

LOS ALAMOS
NATIONAL LABORATORY
FOUNDATION

INVESTING IN HUMAN POTENTIAL
*Helping our Children Learn
Nurturing their Dreams
Strengthening our Communities*



LOS ALAMOS NATIONAL LABORATORY FOUNDATION STRATEGIC PLAN

Los Alamos National Laboratory (LANL) Foundation Mission

The LANL Foundation exists to enhance the vitality of the region by investing in education, learning, and community development.

LANL Foundation Core Values

- **Equal Opportunity:** Every child should have access, equity and excellence in education.
- **Openness:** Our business and grantmaking processes are fair and open to the public.
- **Diversity:** We reflect the diversity of Northern New Mexico in every aspect of our business.
- **Partnership:** We partner with others to achieve our success. We respect the integrity and knowledge of local communities.
- **Accountability:** We are accountable to the community, the Laboratory and the nation.
- **Integrity:** We strive to be fair, honest and trustworthy in all that we do.

LANL Foundation Five-Year Vision

The LANL Foundation is committed to investing in human potential: helping our children learn, nurturing their dreams, and strengthening our communities. Our vision is to play a central role in improving the quality of education in Northern New Mexico, generating positive outcomes for children at all levels. The Foundation serves as a catalyst for successful innovation in community and educational endeavors, leading the region in creating excellence and playing a part in the future of Los Alamos National Laboratory.

Summary of Five-Year Goals

1. Lead Toward Excellence in Education
2. Pilot Innovative Models to Address Critical Educational Issues
3. Tell the Story of the LANL Foundation
4. Diversify Funding Sources
5. Achieve Operational Excellence

LANL Foundation – Five-Year Goals and Objectives at a Glance

GOAL 1: Lead Toward Excellence in Education

- a) Inform the Board and other key stakeholders about regional/national best practices in science, technology, engineering, and mathematics (STEM) education.
- b) Explore Foundation oversight of the Northern New Mexico Math and Science Academy (MSA), including a written agreement with Los Alamos National Security, LLC (LANS), laying out future directions and governance of the MSA program.
- c) Partner with LANS to leverage investments in STEM education in the region.
- d) Evaluate MSA, Strengthening Quality in Schools (SQS), National Science Resources Center (NSRC), and Project Lead the Way models as promising practices in STEM education reform nationally.
- e) Launch shared planning effort for STEM education reform in the region involving educational leadership from the local communities and state.
- f) Leverage national funding opportunities for STEM education reform.
- g) Provide leadership for the Foundation’s STEM education initiative consistent with available funds and program needs.
- h) Grow Los Alamos Employees’ Scholarship Fund (LAESF) and program to encourage and enable enrollments in STEM-related higher education, achieving full match of LANS funds and full funding of the Domenici Scholarships.
- i) Assess current LANL Foundation education grant programs with key stakeholders and modify as appropriate to help improve STEM education in the region.

GOAL 2: Pilot Innovative Models to Address Critical Educational Issues

- a) Sustain the First Born® Program (FBP) over the next three years at \$100,000 per year in Santa Fe County to support the RAND evaluation. Help to define and support the funding needs in Rio Arriba and Los Alamos counties to enable these communities to transition to a stable, sustaining program model during the next three years.
- b) Pilot a STEM-related workforce development program in the region.
- c) Engage key local, state, national, and congressional stakeholders in Foundation goals.

GOAL 3: Tell the Story of the LANL Foundation

- a) Contract with a professional to build and implement a marketing, public relations (PR), and communications plan.
- b) Develop and execute a comprehensive marketing, PR, and communications plan.
- c) Have program officers make monthly presentations to inform and engage community leaders.
- d) Launch radio ads and audio programs in regional communities to tell the LANL Foundation story.
- e) Reinstate community celebrations, contracting with a local grantee to host.

GOAL 4: Diversify Funding Sources

- a) Increase grant writing capability to assist the Foundation in expanding its revenue base.
- b) Diversify funding by attracting national foundation investment.
- c) Explore continued funding from LANS for Educational and Community Outreach grants and the possibility of reinstating indirect costs on Department of Energy (DOE) funds.
- d) Continue to diversify FBP fundraising to meet program needs.
- e) Increase scholarship fundraising.
- f) Create University of California (UC) exit contingency plan for investment management.
- g) Work with congressional delegation to attract new Federal funding for program development.

