



Muskegon Community College

BOARD OF TRUSTEES FOUNDATION FOR MCC RETREAT MINUTES January 9, 2017 – 1-4 p.m. Room 1228 Stevenson Center

Present: Don Crandall, Nancy Frye; Diana Osborn, Dale Nesbary, Kathy Moore, Ken Long, Amy Swope, Julie Weller, Frank Marczak, Roy Portenga, Mary Anne Gorman, Gary Britton, Arn Boezaart, Edgar Watson, Ann Oakes, Sen. Goeff Hansen & Cindy DeBoef.

1. Dr. Nesbary welcomed the Board of Trustees and the Foundation for Muskegon Community College Board and turned the meeting over to Dr. Crandall who had everyone introduce themselves and the role they play at MCC.
2. History
 - Board of Trustees/FMCC – Dr. Crandall discussed the history of the Board of Trustees and their move to policy governance. He discussed since transitioning to policy governance, it changes the relationships between governance and the administration and how the two work together.
 - Since Diana Osborn has taken over leadership for the Foundation, it has grown significantly. The scope and role of the foundation today is significantly greater than in the past. It is more critical for MCC to meet the strategic goals and support the strategic plan.
3. Roles – Dr. Crandall
 - Policy Governance – The MCC Board was introduced to Carver’s policy governance at national conferences. Policy governance is a clarification of roles between administration and governance. Policy governance establishes Ends (what you’re attaining to reach) and Means (how we get there). It is composed of Governance Process policies; Board Management Delegation policies (very specific things the board directs to the President) – the president is the only person the board deals with, they do not deal with committees or direct faculty and staff. If the president is to be held accountable, a policy is developed, otherwise it is viewed as a suggestion or simply discussion; Executive Limitations policies are what is expected of the president and how the president is held accountable; and Ends Policies that outline clear and measurable outcomes for administration to prove they have met the policies outlined by the Board. Means are lead measures, ends are lag measures.
 - Dr. Crandall discussed learning the difference between administration and governance, with the board and administration learning their roles and the important rules about what the board can and cannot do under Policy Governance.
 - Diana Osborn gave a historical overview of the Foundation, which was established in 1981. The foundation at that time was more of a friend raising type of organization. When the foundation became more serious, they established articles of incorporation, developed new bylaws, developed a new board, and started taking a different approach. The Foundation recently reinstated its 501c3 and is at a point where they need to revisit the bylaws to make sure they make sense, as well as review the current term limits to determine whether or not changes are needed.
 - The Board of Trustees oversees the Foundation board and approves members, bylaws, etc. This structure will be reviewed under the policy governance framework.

- Because of the student success ends policy, administration has gone through a re-organization and budgeted for student success to meet and achieve the goals outlined.
- The foundation indicated it would be helpful for the Board of Trustees to outline their expectations, vision, and thoughts about the role, function and value of FMCC Board.
 - What does the MCC Board hope to achieve through the FMCC Board?
 - The Board has looked at moving to a foundation with endowments, unrestricted funds, and perhaps taking on a capital campaign, but it hasn't really been identified how the FMCC Board would go about a capital campaign (monies for our projects, endowments going forward, students and their success is what all of this is coming together for).
 - The Board of Trustees would like Foundation support of the strategic plan. The Foundation plays a critical and significant role in implementing a dynamic MCC strategic plan going forward.
 - The budget for the new Health and Wellness Center, as well as Arts and Humanities needs to be finalized. Bonding covers \$24M, state and federal funds have been secured, and the Board is looking to the Foundation to raise another \$6-7M.
 - What is the foundations stretch goal, what is the timeline, establish that and then go do it. The Board would like feedback from the FMCC board on what they feel is feasible and possible.
 - We need a foundation that's more visible and ongoing.
- We have very visible, open partnership with the Community Foundation and a very robust MCC Foundation model. The foundation needs to do a better job of getting people out there, and getting the foundation out there.
- A feasibility study was suggested as something that would be very helpful – what is the track record, what are the prospects, what are the relationships we have been cultivating?
- Fundraising

4. Campaign Update – Amy Swope

- Consultant Matt Spencer met with the FMCC Board and developed a case.
- Amy shared the naming prospects worksheet, which now needs campaign chairs assigned to make the ask.
- Downtown Center – covering just under \$700k. A grant request is going to be submitted to the Grand Haven Community Foundation to increase the commitments to \$750k. Many have verbally committed, we now need to circle back and find out how much, how, and when.
- Health & Wellness – wrestling program – FMCC is launching a \$300k campaign to name the wrestling room in honor of Ron Gaffner, who has been at MCC 42 of the 50 years the program has been in place. The foundation has sent out 500 letters to former wrestlers and is getting ready to contact friends of wrestling. There is also a fundraising dinner being planned at the White Lake Eagles.
- Arts & Humanities – a little early to start on this.
- An employee giving program is being looked at. Looking at a financial institution to make matching donation funds (currently looking at a couple of institutions).
- Amy and Julie are also looking at an Alumni and Retirees campaign.

5. Moving Forward

- It was suggested that a few key people from MCC sit down with the Community Foundation to strategize. The Community Foundation should be part of a planning process to determine the best strategy and steps to achieve a major public campaign.

- Diana Osborn attended a webinar that looked at governance of a foundation that was very helpful.
- Nancy Frye suggested some incentive for those who donate and partnering with others to do this (something like the WGVU gifts given for donations).
- How are fundraising/fund development activity and goals laid out in the strategic plan? Dr. Nesbary explained they are not currently, but he expects them to be in the 2017-2022 plan. Need to understand what the goal is and what the foundation is expected to contribute.
- A two-part process was suggested as part of the Strategic Plan: 1) Clearly define the relationship between the Board of Trustees and the FMCC Board and; 2) Establish what the hope/anticipated outcome is in this current round of fund development/capital campaign.

Comments/Summary of Meeting

- The comment about getting out in the community with the information is extremely important. It's important the community knows who the foundation members are and what the purpose is.
- Today produced good comments and ideas that the foundation can go forward with. The foundation will continue to move forward and set up smaller meetings with the Community Foundation.
- 1) Should the Foundation be the single point of entry for donations? – it should be a definitive yes; 2) enhancing visibility of the Foundation; 3) Distinguishing roles between the Board of Trustees and the Foundation board and having the FMCC board be the voice in the community helps distinguish the Foundation from the Board of Trustees whose role is governance and policy governance.
- The point about people knowing about the Foundation for MCC is very valid. We may need a marketing campaign to draw out how donations are made.
- The foundation was commended for how far it has come and its current board.
- Policy governance is the Board of Trustees job. The Board of Trustees gives direction to the FMCC Board. And then who does the fundraising (mechanics of what happens next).
- 1) Part of governance responsibility is to do our own self-assessment of the Board – part of that is to evaluate whether the foundation has all of the right people needed on the Board; 2) Develop own capacity to go out and do the ask; 3) Fundraising needs to be coordinated within a plan so people are not stepping on each other and can be effective.
- Many today have gotten a lot more clarity on how both boards work. Now FMCC Board needs to figure out how to fit in.
- Need to be mindful of the fact that there is a present, urgent need for fundraising and closing the gap on the Capital Campaign fundraising. Endowment building and fundraising need to be given equal attention to sustain the foundation long-term.
- Today was a highly enlightening meeting - now need to understand how things are working, who's doing what, and what the responsibilities are going to be.
- As a board member, would like to see fundraising shifting completely to the Foundation, make the foundation more visible, and to have it last for years to come.

With no further business, the meeting was adjourned at 3:10 PM.

Minutes submitted by Secretary Nancy Frye

/csd