Sacramento City College

College Advancement
Program Plan

2010-2011

Prepared by
Mary Leland, M.Ed.
Director II, College Advancement
and Staff
Rebecca Bain
Marcia James
Ann McHatton

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Executive Summary

The SCC College Advancement office is charged with oversight and management of activities in the area of advancement. The Advancement director reports to the President, is a member of the senior management team, the President’s cabinet, and works closely with the Vice Chancellor of Resource Development and the Los Rios Foundation Advancement Director’s Council. This office provides the leadership for all fundraising activities and actively works with donors and volunteers to attract resources to the college.

PURPOSE and OBJECTIVES:

Purpose: SCC College Advancement consists of interdependent programs and activities that seek to secure resources that are essential to the achievement of SCC’s mission and vision of success. The division/department consists of five carefully planned, well integrated, and effectively implemented programs and activities.
These include:

- Advancement Services (Operations and Planning, Finance, Database, Research, Team, Administrative, Board)
- Development (Fundraising) Capital Campaign, Annual Fund, Major gifts, Planned giving, and special events. Also includes Stewardship (Acknowledgement, Recognition, Cultivation, Donor Appreciation, Asset Management)
- Marketing and Communications (Print, Web, Multi Media, and Publicity)
- Alumni and Emeriti Affairs

This office is also responsible for activities that affect college/public relations internally and externally.

- College and Government Relations (Celebration of Excellence, Retirement Ceremony, Scholarship Ceremony, New Facilities Groundbreaking and Dedication Ceremonies, Phi Theta Kappa Administration, Dignitary Receptions, Tours, Resolutions.

These six program areas have made important contributions to advancing Sacramento City College. If the purpose of SCC’s college advancement is to seek and secure essential resources, then the planning vehicle for organizing and delivering on this promise must be strategic in nature. This plan will consist of the rationale and planning goals for advancement, some powerful Key Strategic Objectives that drive advancement programs and include a scope of work for activities addressing the foreseeable future.

**Rationale for the SCC Advancement Plan**

*If you don’t know where you’re going, any plan will do.* Peter Drucker

This planning document responds to the need for leaders to ask and answer a fundamental, enabling, and powerful question: How can we continuously obtain a reasonable semblance of order, control, and systematic future-building without being overwhelmed by unpredictable economic forces that can prevent us from fulfilling our goals and competing effectively for resources and reputation? This advancement plan includes information about both the internal organization and its external environment.

**General College Information**

Sacramento City College is the oldest institution of higher learning in Sacramento with nearly a century of service to local, out-of-state, and international students. Sacramento City College, part of the Los Rios Community College District, is an open access institution that provides educational opportunities in the greater Sacramento region. The faculty and staff of the College join together with both potential and current students to help them identify their educational needs, provide personal, financial and educational planning and assistance, and explore and pursue a wide array of learning opportunities. As a community college that has been around for nearly a century, we strive to stand
out from the rest and prove that we are and will continue to be one of the finest community colleges in the country.

A. Fundraising Environment

1. **Competitive Environment** - The diversity of the city of Sacramento brings many educational possibilities for its residents. In Sacramento there are over 30 colleges and universities which include four-year or private colleges, community colleges, trade schools, and online/distance learning schools. They each have some type of formal or informal fundraising component. All of these are located within a 30 mile radius.
   a. *All community colleges in the Sacramento area have advancement offices and /or foundations*: All four Los Rios District colleges, Sierra College, Yuba College, Delta College, and Woodland Community College (began a start up foundation last year).
   b. *Four-Year and Private Colleges in the Sacramento area have advancement offices*: California State University Sacramento, University of California at Davis, and University of the Pacific.
   c. *Trade Schools in the Sacramento area*: ITT Technical Institute, Universal Technical Institute, MTI College of Business and Technology, Western Career College, Heald Business College, The Art Institute of California, Maric College, several cosmetology schools, etc.
   d. *Online/Distance*: University of Phoenix, Drexel University, Golden Gate University, University of San Francisco, St. Mary’s University, Chapman University, Devry University, and ITT. Advancement departments are located at each one of these universities.
   e. In addition to educational institutions of higher education, fundraising efforts take place in more than 2,000 charities in the Sacramento region competing for donations.