GOAL 5: Achieve Operational Excellence

- a) Develop individual career plans for every employee.
- b) Develop, conduct, and communicate to the Board an employee satisfaction survey on an annual cycle.
- c) Institute ongoing and regular Board training as well as a Board orientation process.
- d) Develop Board demographic/talent matrix to align with organization goals.
- e) Achieve Quality New Mexico (QNM) Roadrunner Award in two years; Zia Award in five years.
- f) Staff the LANL Foundation at an adequate level, within the financial constraints of the budget.
- g) Launch annual constituent satisfaction survey as part of LANS contract.
- h) Create a succession planning process for key positions.
- i) Establish all programs as cost centers.
- j) Rent out full building.

Background

The LANL Foundation was established in April 1997 for the purpose of investing in education, learning, and community development in Northern New Mexico. Recognizing the interdependence of the Los Alamos National Laboratory and the communities that surround the Lab, the intention was to distribute about \$3 million a year through a regional foundation in order to educate future generations of the area and invest in a healthy community and workforce. The Foundation's mission is to "enhance the vitality of the region by investing in education, learning, and community development."

Over the past 12 years, the LANL Foundation has consistently exceeded expectations. The original \$35 million endowment grew to a high of \$67 million and now, owing to losses in the stock market, it is valued at approximately \$47 million. Nearly \$26 million in community and educational grants have been funded. Over 450 Northern New Mexico students have received a total of \$1.3 million to pay for higher education. MSA, a professional development initiative for teachers has been nurtured. FBP, a standard-setting, early childhood/parent education initiative, was piloted in three counties. In 2008, the Foundation completed the construction of a new office building to house its growing programs and to serve Northern New Mexico by providing meeting space to the Foundation's nonprofit partners and collaborators.

In addition to significant accomplishments in the scholarship program, grants, and new program development, the Foundation has demonstrated a unique process for building capacity in the region. Through partnerships with school districts and community groups, the LANL Foundation leverages resources to create positive interconnections between LANL and the community. The Foundation works with the educational community to collaboratively assess needs, bring science-based analysis to the table, link people and organizations to new opportunities, and ensure integrity through high standards of accountability. In this way, the Foundation increasingly expands its role beyond grantmaking toward a model that includes initiating and developing programs, attracting resources, evaluating success, and then transferring stewardship of these programs into the hands of community-based leadership.

Current Realities

Several factors in the Foundation's environment, including a large degree of financial insecurity, call for a new strategic direction over the next five years:

1. LANS contributions are scheduled to diminish from \$3 million annually down to zero by the end of 2013. As a result, the LANL Foundation will need to diversify its fundraising and consider a new approach to its business operations. The downward trend in the national economy also affects these efforts and has already reduced the Foundation's endowment by a significant margin.
2. Educational needs in the region will continue to be high over the next five years, and there are also increasing needs for workforce and economic development as well as the cultivation of new industries. The Foundation recognizes the inherent link between education, workforce development, and community/economic development, especially as the new presidential administration could significantly shift the future roles for LANL.
3. With a mandate from LANS to promote STEM education, the Foundation is considering a major STEM initiative. It is not yet clear, however, how strong the national commitment to STEM education may be, nor the readiness of the region's school districts to undertake a major STEM initiative. This needs to be investigated.
4. The existing Chief Executive Officer of the LANL Foundation has announced plans to retire from the Foundation in five years. New initiatives must be developed with this transition in mind, and succession planning should be factored into future strategic thinking.

Future Possibilities

Due to the uncertain nature of the aforementioned conditions, the Foundation’s leadership began the strategic planning process with a “scenario planning” exercise. Scenario planning is a way of envisioning and considering a range of plausible futures that embody the critical uncertainties the organization may face. In this case, the Board and staff considered four future scenarios that took into account uncertainties in the future of LANL as well as the national and local economies. The exercise resulted in a range of very different future environments that the Foundation may encounter—all plausible and equally possible—and suggested a set of goals and strategies that will be central, compelling, and necessary in whichever of the “futures” emerge.

This plan spells out those five-year goals, along with a specific set of objectives for the next one to two years. In some cases, the goals and objectives remain provisional, depending on which way the uncertainties evolve. And in other cases, it is the unanswered questions themselves that set the direction for this plan. These questions form the basis of how the LANL Foundation will orient itself in implementing the unique collaborative process through which its successful legacy of partnership in the region has developed.

The body of this plan details Goals and Strategic Objectives in five key areas. Spanning these five goals are a handful of primary strategic directives for this plan:

- Cultivate a STEM education initiative, in partnership with local educational leadership, as a long-term educational reform process
- Build on existing programs including grants, scholarships, and FBP, and continue to demonstrate the LANL Foundation process in initiating and growing new program directions over a 10-year horizon
- Establish new directions for fundraising to reduce dependence on LANS and to attract large, national grants into the region
- Partner with other organizations to link education with community economic development and workforce development, especially along avenues related to science and technology

The Foundation will implement these strategies in ways that emphasize resilience, adaptability, and learning from and with the community.

