

Scholarship Foundation of Santa Barbara

STRATEGIC PLAN

• September 2024

About This Plan <i>Scope & Timeline</i>	This strategic plan is the distilled expression of our priorities for the next three to five years. It builds to a 10-year vision and is supported by annual operational plans.
Mission <i>Who we are</i>	The Scholarship Foundation of Santa Barbara inspires, encourages, and supports Santa Barbara County students to and through college, graduate, and vocational school by providing information, advising, and scholarships.
Values & guiding principles <i>Core tenets of our culture</i>	Education: We value and champion the role education plays in transforming lives and shaping a more stable and prosperous community. <i>Guiding principles for education at SFSB:</i> • We believe in the power of post-secondary education. • We invest in the education and success of all students. Equity: We care about increasing access and resources for Santa Barbara residents facing barriers to realizing their post-secondary dreams. <i>Guiding principles for equity at SFSB:</i> • We support educational opportunities for all students throughout the County. • We strive for equity internally as well as externally. Integrity: We are committed to honesty and transparency in all that we do. <i>Guiding principles for integrity at SFSB:</i> • We pride ourselves on fiscal integrity and stewardship of donor resources. • We share data and information with our partners.

	Collaboration: We take a leadership role in forming strong partnerships with donors, families, schools, and other nonprofits to further our mission. <i>Guiding principles for collaboration at SFSB:</i> • We strive for inclusive and effective collaborations. • We build and nurture key relationships within the community.
Vision <i>Our chosen future</i>	Every student is empowered to achieve their full potential through access to post-secondary education.
Strategic Priorities <i>How we will achieve the vision</i>	These strategic priorities form the four pillars of our strategic plan and drive the strategies we will employ to achieve our vision. 1. STUDENT SERVICES AND SUPPORT <i>Providing scholarships and vital financial-aid advising to students and families, while exploring the feasibility of additional advising options for the future.</i> 2. AWARENESS AND OUTREACH <i>Building awareness about SFSB's services and impact, the value of post-secondary education, and the need for student financial support.</i> 3. FINANCIAL STEWARDSHIP <i>Prioritizing transparency, full-County support, and continuing to build towards a financially secure future.</i> 4. ORGANIZATIONAL CAPABILITIES <i>Strengthening SFSB by investing in strategies to ensure an extraordinary staff, stellar board governance, and an unparalleled ability to make data-driven decisions.</i>

STRATEGIC PRIORITIES	STRATEGIES to support each Strategic Priority
1. STUDENT SERVICES & SUPPORT <i>Providing scholarships and vital financial-aid advising to students and families, while exploring the feasibility of additional advising options for the future.</i>	<u>Strategies:</u> 1.1 Provide high-quality, comprehensive financial-aid advising throughout Santa Barbara County. 1.2 Deliver scholarships to Santa Barbara County students who meet data-driven, evolving criteria for awards. 1.3 Develop and implement a plan to ensure that student and alumni voices are strongly represented in SFSB's future direction. 1.4 Use data-driven methods to identify, investigate, and determine the feasibility of additional advising or support options, as well as the most valuable role that SFSB can provide for students.
2. AWARENESS & OUTREACH <i>Building awareness about SFSB's services and impact, the value of post-secondary education, and the need for student financial support.</i>	<u>Strategies:</u> 2.1 Create and implement a data-driven marketing and public relations plan that unflinchingly examines what it would take to enhance community awareness of SFSB's services and impact throughout the entire county. 2.2 Attract new donors to our cause from across the region and strengthen relationships with current donors. 2.3 Enable donors to fully leverage the impact of their giving by increasing their understanding of the needs and expected outcomes of Santa Barbara students. 2.4 Develop lifelong relationships with constituent groups (e.g., Board, alumni, alumni parents, etc.).

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3. FINANCIAL STEWARDSHIP <i>Prioritizing transparency, full-County support, and continuing to build towards a financially secure future.</i>	Strategies: 3.1 Consistently ensure our fiscal policies adhere to industry best practices and are transparent both internally and externally. 3.2 Use data-driven methods to identify additional support from and to the North Santa Barbara County area. 3.3 Increase unrestricted funding through donations, grants, and operational gifts to align awards with policies and scholarship criteria throughout Santa Barbara County. 3.4 Set the stage for a comprehensive fundraising campaign.
4. ORGANIZATIONAL CAPABILITIES <i>Strengthening SFSB by investing in strategies to ensure an extraordinary staff, stellar board governance, and an unparalleled ability to make data-driven decisions.</i>	Strategies: 4.1 Conduct a data-driven staff needs assessment, followed by implementation of a capacity-building initiative to ensure we have what we need to train, hire, and retain extraordinary staff. 4.2 Focus on enhancing board governance that strengthens collaboration and reflects the current phase of the organization's lifecycle. 4.3 Ensure that the growing needs in North Santa Barbara County are reflected in staff, board, and other internal organizational decisions. 4.4 Foster a positive, supportive culture that embraces collaboration, achievement and a growth mindset.

Focus Areas <i>Key issues our plan will address</i>	Our strategic priorities will help us remain committed to bringing people and resources together to tackle these key issues: • Enhancing resources available for North County students. • Identifying opportunities where SFSB can support communities that are underserved or overlooked by state and institutional funding. • Increasing brand awareness throughout the County.
Success metrics <i>Measuring progress toward our vision</i>	We will use many metrics to track organizational success. Some of the key measures that will demonstrate we're bringing our vision to life include: • Total donations and number of donors will increase. • Financial reserves will grow stronger. • SFSB will be increasingly recognized within the community. • Total awards will increase. • Awardees report increasing satisfaction with the services provided by SFSB.
Outside our wheelhouse <i>What we will avoid</i>	We recognize that we can't take on every challenge, and that we must turn down some opportunities in order to build SFSB into the organization we imagine. To achieve this, we would say "no" to: • Considering new directions that are not supported by data. • Adopting novel ideas without first conducting due diligence and building a firm infrastructure to support them. • Work that does not fit within our strategic plan.

Revised 8/26/24