2. **Economic Information** - The city of Sacramento has drastically increased in population over the past 10 years. Sacramento is a metropolitan city with a growing population and many new businesses. Every one in ten residents of the region take classes at one of the Los Rios colleges. In recent years, the addition of more business has opened the employment market and attracted new residents from the surrounding areas. This population growth has also affected the growing population at the Sacramento community colleges and universities; as well as the growth and addition to more trade and occupation schools. With the economic environment in the state and our region, Sacramento City College is needed more than ever to retrain, educate and give new job skills to those seeking employment. The budget issues facing the state and therefore our college create a significant challenge in meeting the needs of the surrounding economy. This has created an even stronger case for the need for private dollars. At the same time we need to increase the
advancement services we offer with limited operational resources.

3. **Political and Legal Environment**- Sacramento City College is located a few minutes from downtown Sacramento, where the state capitol is located. SCC is also part of a four college district in addition to the statewide community college system and must abide by appropriate rules and regulations as designated by these systems. There are advantages to being close to the campus in receiving formal and informal information in a timely manner about possible funding resources from the state system.

4. **Technological Environment**- Sacramento City College offers wireless internet to students and visitors. The Learning Resource Center accounts for many resources of technological advancement for its students and employees. Fundraisers have become savvy in using the latest technological innovations to raise money. E-blasts to donors, podcasting, online giving, and web/video have widespread use in fundraising strategies. We are working to enhance the use of technology
   a. Online Giving
   b. Web Presence
   c. Facebook, MySpace and Twitter Applications
   d. Online Scholarship Application and Review Process
   e. Media production and services provides multimedia technology, audio/visual support, media production, instructional television, broadcasting services, and special event support.

5. **Social and Cultural Environment**- Sacramento City College has experienced growth in enrollment as the population has grown in the region. It is estimated that the population in Sacramento will expand to nearly double its population in the next 10 years. Additionally, the college is well-known for having a diverse student body and encourages Cultural Democracy on our campus. As our community becomes ever more ethnically diverse, we realize that generic fundraising approaches are no longer effective. In our multicultural community we continue to gain a better understanding of the critical factors that motivates different ethnic groups to give. Advancement staff attended the college Diversity training and Courageous Conversations workshops, along with professional fundraising seminars to enhance fundraising efforts in a multi-cultural setting.

Many internal opportunities and challenges can be identified relating to the office of Advancement at SCC:
Opportunities:

- Affordable fees.
- Diverse campus atmosphere.
- Located in an excellent location accessible to many Sacramento residents.
- Excellence in teaching by outstanding faculty.
- Helpful programs and services to students: EOPS, CalWORKs, Job services, Disability Resource, Financial aid, ASI, Work Experience, Honors programs, MESA, RISE, Puente Project, Student Leadership and Development. (For a more detailed list please see “Student Services Resources and Programs” one-sheet)
- Learning Resource Center provides outstanding library technology for students and faculty/staff.
- Helpful and convenient online resources: registration, classes, orientation, school information about programs, etc.
- New courses and programs to fit new and continuing student’s needs.
- Excellent Graduation and transfer outcome (over 50% of students transfer with Associate degree)
- Offering of evening and weekend classes. Enrollment trends for weekend and evening classes have increased since 2003.
- Excellent Child Development Center. Laboratory-style with caring daycare professionals.
- Trusted institution in the community.
- Outstanding advancement opportunities.
- Newly built parking structure & affordable parking (access).
- Convenient public transportation: Bus and Light rail.

Specific Fundraising Strengths

- Harnessed 40,000 SCC Alumni names from 1954 and ready for data clean-up
- A 91 year history in the Sacramento area.
- Loyal and generous retired staff and faculty.
- Early endowments that provided sizable scholarship funds and program funds.
- Designated staff for fundraising.

