



CUHK Alumni
Charity Foundation
中大校友慈善基金

Strategic Business Plan for CUHK Alumni Charity Foundation(ACF) For 2018/20

(a draft for discussion and consultation)



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PART ONE

Background, Vision, Mission & Value

Set up in **March 2016**
as company limited by
guarantee and tax-
exempt charity by a
group of CUHK alumni

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About CUHK Alumni Charity Foundation(ACF)

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Our Mission



To extend the legacy of the CUHK community in social contribution by driving philanthropic efforts to promote care for the needy





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To promote a giving spirit among alumni and supporters of CUHK

1

To connect meaningful projects with relevant sources of support

2

3

To facilitate financial contribution and personal giving for charitable causes

“ Our Goals ”



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“Our Value



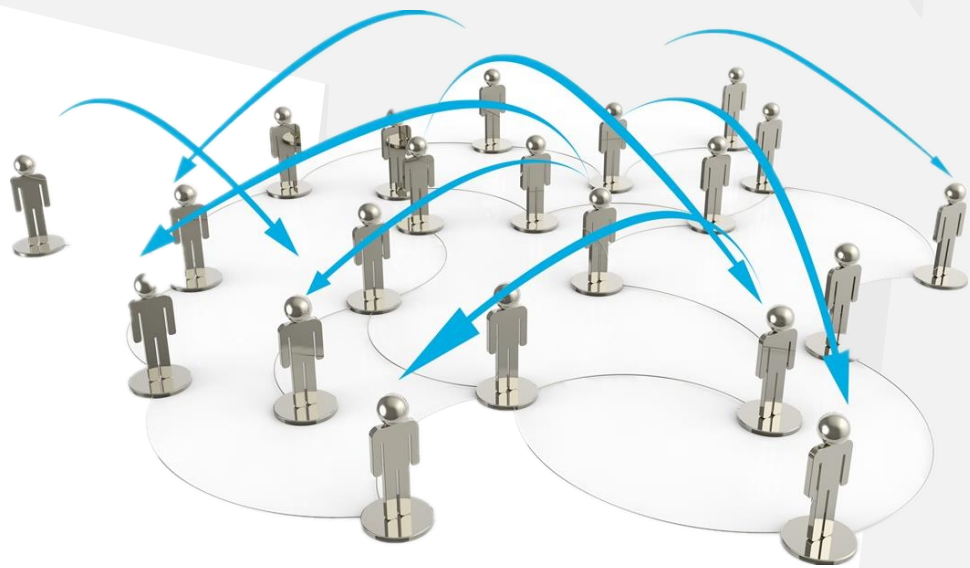
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Give-and-take
Mutual sharing
Mutual support