Purpose and Authors of this Plan

The purpose of this plan is to chart a direction for the LANL Foundation over the next five years, as it navigates the possibilities within its environment. The plan must remain a living document, responding to changes in the environment and the Foundation’s resources as they proceed. The Foundation will use the plan to guide staff actions, creating clear lines of sight that will empower staff and serve as a basis for evaluating performance. This plan will be a tool for the Board to monitor progress, set high-level priorities, evaluate its own performance, and make strategic changes if needed. Given the sharp downward decline in the national and global economy and the great uncertainties about the timing and rate of recovery, the Board will review the strategic plan every six months (i.e., at every other meeting of the full Board) to assess the current financial state of the Foundation, the impact of national and global economic trends, and the impact on achieving the five strategic goals. The Board will update the strategic plan as needed based on these semi-annual reviews.

This plan was developed by the Board and staff of the LANL Foundation, as listed in the appendix. In addition, several key outside stakeholders were consulted and their viewpoints integrated into the planning process. These stakeholders include the Superintendents of the Los Alamos, Santa Fe, and Española school districts; the Mayor of Española; the Director of the LANL Community Programs Office; and some former members of the Foundation Board. The first work of this plan will be to review its proposals with key stakeholders, those who have been consulted, and others who will be central to its successful implementation.

Summary of LANL Foundation Program Areas

LANL Foundation Funding Programs

The LANL Foundation Funding Programs (Educational Enrichment, Educational Outreach, Community Outreach and Small Grants) were established in 1998 to enhance the vitality of the region through investments in education, learning, and community development. Over the past 10 years, the LANL Foundation has invested more than \$30 million in over 1,800 grants serving regional schools, nonprofit organizations, government agencies, and Pueblo/Tribal communities. These awards have addressed critical regional needs including public education, early childhood development, teacher training and support, advocacy, health and human services, and community improvement.

Under the new contract with LANS, the Foundation has been authorized Educational Enrichment and Educational Outreach funding to conduct a wide variety of education and outreach programs in STEM areas including teacher/curriculum enhancement, educational technology, and student support (\$16 million through September, 2013: \$3 million in 2007, \$3 million in 2008, \$3 million in 2009, \$2.5 million in 2010, \$2 million in 2011, \$1.5 million in 2012, and \$1 million in 2013).

Educational Enrichment grants are noncompetitive and are awarded to school districts based on an allocation formula derived from the number of LANL, Los Alamos Site Office, and LANL contract employees residing within a given school district in Northern New Mexico. These awards are designed to help area school districts address critical public education needs and improve the quality of education for Northern New Mexico children. Educational Outreach grants are designed to support organizations addressing educational quality, delivery, and reform as well as critical educational needs in STEM-related areas. These funds are competitive, and single- and multi-year (up to three years) grants are awarded ranging from \$5,000 to \$15,000.

With this contract, LANS also has authorized the Foundation up to \$700,000 per year through 2013, which includes: \$250,000 for additional Educational Outreach grants, \$100,000 for MSA, \$100,000 for the Española Regional Quality Center (RQC) and, up to \$250,000 in matching funds for the Los Alamos Employees' Scholarship Campaign Fund

In addition to LANS funding, the Foundation also operates a Small Grants program designed to respond to community needs beyond STEM. This \$100,000 portfolio, funded with income from the Foundation's endowment, offers awards up to \$1,500 to support community events, community outreach, and educational outreach in the region.

First Born® Program

Early childhood experiences lay the foundation for health and learning across a lifetime. The mission of the FBP is to improve the health and wellness status of all first-time families by building family strengths and competencies through relationships, support, education, and referrals. At the core of the program is the conviction that a healthy pregnancy and childhood are not only critical to the immediate well-being of the child but are also basic to building a resilient family and a healthy community.

The FBP was founded and has a 10-year history of success in Grant County, New Mexico. After much research into existing models, the LANL Foundation adopted the FBP model and launched an initiative to replicate it in three northern counties: Rio Arriba, Taos, and Los Alamos. The FBP is a universal program offered to all first-time families regardless of economic, social, or health status. While Taos County has since decided to discontinue the program, Santa Fe County, with assistance from the LANL Foundation, moved ahead with implementation and began serving families in December, 2008.