Challenges

- Competition within the district, with five separate foundations that include the District foundation and the four colleges.
- Lack of adequate resources for printing, marketing and training.
- Considered a small staff shop by other institution standards.
- College leadership buy-in-fundraising trust accounts still exist in divisions and unauthorized fundraising continues.
- Inadequate time spent on fundraising goals vs. college activities.
- Fragmented responsibilities for designated staff time spent on advancement activities.
Future plans/vision

- Develop a plan to grow foundation fundraising staff from current levels (typically 2 or fewer doing strictly Foundation activities) to 4-5 or more over two to four years. If possible, increasing the size above 4-5 will produce exponentially more income, since the additional staff can focus entirely on fund raising.
- A typical advancement staff of four would include an Executive Director/Fundraiser, an annual gifts/alumni person, an accounting/donor tracking person, and an administrative assistant.
- Budget total would be about $400,000 per year. It will take about two years for the foundation to break even. At the end of four-five years the college can expect to raise an average $2,000,000 annually. For each additional staff person, the college should raise an additional $750,000.
- Hire professional staff (not redirection of current employees.
- Provide additional training tools to do the job, such as CASE or the NCCCF (Network of California Community College Foundations)
- Advancement Office has 40,000 Alumni names from 1954 and will begin enormous clean up project in 09-10, a cost of approximately $20,000.
- SCC is the most widely recognized of the four colleges from the Los Rios District.
- SCC has opportunity for a large planned giving program, considering the maturity of our college.
- The success of the capital campaign will undoubtedly give us additional opportunities for large gifts with strong donor stewardship.
- Realignment of staff will increase fund raising capabilities

Future barriers

- Lack of vision and focus on advancement

The SCC Advancement Office will continue to expand its database to reach a growing number of donors. Database management and warehousing are large components of the day to day work of advancement. Marketing and publications for fundraising appeals is also a high priority. The office builds awareness of campus accomplishments and needs through newsletters, brochures, special events, the web page, and organizational activities with emeriti and the alumni. Online communication will continue with the complete overhaul of a new Advancement web site, and newsletters will be shifted to online access in addition to limited print.

As stated above, future needs for resources and staffing will be required for fundraising to increase and keep up with the demands for advancement services. This will also require support for professional development of staff and state-of-the art technology training.

Program Needs

Name Change Implications:
The newly approved name change to College Advancement will incorporate the following programs already implemented in our office: Foundation, Annual Giving, Capital Campaign, Planned Giving, Major Gifts, Stewardship and Advancement Services. Our project this year will be the completion of a comprehensive manual for campus managers and flex training for the manual.

As stated earlier in this report, the professional definition of Advancement is as follows: Advancement consists of interdependent programs and activities that seek to secure resources that are essential to the achievement of a college or university’s mission and vision of success. These interdependent programs may include: Advancement Planning, Development, Marketing and Communications, Alumni, Emeriti, Government Relations, Community and College Relations.

This proposed change provides consistency with our sister colleges as well. American River College, Cosumnes River College and Folsom Lake College have all transitioned their departments to College Advancement offices.

Changing the department name reflects the standard of the industry and better conveys our endeavors to our audience--the students, faculty, staff and the greater community.

**Personnel.** The Advancement staff currently includes an Executive Director, a College and Community Relations Specialist, a Public Services Assistant and an Administrative Assistant. One additional staff member or student is needed to provide gift processing, annual fund, and assist with alumni and emeriti affairs. Student help is also needed yearlong. As the foundation grows we anticipate needing a full time scholarship coordinator and additional development director/Major gifts officer.

**Technology.** The unit needs a new printer for the administrator office, a computer for the Public Services assistant for Raiser’s Edge entry, and new software programs for graphic design, such as Adobe Photoshop. A printer has been requested. The computers for all staff utilizing the Raiser’s Edge program are slow at best. We request added memory and capacity to fully implement the Raiser’s Edge technology. All computers need to remain on the IT replacement schedule. Ongoing training is also needed to remain current with donor database technology, etc.

