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# ARCS Northern California Strategic Plan

## 2021-2025

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### Introduction

ARCS Northern California was founded in October 1970. Building off our strong legacy of 50 years, this strategic plan is intended to define our path for the coming five years as we launch into our next half century.

#### **Our Vision and Mission define our purpose:**

**Vision:** ARCS Scholars significantly contribute to U.S. and global leadership in scientific and technological innovation.

**Mission:** ARCS Foundation advances science and technology in the United States by providing financial awards and recognition to academically outstanding U.S. citizens pursuing advanced degrees in science, technology, engineering, mathematics (STEM) and medical research.

#### **Our Core Values and Principles guide us:**

- We invest in young scholars to have an impact on their lives, the advancement of science, and the world as a whole.
- We pursue our mission with professional commitment, collaboration, and integrity.
- We embrace diversity, equity and inclusion as critical to scientific excellence and innovation and to our organization.
- We make ARCS engaging through enjoyable get-togethers with our community of members, scholars, university partners, advisors, and funders.
- We build our knowledge of science with compelling opportunities to learn.

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## **These Facts and Figures describe our chapter:**

- Membership stands at 157, including 95 Active Members, 27 Associate Members, 30 Emeritae Members and 5 Non-Resident Members.
- We have six preeminent university partners: UC Berkeley, UC Davis, UCSF, UC Santa Cruz, San Francisco State University and Stanford University.
- We have awarded more than 2,800 ARCS Scholar Awards totaling over \$22.6 million.
- We reached a milestone allocation of over \$1,000,000 in 2019, and have maintained that annual investment for three consecutive years, funding 75-80 ARCS Scholars annually.
- We have an endowment of \$8.9 million, with an annual yield that helps fund scholar awards.
- Scholar awards range from \$10,000 to \$32,000 per year for ARCS NCC Scholars.
- We are volunteer led and run, with two part-time staff.

# **The Strategic Plan**

## **Overview:**

There are 5 key areas to our Strategic Plan:

### Core Mission:

- Membership
- University and Scholar Relations
- Fundraising/Philanthropy

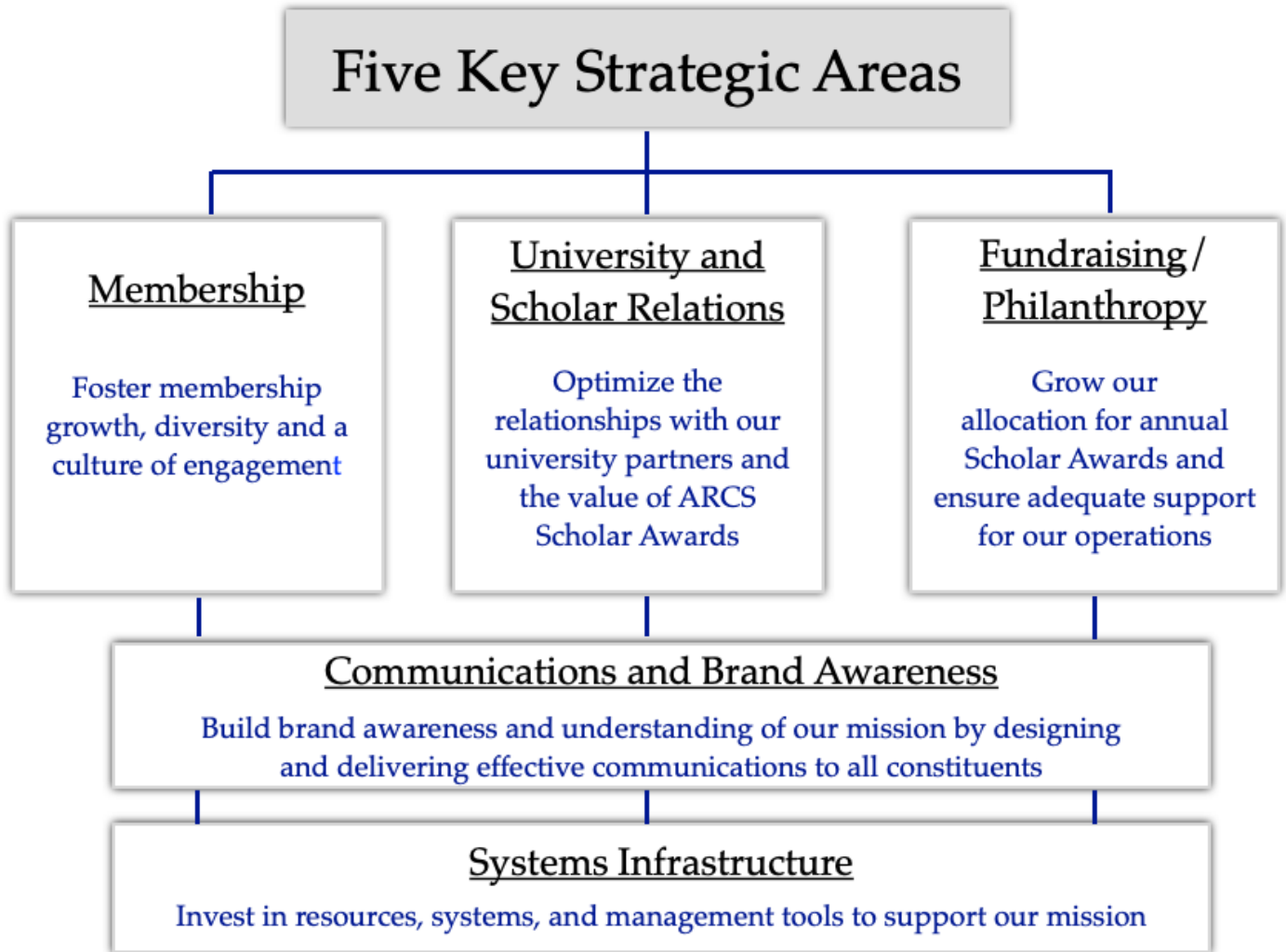
### Operations:

- Communications and Brand Awareness
- Systems Infrastructure

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Graphical Representation of the Strategic Plan:

# Map of our Strategic Plan



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## What We Hope to Achieve by 2025 in the Five Strategic Areas:

### **Membership –**

#### *Foster membership growth, diversity and a culture of engagement*

- Grow membership to 120 active members and 200 total members (all categories). [Membership is 95/157 in 2020-21.]
  - Actively recruit Bay Area ARCS Scholar Alums, as appropriate.
- Diversify our membership to be more reflective of our community and more inclusive, especially in regards to younger members and women of color.
  - Move toward a better balance. [Current membership is 98% white and 75% over 60 years of age.]
- Aspire to have 85% of Active Members serving on a committee to improve productivity, share the responsibility, and create a better member experience. [Currently at about 75%.]
- Establish succession planning for leadership positions, and ensure a structure to adequately support volunteers.

### **University and Scholar Relations –**

#### *Optimize the relationships with our university partners and the value of the Scholar Awards*

- Continue to develop a deeper dialog and relationship with our university partners.
- Explore ways we can support the DEI initiatives of our university partners.
- Build a lifelong scholar community by communicating with current scholars about the value of the ARCS network, and asking them to give back by mentoring and supporting future scholars.
- Find and reengage 10% of ARCS NCC Scholar Alums (~300).

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## **Fundraising/Philanthropy –**

### ***Grow our allocation for annual Scholar Awards and ensure adequate support for our operations***

- Increase our annual allocation for ARCS Scholar Awards to \$1.25M and fund our operating budget as needs require. [Current allocation is \$1.025 in 2021-22.]
- Develop multi-year development plan that includes an analysis and optimization of our approach to raising money for scholars and funding our operations.
- Develop/strengthen corporate and foundation partnerships by cultivating strong relationships and communicating effectively.
  - Double the number of corporate funders and triple the total amount donated. [Five corporate funders for \$40K (\$12.5K to ARCS Scholar Awards; \$27.5 for event sponsorship in 2019-20).]
  - Create a clear pathway from event sponsorship to funding scholar awards.
- Increase member donations by growing membership and encouraging generous support of ARCS Scholars, including legacy giving.
  - Increase our median member donation to scholar awards by 25%. [Median was \$1,000 in 2019-20.]

## **Communications and Brand Awareness –**

### ***Build brand awareness and understanding of our mission by designing and delivering effective communications to all constituents***

- Build a robust Communications Plan to effectively reach all primary constituents: members, friends of ARCS, ARCS Scholars and Alumni, and the community, including thought leaders in the scientific and business world.
  - Increase use of the web, social media, and higher impact visual storytelling.
  - Develop strategic content and consistent look and feel for communications.
  - Collaborate with ARCS National/other chapters to leverage best practices.
  - Develop a way to set benchmarks so we can measure results and impact.
- Increase press coverage by cultivating 3-4 ongoing relationships with key media leaders who report on science.
- Increase our impact through advocacy for science/investing in science education.
- Develop a plan to encourage ongoing strategic use of virtual platforms such as Zoom, to increase attendance and broaden our reach when meeting with members, scholars, university partners, potential funders, and the community.

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## **Systems Infrastructure –**

### *Invest in resources, systems, and management tools to support our mission*

- Develop a personnel plan appropriate for our chapter’s needs and the financial means to support our chapter leadership.
  - Include specific job descriptions, expectations and deliverables along with a funded budget.
- Develop member and professional capabilities to maintain and leverage the effective use of our systems and tools.
  - Further exploit Salesforce and identify/utilize other tools to develop and cultivate our donor base and our connections with scholar alums.
- Better utilize our website – both the external facing and the internal member capabilities – as a support system and repository for information and documents.

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## **Implementation Objectives in the Near Term:**

- Develop and communicate annual Action Plans each year for implementation of the Strategic Plan, including a DEI Action Plan from the newly formed task force.
- All Council plans will include the integration of virtual meetings and events to continue to widen our geographic reach and increase attendance.