discussion regarding how strengths can be used to accomplish opportunities, steps to overcome weaknesses, and ways to minimize threats.

I anticipate this discussion to take at least the remainder of the academic year. My hope is that by that time the board and staff will have actionable items to grow and strengthen the foundation.

Strategic Discussion: Strengths

Date: November 21, 2022

To: Board of Directors

From: Rachel Evey, Executive Director

Background

The Wenatchee Valley College Foundation held its annual retreat on September 19, 2022. Twenty of 23 board members attended. The purpose of the retreat was to review the foundation's recent changes, identity (vision and mission statement), and perform a S.W.O.T. analysis in preparation for strategic plan discussion.

With the results of the S.W.O.T analysis as a base, continued strategic plan discussion will take place at full board meetings as a regular agenda item. At each meeting the board will have small group discussion to narrow down the top 3-5 items in each area. Following these discussions, the board will have identified opportunities to explore, ways to minimize threats, steps to overcome weaknesses, and strengths to bolster.

This process will take time. My hope is that by the end of the academic year, the board will identify actionable items to grow and strengthen the foundation.

Strengths Discussion

In your small group, review these strengths, identified by the board at its annual retreat. Through group discussion, narrow down the list to your group's top 3-5 strengths. This list is in alphabetical order and not ranked in any way.

1. Access to education: focusing on equity and meeting students where they are
2. Awareness: more household and community members aware of foundation
3. Cohesiveness of college branches (work well as a team with the college)
4. Community involvement
5. Continually redefining processes
6. Engagement from all board members, including willingness to volunteer
7. Expanding donor base into the community

Strengths Discussion Continued

8. Expansion of scholarship program
9. Forward-thinking and planning for future
10. Longevity: foundation in existence since 1974
11. Meeting needs of diverse community
12. More emphasis on public communication
13. Partnerships with donors, businesses, sponsorships
14. Positive reputation in the community
15. Relationship with CFNCW
16. Relationships with donors
17. Shift of events to family-friendly, that events include more community members
18. Size and diversity of the board
19. Staff: good leadership from executive director and staff
20. Stewarding funds for scholarship to provide consistency
21. Well-organized board and communication with staff

Strategic Discussion: Strengths

Date: November 21, 2022

To: Board of Directors

From: Rachel Evey, Executive Director

Strengths Discussion Outcome

At the November 21, 2022, board meeting, members reviewed and discussed 21 strengths in five small groups. Through this discussion, the following strengths were identified as most important for the Wenatchee Valley College Foundation.

Top Strengths

1. Building relationships with donors and stakeholders in the community to expand financial support, partnerships, and awareness.
 - a. 5 of 5 groups identified this as a top strength.
2. Providing access to education (e.g. scholarships, emergency assistance) through an equity lens (e.g. more frequent opportunities, expenses allowed, etc.).
 - a. 4 of 5 groups identified this as a top strength.
3. Executing public communication efforts (e.g. presentations to clubs, publishing WVC joint annual report, attending community events, etc.) to maintain longstanding positive reputation.
 - a. 3 of 5 groups identified this as a top strength.

Other Strengths

Two groups identified the following as top strengths.

1. Planning for the future: forward-thinking mentality, long-term perspective, continually refining processes and procedures.
2. Relationship with the Community Foundation of North Central Washington for endowed assets.

One group identified the following as top strengths.

1. Foundation's ability to work well and partner with other areas of Wenatchee Valley College.
2. Hosting events that include a wider array of community members (e.g. family friendly, engagement over raising funds).

Other Strengths Continued

3. Professionalism and competency of foundation staff.
4. Structure of the board of directors, including representation and collaboration with foundation staff.

Strategic Discussion: Weaknesses

Date: December 19, 2022

To: Board of Directors

From: Rachel Evey, Executive Director

Background

The Wenatchee Valley College Foundation held its annual retreat on September 19, 2022. Twenty of 23 board members attended. The purpose of the retreat was to review the foundation's recent changes, identity (vision and mission statement), and perform a S.W.O.T. analysis in preparation for strategic plan discussion.

With the results of the S.W.O.T analysis as a base, continued strategic plan discussion will take place at full board meetings as a regular agenda item. At each meeting the board will have small group discussion to narrow down the top 3-5 items in each area. Following these discussions, the board will have identified opportunities to explore, ways to minimize threats, steps to overcome weaknesses, and strengths to bolster.

This process will take time. My hope is that by the end of the academic year, the board will identify actionable items to grow and strengthen the foundation.