**Operating Budget.** The department has an immediate need for funds to support operational funds, student travel for PTK and Honors students, direct mail, publications, and donor recognition and donor stewardship. In addition staff needs access to appropriate professional development in the area of fundraising. The advancement office annually hosts the Celebration of Excellence, Retirement Ceremony, Holiday Event, Golden Achievement, PTK Induction dinners, and Scholarship Award Ceremony. (See institutional resource requirements)

**Facilities.** Our present location is very difficult for community members who serve on our advisory committees, such as our Emeriti Affiliates and board members. With the expansion of an Alumni program and the visibility of a capital campaign, we need a
facility with visibility to the campus and proximity to parking, especially as a majority of our donors are elderly. We also have SCC Foundation board meetings, executive board meetings, and various subcommittee meetings throughout the year where we need additional space. Ideally, we need room for a student assistant or clerk position and a conference area for the above mentioned meetings. Our space should not be an afterthought for the college. In many cases we meet with our community’s highest wealth producers and they should be exposed to the "best" side of the college as they are approached to give to the college. A new space would be ideally designed to be more public-friendly and have access to parking, provide a comfortable reception area for potential donors, and accommodate two computer stations and telephones for volunteer and student help. An equipment/file area, one large office and two to three smaller offices and a conference room is an ideal space to conduct the day to day business of fund and friend-raising. A suitable storage area needs to be determined to store files, publications and event supplies.

The Advancement Program Plan addresses the goals and objectives to support college goals and department objectives. We have five major areas of focus to be successful in securing gifts for the college and want to provide basic information about the duties of each of these areas:

- Advancement Services (Operations and Planning, Finance, Database, Research, Team, Administrative, Board)
- Development (Capital Campaign, Annual Fund, Major gifts, Planned giving, and special events)
- Marketing and Communications (Print, Web, Multi Media, and Publicity)
- Stewardship (Acknowledgement, Recognition, Cultivation, Donor Appreciation, Asset Management)
- Alumni and Emeriti Affairs

**ADVANCEMENT SERVICES/PLANNING**

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<td>Philanthropic Information</td>
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</table>

| Queries                     | Ongoing | ALL |
| Clean-up                    | Ongoing | M. James and R. Bain |
| Matching gifts              | Ongoing | M. Leland and MJ |

**RESEARCH/PROSPECTING**

| Work with LRF on Prospect Profiles | Ongoing | M. Leland |
| Prepare for and conduct Prospect Meetings | Ongoing | M. Leland and R. Bain |

**ADMINISTRATIVE/SCC**

| Supply ordering              | Ongoing as needed | M. James |
| Update Board Policy Manuals  |                     | M. Leland and R. Bain |
| Update Board Materials/Manual|                     | M. Leland and R. Bain |
| Board and Committee Agendas  |                     | M. Leland |
| Board and Committee Minutes  |                     | R. Bain |
| Prepare presentations        |                     | M. Leland |
| Prepare materials for board development and recruitment | | All |

**Note:** A large part of Marcia work is for the college Scholarship Program-300 donors and 250 students funded each year.

a. Student Services Component
   - Marketing and Training
   - Workshops for students
   - Application process online for students
b. Administration Services
• Appeal
• Establishment phase
• Recognition
• Training
• Events

DEVELOPMENT

CAPITAL CAMPAIGN:
• Identifying the college’s Campaign Focus
• Feasibility Study and Timeline participant
• Marketing and Publicity Plan participant
• Case Statement Preparation
• Involved in Structure for Leadership Cabinet
• Leadership Meetings
• Publish documents and materials
• Prospect Research and Management
• Database Management-Raiser’s Edge-Prospect management and tracking
• Plan Recognition system
• Volunteer Management and recruitment
• Communication
• Training
• Leadership Gifts & Board Solicitation
• Define giving Levels/Chart of Gifts
• Gifts (Individual, Corporate, Foundation)
• Solicitation
• Acknowledgement
• Management