Connecting Charity to Community

眾善相連



Talent Sharing

Time Contribution

Treasure Giving

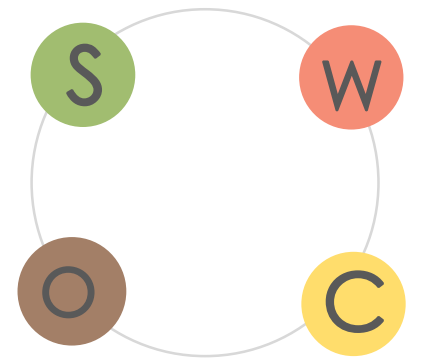
Partnership Building

A 3T 1P
Platform



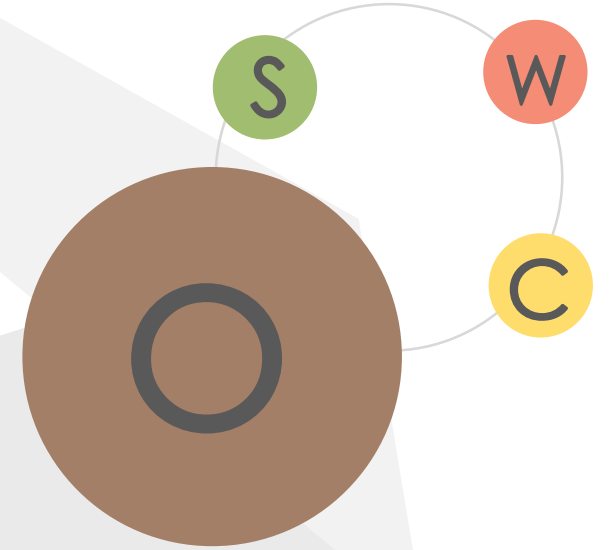
PART TWO

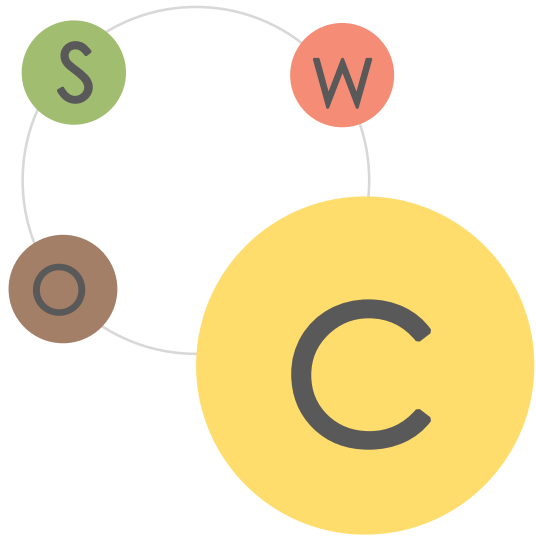
A SWOC Analysis of CUHK ACF
(Strength-Weakness-Opportunity-Challenge)



Opportunity

- More people esp. of the younger generation interested and participating in philanthropic work by starting up new NPO or SE both in HK and in Mainland China
- Most established SMO(Small & Medium Nonprofit Organizations) still in need of support for their sustainable Development
- Rise of social innovation or social entrepreneurship in tackling social issues
- Rise of CSR to CSV(Creating Shared Value) of the corporate
- Much Time, Talent and Treasure of the retiring/retired baby-boomer generation to continue contributing to the society



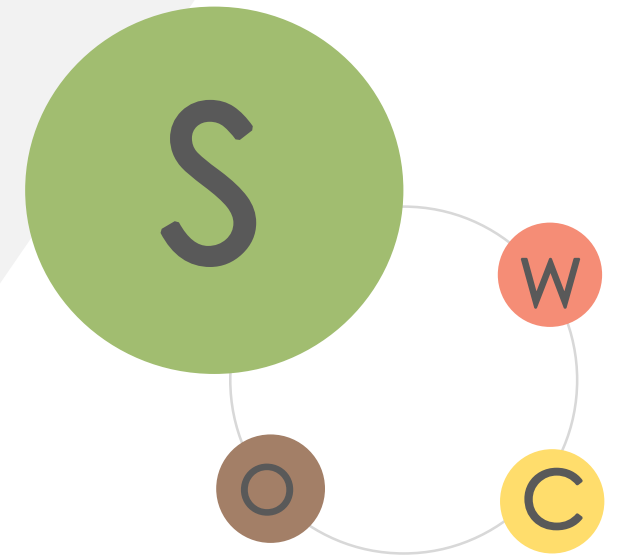


Challenge

- To differentiate ACF from other charity foundations and non-profit incubating platforms in CUHK and wider society
- To build up collaboration and synergy with other CUHK alumni associations and related units
- Service-need matching and expectations alignment between advisors and partner organizations(PO)

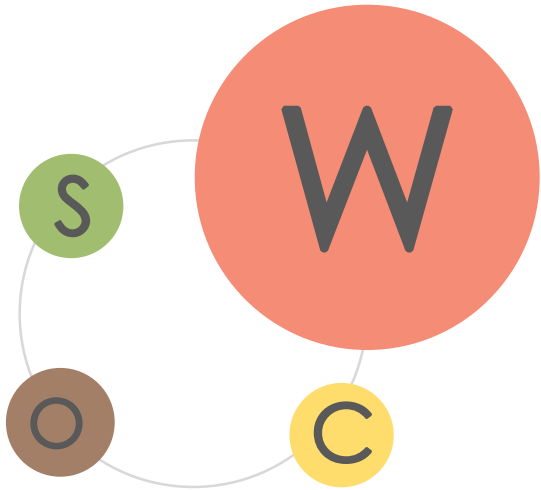
Strength

- Great & ever-growing pool and extensive network of CUHK alumni in different professions and industries
- Strong sense of community and belongingness of teachers, students and alumni to CUHK
- Potential synergy with the teaching and research work of CUHK's related departments
- Potential collaboration and synergy with related units of CUHK(see “strategic partners” below)