An essential effort of this initiative was to use the scientific method to evaluate the FBP model. After two years of exploration, the LANL Foundation, working with several notable scientists and the Santa Fe Institute, identified the RAND Corporation as the research team able to answer the question: “Can the First Born model, when replicated, adhere to program fidelity, and will it make a significant difference in the lives of children”? The evaluation was undertaken as a key component to provide actionable data for public policy decisions in the future. The United Way of Santa Fe County has chosen to implement this model with the RAND evaluation, and Santa Fe has the numbers of participants required to make a random study possible.

After just over one full year of implementation of the FBP model in Northern New Mexico, early indicators show positive program outcomes including adequate prenatal care, permanent medical homes, improved immunization rates, increased positive parenting behaviors and interaction between parent and child, and decreased risky behaviors of parents. Working in partnership with the community, the FBP has quickly developed a leadership role in early childhood development and home visiting in Northern New Mexico. The FBP has also become a valuable resource for information and research on early childhood education and home visiting at the state and local levels.

Los Alamos Employees’ Scholarship Fund

The LAESF is a nonprofit fund established in 1998 to provide scholarships to qualified Northern New Mexico students. The LAESF operates under the auspices of the LANL Foundation and is guided by the LAESF Advisory Committee. Scholarship funds come from voluntary contributions made by Laboratory retirees, employees, and contractors, as well as the business partners and Northern New Mexico community members. The LAESF goals are to make Northern New Mexico a premier source of science and engineering undergraduates and to increase the number of regional and minority candidates qualified for technical and nontechnical positions that support the mission of the Laboratory. These goals are achieved by encouraging students to earn advanced degrees in science and engineering and/or other fields that are crucial to the success of the Laboratory, by providing undergraduate scholarships, summer employment at the Laboratory, and mentoring opportunities. The LAESF Advisory Committee invests in the future of LANL and Northern New Mexico by offering scholarships and promoting LANL employment opportunities to students from the surrounding communities, creating a diverse pool of highly qualified candidates to meet the Laboratory’s needs and ensure its continued success. Since 1998, more than 500 Northern New Mexico students have been awarded nearly \$1.5 million in scholarships through this program.

LANL FOUNDATION FIVE-YEAR STRATEGIC PLAN

GOAL 1: Lead Toward Excellence in Education

Educational excellence is fundamental to the LANL Foundation's existence and mission and is an essential path to the future potential of Northern New Mexico. From its inception, investing in K-12 public education has been at the heart of the Foundation's work. Since 1998, the Foundation has invested nearly \$33 million in Educational Enrichment, Educational Outreach, and Small Grants to educational institutions and nonprofits addressing education and learning in the region, as well as awarded over 450 scholarships to Northern New Mexico students totaling over \$1.3 million. Though Foundation funding represents only a small percentage of school district budgets, these funds have been critical in supporting ongoing educational needs and successful innovation.

New Mexico has established some of the strongest standards for mathematics and science education in the nation. LANS has mandated STEM education as the focus of its \$16 million, seven-year commitment towards the Foundation's educational funding. Under the current Laboratory contract with LANS, the Foundation has been authorized to conduct a wide variety of education and outreach programs in STEM areas including teacher/curriculum enhancement, educational technology, and student support (\$16 million through September, 2013: \$3 million in 2007, \$3 million in 2008, \$3 million in 2009, \$2.5 million in 2010, \$2 million in 2011, \$1.5 million in 2012, and \$1 million in 2013). LANS also has authorized the Foundation up to \$700,000 per year through 2013, which includes: \$250,000 for additional Educational Outreach grants, \$100,000 for MSA, \$100,000 for the Española RQC, and up to \$250,000 in employee matches to LAESF contributions.

Since 2000, MSA has worked with over 300 elementary and middle school teachers and principals to improve instructional practice and student learning. Using standards-based education and research-based concepts in the core areas of math, science, social studies, language arts, data analysis, and decision making, MSA has helped Chama Valley, Española Public/Military, Mora Independent, Pojoaque Valley, and Taos Municipal Schools implement improvements in curriculum, assessment and instruction reaching over 5,000 students. Noteworthy successes include the creation of a Master of Arts degree in Teaching Math & Science in partnership with New Mexico State University, as well significant gains in math achievement by all third through fifth grade classes in Española Public Schools (EPS).

The Española RQC was established in 2007 to address the professional development needs of EPS in systems improvement. The RQC is one of the strategies of the New Mexico Public Education Department (NMPED), the Governor's Business Executives for Education, and SQS to provide a statewide approach and support system for building district, school, and classroom capacity to achieve and sustain high levels of student and system performance. To date, 14 school sites have participated in professional development training and coaching in systems improvement, and grades three through eight are seeing significant growth in math and reading achievement.