Weaknesses Discussion

In your small group, review these weaknesses, identified by the board at its annual retreat (no changes or consolidations have been made). Through group discussion, narrow down the list to your group's top 3-5 weaknesses. This list is in alphabetical order and not ranked in any way.

1. Alumni connection with student involvement/foundation events
2. Board involvement in events
3. Board relationships coming out of Covid
4. Board reps from outlying areas (Leavenworth, Chelan, etc.)
5. Finding a donor niche- creating a relationship with our donor base that fuels their passion for supporting the foundation and our mission
6. Forming a relationship with students while they're enrolled that will create an alum that contributes

Weaknesses Discussion Continued

7. Gray area between foundation and college- outreach to larger audience regarding events held on campus
8. Lack of awareness in college programs in the larger community, as well as foundation's existence
9. Lack of digital presence for the foundation- hard to find info online
10. Lack of engagement in high schools/awareness of foundation
11. Lack of high school marketing of the foundation
12. Legacy gifting
13. Legacy gifts with alumni
14. Limited institutional knowledge- only 3 board members who've been here longer than 2016
15. Outreach/advertising in terms of scholarship equity (not just within applicants, include people who would be eligible if they applied)
16. Relationship with new college president
17. Small budget deficit
18. Student senate involvement with foundation board
19. Understanding how scholarship funds can be used (student, public, board members)
20. Use of local attorneys, estate planning agencies to get legacy gifts
21. Zoom being the exception not the rule/norm

Strategic Discussion: Weaknesses

Date: December 30, 2022

To: Board of Directors

From: Rachel Evey, Executive Director

Weaknesses Discussion Outcome

At the December 19, 2022, board meeting, members reviewed and discussed 21 weaknesses in four small groups. Through this discussion, the following weaknesses were identified as most concerning for the Wenatchee Valley College Foundation.

Further discussion on weaknesses will take place at the January full board meeting.

Top Weaknesses

2 of 4 groups identified these as top weaknesses.

1. Awareness of the foundation's role and impact.
2. Awareness and engagement in high schools.
3. Board engagement (e.g. volunteering at events, representation from service district, interpersonal relations).
4. Cultivation of estate gifts.
5. Operating deficit.

Other Weaknesses

1 of 4 groups identified these as top weaknesses.

1. Alumni engagement, including establishing relationships with current students.
2. Connecting donors' passion with the foundation's mission.

Strategic Discussion: Opportunities

Date: January 6, 2023

To: Board of Directors

From: Rachel Evey, Executive Director

Background

The Wenatchee Valley College Foundation held its annual retreat on September 19, 2022. Twenty of 23 board members attended. The purpose of the retreat was to review the foundation's recent changes, identity (vision and mission statement), and perform a S.W.O.T. analysis in preparation for strategic plan discussion.

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This process will take time. My hope is that by the end of the academic year, the board will identify actionable items to grow and strengthen the foundation.

Opportunities Discussion

In your small group, review these opportunities, identified by the board at its annual retreat (no changes or consolidations have been made). Through group discussion, narrow down the list to your group's top 3-5 weaknesses. This list is in alphabetical order and not ranked in any way.

1. Board involvement- events and social media sharing/networking
2. Creating a strategic communication plan
3. Finding ways to make donations easier through payroll deduction
4. Focus on new students vs. recurring
5. Improve communication with community and ease of donation
6. Increase prevalence of foundation in the community re: estate gifts, top non-profits in general
7. Make sure our scholarships are reflective of community diversity
8. Messaging re: funds staying local for local students
9. Messaging that scholarships are for more than tuition

10. Partnerships with businesses in large industries, marketing to bigger employers
11. Running start/high schools- marketing to parents as well as students
12. Small donor cultivation
13. Strategic community outreach to markets
14. Student involvement in foundation operations/events
15. Student pride- correlate with creating loyal alums
16. Study where donations are coming from- demographics, range of gifts, etc.
17. Working with running start to link with scholarships/knowledge of assistance past running start for longer programs

Strategic Discussion: Opportunities

Date: January 27, 2023

To: Board of Directors

From: Rachel Evey, Executive Director

Opportunities Discussion Outcome

At the January 23, 2023, board meeting, members reviewed and discussed 17 opportunities in three small groups. Through this discussion, the following opportunities were identified as most important for the Wenatchee Valley College Foundation.

Top Opportunities

3 of 3 groups identified these as top opportunities:

1. Cultivation of strategic partnerships with local professionals and industries for the purpose of awareness and engagement.
2. Foster a sense of WVC pride through student and alumni engagement.

Other Opportunities

1 of 3 groups identified these as top opportunities:

1. Community engagement regarding ease of donating
2. Cultivation of small donors
3. Engage Running Start families to cultivate future gifts

Strategic Discussion: Threats

Date: February 17, 2023

To: Board of Directors

From: Rachel Evey, Executive Director

Background

The Wenatchee Valley College Foundation held its annual retreat on September 19, 2022. Twenty of 23 board members attended. The purpose of the retreat was to review the foundation's recent changes, identity (vision and mission statement), and perform a S.W.O.T. analysis in preparation for strategic plan discussion.

With the results of the S.W.O.T analysis as a base, continued strategic plan discussion will take place at full board meetings as a regular agenda item. At each meeting the board will have small group discussion to narrow down the top 3-5 items in each area. Following these discussions, the board will have identified opportunities to explore, ways to minimize threats, steps to overcome weaknesses, and strengths to bolster.

This process will take time. My hope is that by the end of the academic year, the board will identify actionable items to grow and strengthen the foundation.

Threats Discussion

In your small group, review these threats, identified by the board at its annual retreat (no changes or consolidations have been made). Through group discussion, narrow down the list to your group's top 3-5 threats. This list is in alphabetical order and not ranked in any way.

1. Bad press/changing reputation
2. Changes to third-party vendors that we have relationships with
3. Changing job market effecting importance of degrees/programs offered
4. Changing laws that make giving less advantageous
5. College bad publicity- results in less giving to us as a foundation
6. Competing colleges' offerings
7. Competing non-profits

Continued Threats Discussion

8. Disconnection with trustees
9. Economic downturn - diminishing network of donors, and effect on investments
10. ED/staff turnover
11. Lack of donors/estate gifts
12. Lack of knowledge of presidential transition
13. Less reliance on virtual meetings- for board members/volunteers who are further away from campus operations. Also applies to donors who are in outer-lying areas.
14. Low enrollment
15. New leadership/administration within local and nationwide politics

Strategic Discussion: Threats

Date: February 27, 2023

To: Board of Directors

From: Rachel Evey, Executive Director

Threats Discussion Outcome

At the February 27, 2023, board meeting, members reviewed and discussed 15 threats in four small groups. Through this discussion, the following threats were identified as the largest for the Wenatchee Valley College Foundation.

Top Threats

4 of 4 groups identified as top threat:

1. Economic downturn causing loss of donors and decrease on endowed assets.

3 of 4 groups identified as top threat:

1. Available market of donors, especially considering other nonprofits.

Other Threats

2 of 4 groups identified these as other threats:

1. Negative publicity, for the college or the foundation, resulting in damaged reputation and integrity.
2. Weak pipeline of estate gifts.
3. College low enrollment.

SWOT Analysis Results

Date: March 3, 2023

To: Board of Directors

From: Rachel Evey, Executive Director

Background

The Wenatchee Valley College Foundation held its annual retreat on September 19, 2022. Twenty of 23 board members attended. The purpose of the retreat was to review the foundation's recent changes, identity (vision and mission statement), and perform a S.W.O.T. analysis in preparation for strategic plan discussion.

Following the retreat, at each regular monthly board meeting, board members reviewed the list of all strengths, weaknesses, opportunities, and threats, consolidating items and identifying the priorities in each category. 22 of 23 board members participated in at least one discussion. 4 board members attended all discussions.

Analysis Results

- Wenatchee Valley College Foundation has a compelling mission and a powerful strategy to share that mission with audiences.
- Staff and board members are skilled at building and maintaining relationships with donors and stakeholders.
- Cultivation of strategic partnerships, alumni engagement, and estate gifts should be a top priority to grow the organization.
- More resources should be allocated to marketing efforts to raise awareness of the foundation's role and importance to the region.
- The foundation can best support Wenatchee Valley College's enrollment efforts by allocating funds to recruitment and retention efforts already in place.

Next Steps

With these results, the foundation can determine ways to play to our strengths, responsively allocate resources, and mitigate potential threats. Each step should be within the frame of the foundation's purpose, [mission, and vision](#).

These steps will take time. Board members should be prepared to discuss them at upcoming, regular meetings and the next board retreat in September 2023.

1. Compare SWOT analysis results to current operations. Identify the gaps between the two.
2. Discuss and recommend potential solutions to address gaps.
3. Review and update [strategic goals](#).
4. Create performance indicators based on strategic goals for the foundation to track and report on a regular basis.