Weakness

- Lack of full time staff to drive work
- Yet to build up its effective service delivery and operation model
- Yet to build up its image and brand among alumni

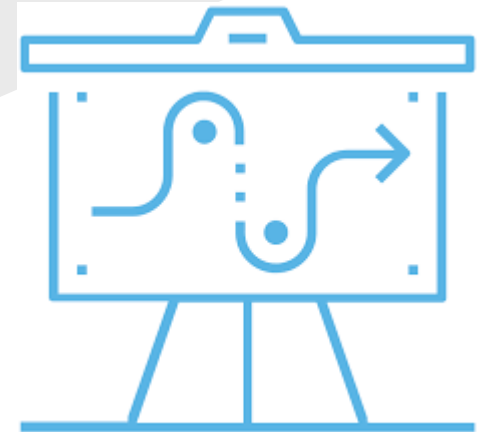




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PART THREE

Proposed Work Strategies



Work Strategy 1- ACF@CS

To build up a Crowdsourcing(CS) platform for ACF in connecting our alumni with the charities

What is Crowdsourcing?

Building Social Capital
Wisdom of the Crowd
Collective Intelligence
Open Innovation
Community Participation



Crowd-Sourcing more than Crowd-Funding

Resources more than Funding support like:

- ✓ *knowledge and ideas*
- ✓ *professional expertise and advice*
- ✓ *volunteering*
- ✓ *network and partnership*

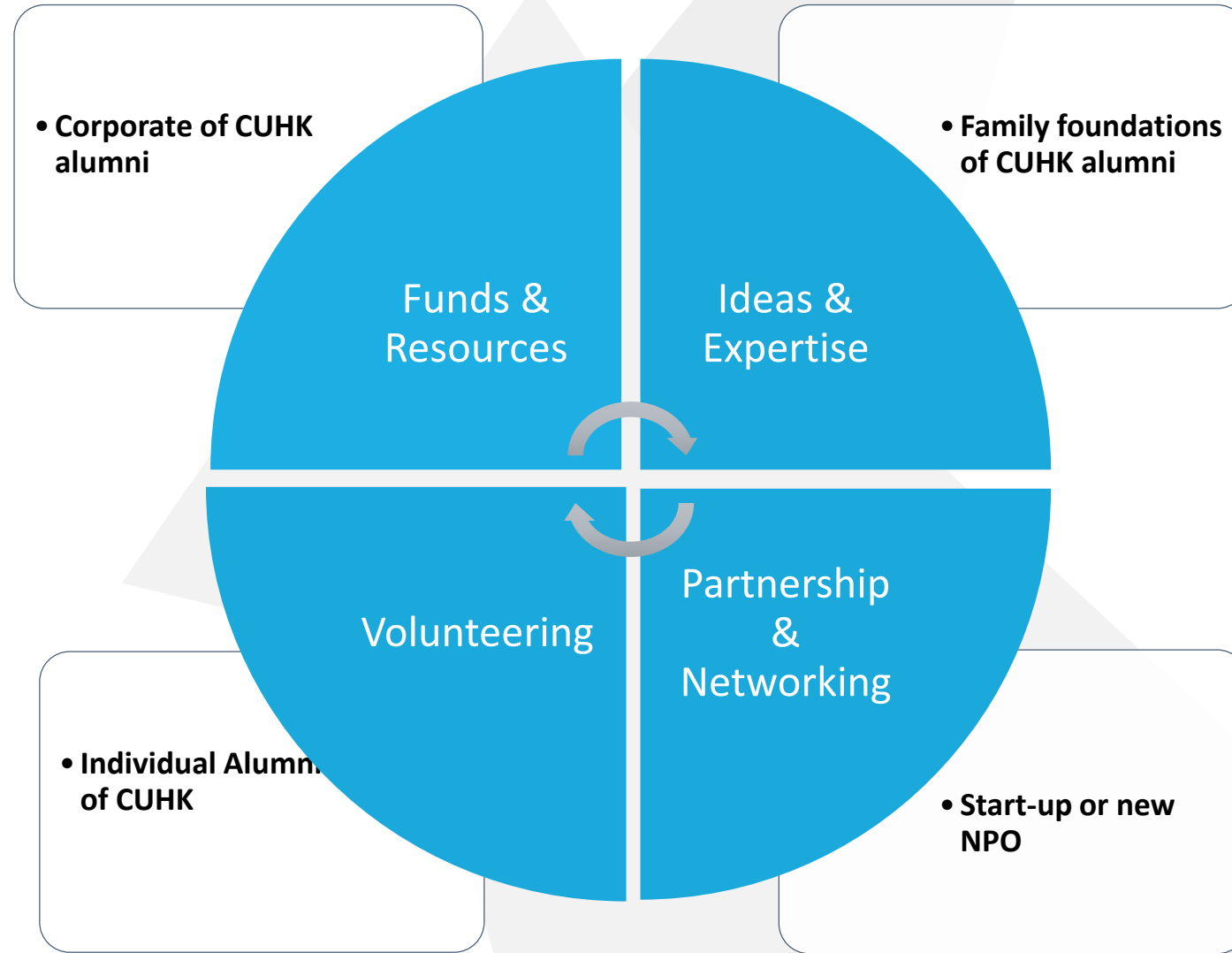
Who is the “Crowd” of ACF?