The LAESF is a program established in 1998 within the LANL Foundation to provide scholarships to qualified Northern New Mexico students. Scholarship recipients may also benefit from summer employment and mentoring opportunities at the Laboratory in their academic field of study. Scholarship funds come from voluntary contributions made by Laboratory retirees, employees, and contractors, as well as the business partners and Northern New Mexico community members. The well-established Scholarship Program is a key support for regional students entering higher education, and the Foundation hopes to expand the program within every high school in the region.

With these direct investments and STEM funding priorities, the Foundation Board established a STEM Working Group to review and evaluate regional and national base conditions in STEM education and to seek out best practices. The group was additionally tasked with recommending activities and initiatives that will successfully engage collaborations that would leverage further support for regional STEM needs. In May of 2008, the Foundation Board approved a collaborative framework agreement with LANS to promote the widespread implementation of New Mexico math and science standards, benchmarks, and performance standards, as well as to help build long-term, sustainable capabilities in K–16 STEM education in the region.

Over the past year, the Foundation has been working with the NMPED Math and Science Bureau, schools, teachers, and regional nonprofits to explore potential K–16 STEM education reform efforts that could be implemented in Northern New Mexico. Through this work, the Foundation has identified inquiry-based learning strategies that have been applied successfully throughout the country using the NSRC model as among the best of reform approaches.

The STEM Working Group recommends that the Foundation serve as a catalyst for regional STEM education reform in collaboration with the NMPED Math and Science Bureau/Math and Science Advisory Council, New Mexico Higher Education Department (NMHED), and NSRC. This plan would explore the potential of a pilot inquiry science program in Española, Pojoaque Valley, and Santa Fe Public Schools in partnership with MSA, Santa Fe Science Initiative (SFSI), and SQS/Española RQC. The Foundation would work with inquiry science consultants and cultivate non-DOE public and private funding to build and support the pilot.

Questions remain:

- How would STEM reform (inquiry-based science learning) be best introduced and implemented in Northern New Mexico? Are local school districts willing and able to adopt these practices given current budget realities? The Foundation will need to engage the educational community in this dialogue.
- Where will funding support be secured? There may be potential funding in the new Obama administration or through national foundations.
- Does the Foundation want to work toward supplementing the educational outreach funds that will be eliminated from the LANS budget, or focus instead on longer term educational investment strategies?
- Should Educational Enrichment endowment funding be directed toward STEM education?

Strategic Objectives:	By when	Lead person	Needs \$?
a) Inform the Board and other key stakeholders about regional/national best practices in STEM education. <ul style="list-style-type: none"> • Include site visits to schools that have addressed STEM reforms in an exemplary manner 	April 2009	SH/NC/BW STEM Cmt.	\$ 5K
b) Explore Foundation oversight of MSA, including a written agreement with LANS laying out future directions and governance of the MSA program. <ul style="list-style-type: none"> • Assess organization structure and leadership; amend memorandum of understanding (MOU) as needed • Consider using LAESF MOU and Advisory Board as a model 	April 2009	SH/NC	\$ 0
c) Partner with LANS to leverage investments in STEM education in the region, per the existing Framework Agreement.	May 2009	SH/DC	\$ 0
d) Study MSA, SQS, NSRC, and Project Lead the Way models as promising practices in STEM education reform nationally. <ul style="list-style-type: none"> • Research costs, opportunities to implement in districts • Codify best practices and curriculum • Develop plan for regional replication 	July 2009	NC/SH/DC STEM Cmt.	\$ 10K
e) Launch shared planning effort for STEM education reform in the region involving educational leadership from the local communities and the State.. <ul style="list-style-type: none"> • Integrate and leverage MSA, SFSI, and SQS • Convene key educational leaders and stakeholders at Annual Conference on Education • Complete plan by July 2010 	October 2009	NC/SH/Others STEM Cmt.	\$1K

	<i>By when</i>	<i>Lead person</i>	<i>Needs \$?</i>
f) Leverage national funding opportunities for STEM education reform. <ul style="list-style-type: none"> • Define requirements • Identify opportunities from Obama administration and national foundations 	May 2009	SH/NC/CC	\$ 0
g) Create a new staff position to lead the Foundation's STEM education initiative; fill it as funds allow and program needs warrant.	TBD	SH & Board	\$ 100K
h) Grow scholarship program as a critically needed source of scholarships to encourage and enable enrollments in STEM-related higher education. <ul style="list-style-type: none"> • Build long-term pro-forma projecting scholarships and necessary fundraising over the next 10 years • Endow Platinum, Gold, and Silver levels for all 20 school districts in the seven-county service area • Reach \$250,000 match for scholarship programs in 2009 through the annual campaign • Build private endowments by \$100,000 per year • Complete Domenici endowment goal, raising \$750,000 by 2011 	Begin May 2009	TF TF/MPS TF TF TF TF/SH	\$ 0
i) Assess current LANL Foundation education grant programs with key stakeholders and modify as appropriate to help improve STEM education in the region.	December 2009	NC/SH	\$ 0