• Donor Stewardship
• Active Solicitations in Public Phase
• Public Kick-Off
• Design Materials
• Donor Cultivation Events
• Team Solicitations
• Special Recognition Events
• Closing wrap up solicitations

ANNUAL FUND-REBECCA

New Internal Annual Fund Plan
2010-2011

1. Develop a cost effective Direct Mail/Direct Response program for new donor acquisition from throughout our service area and solicit repeat donors from general public giving less than $99 year. (By Aug. 2009)

2. Organize a SCC Foundation Board annual giving campaign with an expectation of 100% participation, amount based on individual’s personal ability. (February 2010)

3. Recruit a committee of SCC employees, representing all departments and employee groups to organize a fun and energetic annual employee campaign. Involve student body as well. (Late August 09)
4. Redesign and restructure the Student Phone Program to focus on past donors (fully paid-gifts less than $500), alumni, parents, former students, community education students, and other “friends” of SCC.

5. Explore the idea of an annual membership program with benefits.

6. Identify prospects with past giving history of fully paid unrestricted gifts of $500 or more for a more personal ask by a volunteer. (By May 2009)

7. Re-Create Donor Gift Clubs (Ex. Apple Award) that recognize and reward individual’s annual gifts by dollar amount, starting at $150 per year. Select special names for each level. Create special perks, events and types of recognition for each level that will add extra incentive to upgrade gifts to a higher amount. (Like President’s clubs at 4 year colleges) A proven method to increase average gift amounts—make donors feel special. (Budget impact by May 2010, Plan by Dec 10)

8. Annual Giving/Special Events committee—research and identify fund raising events and promotions used by other small colleges or non-profits that would generate donations for a manageable amount of resources invested (i.e. Talent Show, vending machines, art& wine show, coupon calendar, spaghetti feed, concert, etc.) Involve students. Determine what is doable this year and next. (By October, 2009).

9. Develop marketing plan to showcase and increase memorial and tribute gifts (weddings, birthdays, anniversaries, retirements, etc.)

10. Budget resource estimates as well. (By end of Jan 10)

11. Recruit a volunteer to explore the possibility of getting the Chamber of Commerce and other Business organizations (Rotary, Lions, etc) to organize and sponsor a “SCC is ALL About Business” Campaign for SCC to support the Annual Fund-Student Emergency Program. Also explore co-marketing opportunities with local businesses (i.e. Macy’s, SCC Day at a bar or restaurant, Haircut day for SCC, 10% of all profits for the day for SCC etc.). (By early May 2009)

12. Work with College administration to create an additional young Alumni Relations/Annual Fund/Rotaract Involvement program. (By May 10)

13. Increase total all annual giving programs net revenue to $25,000 year by June 2010.

**SPECIAL EVENTS:**
1. FUNDRAISER/FOUNDATION-Identify/Donor Recognition for event Spring 10
2. Celebration of Excellence/Golden Achievement-COLLEGE
3. Phi Theta Kappa Induction Dinners (2) -COLLEGE
4. Retirement Ceremony-COLLEGE
5. Scholarship Recognition-COLLEGE & FOUNDATION
6. Board Meetings (3)
7. Emeriti Board Meetings (4)
8. Board Planning Retreat (1)

CULTIVATION ACTIVITIES:
Track:
  • Receptions
  • Teas
  • Breakfast/Lunches/Dinners
  • Tours

MARKETING AND COMMUNICATIONS:

PRINT:
  • 1 New publication: Advancement Magazine
  • Scholarship Materials: Program, Postcard, Nametags, Certificates, Save the date
  • Advancement Brochure
  • Advancement Letterhead
  • Phi Theta Kappa Program
  • Annual Report
  • Emeriti Mailings and Materials
  • Alumni Mailings
  • Annual Fund Materials
  • Event invitations

WEB:

MULTIMEDIA:

PUBLICITY:

STEWARDSHIP:

ACKNOWLEDGEMENT:

Track:
  • