

Colorado 4-H Foundation, Inc.

Strategic Plan

For

2011 – 2016

Adopted: March 17, 2011

Contents

Executive Summary.....	- 3 -
Introduction.....	- 4 -
Organizational Description.....	- 5 -
History:	- 5 -
Major Programs and Services:	- 5 -
Highlights:	- 6 -
Mission Statement	- 6 -
Vision Statement.....	- 6 -
Values Statement.....	- 6 -
Direction and Results	- 6 -
Goals	- 7 -
Authorization	- 8 -
Appendixes.....	- 9 -
Appendix A – Description of Strategic Planning Process	- 9 -
Appendix B – Strategic Analysis Data – External Analysis	- 10 -
Appendix C – Summary of Survey Results	11

Executive Summary

This Strategic Plan provides a framework to guide the Colorado 4-H Foundation's major efforts for the next five years. Lorrie Smith, Director of Colorado State University Training & Organizational Development, department directed the development of this plan.

Four 4-H Foundation trustees, one Associate Trustee and the Executive Director met to perform a Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) analysis for the Foundation and to develop a draft Mission, Vision and Value Statements. An electronic survey containing the SWOT survey results and the organization statements was sent to all Foundation board members, CSU Extension administrators, state and county 4-H staff and a sample of county and state elected officials, 4-H volunteers and long term donors to gain input. Participants were asked if they agreed or disagreed with statements, to rank ideas and provide input. Fifty-seven (57) surveys out of 143 were returned.

Using data from the survey, the Strategic Planning committee concluded the Colorado 4-H Foundation's major strengths are: the 4-H Clover and the youth program's strong brand recognition, their partnership with Colorado State University, access to National 4-H Council resources and a 58-year history of supporting 4-H programs. Weaknesses are: only four donors over the \$10,000 level, no marketing plan and board members with limited fundraising experience and few relationships with people who can make major gifts. Opportunities are: thousands of untapped 4-H alumni who want to give, ability to learn from other youth organizations that raise large sums of money and new social networking technologies. The threats: are dwindling public resources and a poor worldwide economy.

On March 17, 2011, the Board of Trustees adopted the following five year goals:

- **Fundraising:** 1) set yearly trustee giving targets and expect full participation. 2) Increase new revenue by 10 percent per year.
- **Programs and Service:** 1) Provide grants for club, county, area and regional 4-H programming, 2) Give scholarships to cover enrollment fees for youth in need. 3) Partner with the Colorado State Fair to rebuild Camp Tobin dorms.
- **Communication:** 1) Engage thousands of 4-H alumni living in Colorado to support the Foundation. 2) Implement a comprehensive marketing plan.
- **Organization:** 1) A Board of Trustees consisting of at least two major corporate officers, two non-Extension employed members from each Extension region and 15 fully engaged members. 2) Build active marketing, governance and finance committees. 3) Develop trustee, committee and staff job descriptions.

Introduction

The Board of Directors and staff of the Colorado 4-H Foundation developed this strategic plan with assistance from Lorie Smith of the CSU Training & Organizational Development department. It provides The Colorado 4-H Foundation with a five-year roadmap for support, services and organizational development. The Board of Directors and staff will review progress quarterly and review and update the plan annually as needed.

This plan was developed with broad involvement and guidance from the Board of Directors and staff. The Strategic Planning Committee included five board members and two staff from the management team. This Committee met once to reflect on the mission, vision, core operating values and assumptions underlying the organization's approach to its work. These meetings set the stage for a work session of the full board during which the organization's strategic direction was defined. The staff helped coordinate the planning process and provided support and analysis to complete this plan.

Lorie Smith facilitated the planning process, the environmental scan, stake holder's survey and organizational assessment. This process was used to help the Colorado 4-H Foundation assess both the challenges and opportunities it is likely to face over the next five years and set the context for the choices reflected in this strategic plan.

Organizational Description

History:

The Colorado 4-H Foundation was established in 1952 as a 501(C) 3 non-profit organization to secure private funding annually for two outstanding youth to participate in the International 4-H Youth Exchange (IFYE) program. Today, the IFYE program is one of many programs funded by the Foundation that teach Colorado youth life skills through experiential learning activities.

Major Programs and Services:

The Foundation annually funds:

- The full cost for two IFYE delegates to travel to foreign countries and report their experience to Colorado 4-H youth .
- One third of the cost for delegates who participant in Citizenship Washington Focus, National 4-H Conference, National 4-H Congress and Western 4-H Roundup.
- Partial funding for dairy, horse, livestock, meats judging and quiz bowl teams who represent Colorado at national and international contests.
- County grants for innovative 4-H programming.
- Thirteen college or post secondary educational scholarships for 4-H members.
- Volunteer recognition awards.
- Stipends for four college scholars who represent Colorado 4-H at public events and donor visits.
- Wheat project awards.

The Foundation provides:

- The group tax exemption number and report for all Colorado 4-H Clubs and related organizations.
- The use of a Colorado raffle license for fundraising.
- Profit sharing fundraising activities for county 4-H programs and statewide project activities.
- Financial services (deposits, check processing, investing, record keeping, tax filing, etc.) for state and county 4-H organizations and activities.

Highlights:

For 58 years the Colorado 4-H Foundation has provided funding for thousands of Colorado 4-H members to further develop their life skills through the International 4-H Youth Exchange, national and regional leadership conferences, judging contests and college scholarships. The Foundation has also provided grants to foster innovative 4-H educational programs and has provided financial services for county and state 4-H programs. The Foundation hosted the Colorado 4-H Centennial Celebration event in 2010 to celebrate 100 years of 4-H accomplishments.

Mission Statement

The Colorado 4-H Foundation provides positive youth development and education by raising and distributing funds in support of diverse Colorado 4-H programs.

Vision Statement

To achieve a level of funding to meet the educational and leadership needs of every Colorado 4-H youth who asks.

Values Statement

The Colorado 4-H Foundation believes in:

- A singular loyalty to diverse Colorado 4-H program goals, development and implementation
- Sustainable, innovative and ethical fundraising and investments
- Transparent, accountable and efficient fund management

Direction and Results

The strategic direction and goals included in this plan are Colorado 4-H Foundation's response to its understanding of what its customer's value most about the 4-H program. The plan is also based on current opportunities and challenges for offering a high quality system of support for the Colorado 4-H Program.

The five-year period of this strategic plan will be a time of assessing and deepening the 4-H Foundation's approaches to its work. Concurrently, the Foundation will take more of a leadership role in working with a broader array of community resources, and will explore actively engaging more volunteers.

With a fresh perspective of its mission, understanding what it does well, and the environment in which it operates, the Colorado 4-H Foundation will pursue the following strategic direction:

Goals

The following goals for the Colorado 4-H Foundation are the organization's response to the important issues identified in the environmental scan completed as part of the strategic planning process. These goals will provide a road map for fulfilling the strategic direction for the next five years.

Fundraising

- Strive for full board participation in member giving and fundraising goals that are set annually.
- Develop additional partnerships.
- Increase new revenue by 10 percent per year.

Programs and Service

- Provide club, county, area and regional grants to provide high quality 4-H educational programs.
- Provide scholarships to pay state and county enrollment fees for those in need.
- Partner with the Colorado State Fair to rebuild Camp Tobin dorms.

Communication

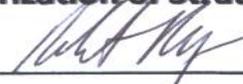
- Locate and engage thousands of 4-H alumni living in Colorado to support the Foundation.
- Develop and implement a comprehensive marketing plan.

Organizational

- Develop a board of trustees consisting of at least two major corporate officers, at least two non Extension employed members from each Extension region and at least 15 fully engaged trustees.
- Build active marketing, governance and finance committees.
- Develop trustee, committee and staff job descriptions.

Authorization

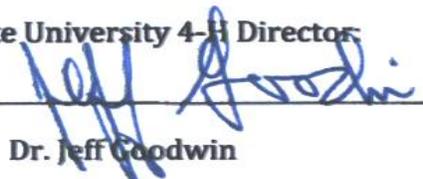
Board Authorization of Strategic Plan

President: 
Robert Ryan

Vice Present: 
William Black

Treasurer: 
Travis McGee

Executive Director: 
Gary Small

Colorado State University 4-H Director:

Dr. Jeff Goodwin

Appendixes

Appendix A – Description of Strategic Planning Process

The following steps were taken to gain input for the strategic plan.

1. Strengths, Weaknesses, Opportunities and Treats (SWOT) environmental scan.
2. Stake holder's survey.
3. State 4-H office input
4. Board of trustees input.

Appendix B – Strategic Analysis Data – External Analysis

Strengths, Weaknesses, Opportunities, Threats (SWOT) Scan Summary

Strengths

1. The clover and 4-H program have great brand recognition, the Foundation's 58 year history of supporting Colorado 4-H programs and the website.
2. Colorado State University's partnership provides data management, donor research, planned giving advising, investments services, partial salary funding for Executive Director, office space, equipment and design services.
3. Access to National 4-H Council resources (training, consulting and online fundraising).
4. New dedicated board members and strong support staff in place.
5. Long established golf tournament and donor base, over \$500,000 in investments and three new \$30,000 annual donors.

Weaknesses

1. Only four donors over the \$10,000 level.
2. Small number of board members that are primarily from the Front Range area, who have limited fundraising experience and relationships with people who have the capacity to make major gifts.
3. No marketing plan to communicate to the public how the Foundation supports the efforts of the Colorado 4-H Program.
4. Unclear expectations for board members and committees.

Opportunities

1. Thousands of untapped 4-H alumni with great dedication to the 4-H program.
2. Learn from other youth organizations that are raising large sums of money and have great visibility.
3. Social networking technologies (web pages, Twitter, Facebook etc.) for marketing and locating alumni and new donors.
4. 50 percent of American's wealth will change hands in the next 10 years.

Threats

1. Bad worldwide economy. People and organizations are not inclined to donate when they have to lay people off. Even when economy turns it will take a while for people to get past this.
2. Dwindling public funds and resources.

Appendix C – Summary of Survey Results

Available upon request by contacting the:

Colorado 4-H Foundation
4040 Campus Delivery
Fort Collins, CO 80523-4040
(970)491-1537
Gary.small@colostate.edu