GOAL 2: Pilot Innovative Models to Address Critical Educational Issues

With MSA and FBP, the LANL Foundation has proven its effectiveness as an initiator of ideas and broker of promising practices. The MSA, with its 10-year track record, is discussed in the previous section. The FBP was started when the Foundation conducted a feasibility study by the Clements Group in 2005 to determine the Foundation's potential capacity for raising private funds. In a study surveying over 70 key leaders and individuals of wealth, it was discovered that there was a potential pool of \$20 to \$22 million for private investment in a birth-to-three program. The Foundation then formed a Collaborative for Early Childhood Learning to design the framework for an evidence-based program that would improve the health and wellness status of first-time families. After exploring regional and national home visiting programs, the Collaborative selected the FBP of Silver City in Grant County to replicate in three counties of Northern New Mexico. With high levels of community engagement, the program has been successfully implemented in Rio Arriba and Los Alamos counties. The LANL Foundation generated over \$1.5 million from public and private sources for programmatic support for the program. The FBP will be implemented in Santa Fe County in partnership with United Way in 2009.

The next step is for the program is to undergo a rigorous evaluation process with research-based assessment tools and to conduct a longitudinal study to document the results of the program by tracking the participants to age eight. The LANL Foundation will support the development of the Santa Fe County program with stable funding for the next three years. This funding will help the Santa Fe program provide an adequate sample size to ensure accurate evaluation, which will be led by the RAND Corporation.

In the FBP, the LANL Foundation is working to identify, replicate, test, and evaluate an early education model, while leveraging its experience and fundraising capacities to apply a promising practice for the common good. A similar approach is anticipated with the advancement of STEM education reform and with the establishment of a workforce education program. The same approach can be applied to other initiatives in learning, education, and community development as needs and opportunities warrant. Such a long-term strategy requires comprehensive planning and data collection, as well as steady investment over time in order to create a self-sustaining program and lasting change.

The Foundation will continue to develop the above business model, building on the credibility generated from past success. One goal for the Foundation is to attract additional resources into the State as investments in innovative programs. In the next few years, it will be necessary for the Foundation to develop a multiyear plan for STEM programs (MSA, SQS, and NSRC) as was done for the FBP, identifying strategies to spin off the program in sustainable ways.

The LANL Foundation will continue to cultivate relationships and partnerships with nonprofit organizations and with local, state, and federal governments to inform public policy and to identify and capture opportunities to further learning, education, and community development in our region.

Strategic Objectives:**By when****Lead person****Needs \$?**

<p>a) Sustain the FBP over the next three years</p> <ul style="list-style-type: none"> • Fund Santa Fe County at \$100,000 per year for three years to ensure the RAND evaluation. • Continue to help define and support the funding needs in Rio Arriba and Los Alamos counties to enable these communities to transition to a stable, sustaining program model. • Distribute interim data from the RAND evaluation by 2011. 	Ongoing, into 2011	SH, SS, DM	<p>\$ 200K</p> <p>Included in FY09</p> <p>Need additional funds for next three years – TBD</p>
<p>b) Pilot a STEM-related workforce development program, working with current opportunities</p> <ul style="list-style-type: none"> • Identify specific needs • Establish a collaborative, including outside experts, to identify and analyze opportunities to meet the needs • Select a project based on research and due diligence • Assess resource needs and implement as resources become available 	Start in 2009, complete by 2013	SH	Initiative is dependent on funding partnership
<p>c) Engage key local, state, national, and congressional stakeholders in Foundation goals</p> <ul style="list-style-type: none"> • Plan a Board trip to D.C. for June 2009 to enhance relationships with DOE, NNSA, Congressional offices and National Academies of Science 	June 2009	SG, SH	Included in FY09 budget

GOAL 3: Tell the Story of the LANL Foundation

In many ways, the LANL Foundation is the “best kept secret” in Northern New Mexico. This has served the Foundation well in its early years as it has quietly grown its endowment and focused support on local school districts, community grants, and educational scholarships provided by Lab employees. However, as the Foundation’s constituencies grow and it takes on larger initiatives to advance educational progress and build community capacity, it is becoming increasingly important for people to know and understand that the LANL Foundation is a key partner in education in the region.