- Alumni and their affiliates (like families, employees and friends) as the “Crowd”
- More targeting at “Crowd” according to departments, professionals and work industries of the alumni





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Functions of the ACF@CS platform

- To promote the engagement of alumni and mobilize their support to the ACF
- To promote the work of the NPO partners of ACF and their charity projects for alumni's support
- To facilitate the matching support between the alumni and the charity projects of the NPO
- To promote social innovation and capacity building of the NPO in an open "crowd" participatory way
- To support the project application, due diligence and vetting work flows as well as project data and grant management
- To support the project mentoring or coaching service process

Work Strategy 2

To build up delivery modes, workflows and procedures in matching and supporting the charity Partner Organizations(PO) with our alumni

Service Delivery Mode

- Talk, salon, training and workshop
- One-off provision of professional service
- Individual advisory/consultative/mentoring service
- Project need-based and time bound teamwork consultation(e.g. strategic/business planning, HR review, fund raising plan, CSR plan)
- Study tour and site visit

Time limit of service relationship



One-off



A designated period



Active vs. non-active partners

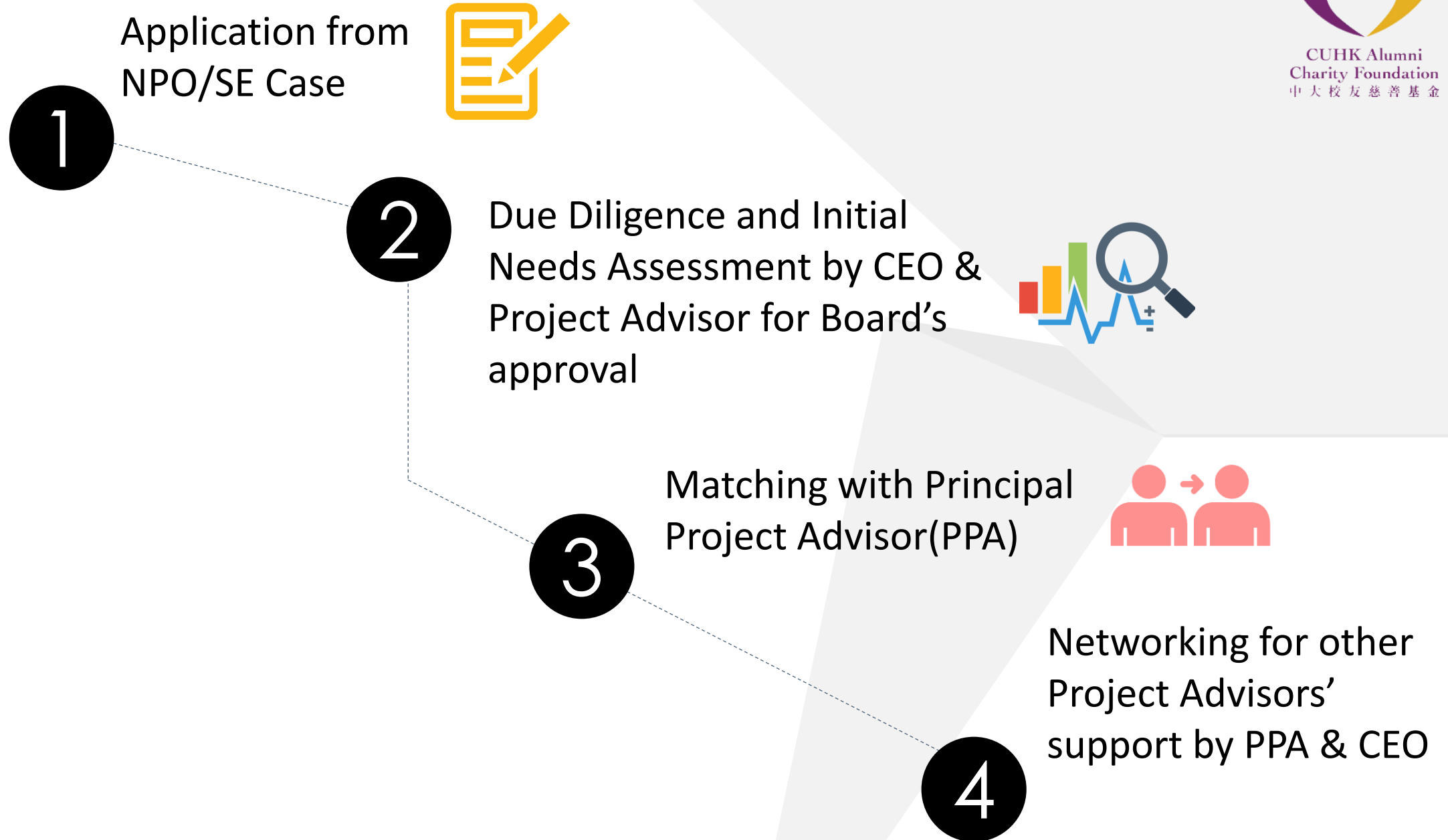


Different “activity levels” of advisors



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Proposed workflow for consultation service



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Half yearly Review by PPA & CEO



6

Annual Review at ACF's Board

7

Case to close or continue



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Formation of sub-committees:
To approve PO applications
To handling project grant giving and applications

Work Strategy 3

To develop innovative and effective fund raising strategy & plans



- Crowd funding strategy



- OAA fund raising campaign



- Other plans

Work Strategy 4

To build up strategic partnerships for
creating work synergy

our text

Potential Strategic Partners

- Various alumni associations of CUHK
- CUSE Fund
- I-CARE Centre for Whole-person Development, CUHK
- Yunus Social Business Centre, CUHK
- Related Departments of CUHK
- Center for Entrepreneurship, CUHK
- Dream Impact

Work Strategy 5

To promote exchange for synergy on social innovation and charity work among our Partner Organizations(PO) and alumni

- PO to serve as advisor to other PO
- PO to serve alumni's companies
- Knowledge sharing through case study of PO and other local, Mainland and overseas social innovation cases
- Exchange forum/Salon on good experiences
- Study tour, site visit to PO and other social innovative cases



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A photograph showing several hands of different skin tones (light, medium, and dark brown) reaching out and holding each other in a supportive grip. The hands are arranged in a circle, with some fingers interlaced, symbolizing unity and mutual aid.

THANK YOU