It is time to tell the Foundation’s story—a story of lives being changed, communities improved, and schools achieving at higher levels. It is also a story that demonstrates a model of effective leadership—working in partnership, using evidence-based methods and community-based decision-making. Effective PR can educate communities and policy-makers, advance causes, and inspire social action.

Questions remain:

- How to handle the negative press that may come when grantmaking dollars from the Lab are reduced?

Strategic Objectives:

	<i>By when</i>	<i>Lead person</i>	<i>Needs \$?</i>
a) Contract, in a thoughtfully budgeted way, with a PR person to build and implement a marketing, PR, and communications plan	March 2009	SH	\$ 30K In FY09 budget
b) Create and execute a comprehensive marketing, PR, and communications plan in support of LANL Foundation mission and initiatives	2009 ongoing	SH, AM	\$ 0
c) Program officers make monthly presentations to school boards, local governments, chambers of commerce, business incubators, and other community leaders	monthly	Program Officers	\$ 0
d) Launch radio ads and audio programs in regional communities telling our story	As defined in communications plan	SH, AM	\$ 1K
e) Reinstate community celebrations, contracting with a local grantee to host.	July 2009	SH	\$ 5K

GOAL 4: Diversify Funding Sources

With an annual budget of \$6.2 million, including an operating budget of \$1.3 million, the LANL Foundation currently has a revenue stream that relies primarily on LANS funding, with other sources including foundation grants and individual donations. Under the new LANS contract, Educational Outreach funding will steadily decrease, ending in five years. The Foundation has a substantial endowment from which to make grants, but the uncertain stock market has already resulted in a significant decline in the portfolio's value. The overall economic downturn calls for a diversification and expansion of the Foundation's fundraising approach. Already, the FBP has grown with a diverse funding base and the LAESF has been built with local contributions. Efforts to diversify and stabilize the funding base for the Foundation will continue throughout the life of this plan.

Because the region is quite poor economically and the Santa Fe area includes strong competition from several foundations and nonprofits, past attempts to raise money from individual donors have been difficult. Additionally, the economic downturn is presenting the Foundation with new and increasing challenges. The Board strategy for significant program initiatives is to seek funds from large, national foundations and government grants. National initiatives on STEM reform provide opportunities to attract new sources of governmental and nongovernmental funding. A grant writer has been hired and has submitted a detailed plan for competing for these larger grants.

Strategic Objectives:	By when	Lead person	Needs \$?
a) Hire a grant writer to assist the Foundation in expanding its revenue base	Nov 2008	SH	In FY09 budget
b) Diversify funding by attracting national foundations to invest in programs approved in the Strategic Plan. <ul style="list-style-type: none"> • Define funding requirements for program opportunities • Set priorities based on opportunities and fundraising costs • Develop fundraising plan with diverse portfolio of sources 	June 2009	SH, CC	\$ 0
c) Explore continued funding from LANS for Educational and Community Outreach grants; explore possibility of reinstating indirect cost rate recovery on DOE funds	Oct 2009	SH	Possible addition of \$ 300K
d) Continue to diversify FBP fundraising to meet strategic plan objectives	Ongoing	SH, CC	\$ 0
e) Increase scholarship fundraising <ul style="list-style-type: none"> • Develop a strategy to raise \$750,000 for Domenici Scholarship endowment • Achieve full match of \$250,000 from LANS in 2009 by raising this amount from Lab employees • Attract \$100,000 in planned giving revenues for scholarships 	Starting by Dec 2009	TF, LAESF Chair	\$ 0
f) Create contingency plan for loss of financial management by the UC Office of the Treasurer	Dec 2009	SH, MPS	\$ 0
g) Work with congressional delegation to attract new federal funding for innovative program development	ongoing	SH	\$ 0

GOAL 5: Achieve Operational Excellence

The LANL Foundation operates with a small staff and Board. It is the talent and dedication of these people that allow the Foundation to achieve its vision and mission. Our strategy is to leverage the strengths of QNM to achieve operational excellence. QNM uses the Malcolm Baldrige National Quality Award criteria to evaluate and recognize organizations that make serious commitments to the use of quality concepts and principles. We will continue to utilize these clearly defined, readily available, and cost-effective tools to guide and measure our progress in improving performance as we move from being a “good” organization to being a “great” one.

Our programs have grown and the staffing level is no longer adequate to meet the reporting requirements and mission opportunities of the Foundation. Indeed, a recent management structure study recommended that the Foundation approve and fill four positions and restructure the staffing to include a human resource management infrastructure. The Board has agreed that programs will be expanded and new initiatives entertained only if they come with sufficient funding for additional staff support.

Additionally, steps can be taken to optimize the Board’s participation, structure, and governance practices, as well as to further include the Board in fundraising efforts.

Strategic Objectives:	By when	Lead person	Needs \$?
a) Develop individual career plans for every employee that cover performance expectations for the year and professional development to support goal expectations and short- and long-term career plans	Jan 2009	BW, SH	\$ 0
b) Develop and conduct an employee satisfaction survey on an annual cycle <ul style="list-style-type: none"> • Develop appropriate improvement actions (FY09) • Review with board and execute action plan (FY10) 	June 2009	BW, SH	\$ 0
c) Institute ongoing and regular Board training as well as a Board orientation process	Starting in Jan 2009	DM, SH	\$ 0
d) Develop Board demographic/talent matrix to align with organization goals (FY 09: Identify gaps; FY10: fill gaps)	2009-2010	JH, LM	\$ 0
e) Achieve QNM Roadrunner Award in two years; Zia Award in five years <ul style="list-style-type: none"> • Involve all staff in the application process and take action based on new feedback report • Assign a staff member to serve as a QNM examiner 	2009-2014	BW, SH	\$ 2K
f) Staff the LANL Foundation at an adequate level to ensure operational excellence <ul style="list-style-type: none"> • Consider hiring chief of staff in 2009 if funding permits 	Feb 2009 Bd meeting	SH	In FY09 budget
g) Launch annual constituent (grantee, donors, superintendents, community leaders) satisfaction survey as part of LANS contract. <ul style="list-style-type: none"> • Analyze, evaluate, and decide actions based on the survey 	Dec 2008	NC	\$ 0
h) Create a succession planning process for key positions	Dec 2009	SH/Board Chair	\$ 0
i) Establish all programs as cost centers showing monthly records of actual funds expended and raised by the LANL Foundation against the approved budget	July 2009	MPS	\$ 0
j) Rent out parts of the building not occupied by Foundation staff and programs	Dec 2009	SH	In FY09 budget

APPENDIX A: List of Board and staff members who participated in the creation of this plan

Board Members:

Diana MacArthur, President
Susan Seestrom, Vice President
Liddie Martinez, Treasurer
Jeffrey Howell, Past President
Willard (Bill) Wadt
Catherine A. Allen
Paula Baron
Don Cobb
Wayne Kennedy
Rod Sanchez
J. Alex Valdez
Mary Louise Williams

Emeritus Board Members

Florence Jaramillo
Martin Strones
George Cowan

Staff Members:

Susan Herrera, Chief Executive Officer
Mihaela Popa-Simil, Chief Financial Officer
Deborah Boldt, former FBP Program Officer
Nicolla Covey, Funding Program Officer
Tony Fox, Development Director, Scholarship Program Officer, Building Manager
Sally Gallegos, Executive Secretary
Cindy Atencio, Bookkeeper
Patsy Chavez, Administrative Secretary

Other contributing friends and stakeholders:

David Cockerham, Superintendent, Española Public Schools
Ed Van Eeckhout, Chair of the LAESF Advisory Committee
Bobbie Gutierrez, Superintendent, Santa Fe Public Schools
Joseph Maestas, Mayor of Española
Andrea Multari, Graphic Designer, Whole Brain Design
Suzanne Odom, Legal Counsel, Montgomery and Andrews
Kurt Steinhaus, Director, LANL Community Programs Office

***The planning process was facilitated and the plan drafted by
Toby Herzlich, Toby Herzlich & Company***

APPENDIX B: List of Acronyms

DOE	Department of Energy
EPS	Española Public Schools
FBP	First Born® Program
K-12	Kindergarten through 12th grade
K-16	Kindergarten through completion of an undergraduate degree
LAESF	Los Alamos Employees' Scholarship Fund
LANL	Los Alamos National Laboratory
LANS	Los Alamos National Security, LLC
MOU	memorandum of understanding
MSA	Northern New Mexico Math and Science Academy
NMHED	New Mexico Higher Education Department
NMPED	New Mexico Public Education Department
NSRC	National Science Resources Center
PR	public relations
QNM	Quality New Mexico
Española RQC	Española Regional Quality Center
SFSI	Santa Fe Science Initiative
SQS	Strengthening Quality in Schools
STEM	science, technology, engineering, and mathematics
UC	University of California

Name Abbreviations:

AM	Andrea Multari
BW	Bill Wadt
CC	Carol Conine
DC	Don Cobb
DM	Diana MacArthur
JH	Jeffrey Howell
LM	Liddie Martinez
MPS	Mihaela Popa-Simil
NC	Nicolla Covey
SH	Susan Herrera
SG	Sally Gallegos
SS	Susan Seestrom
TF	Tony Fox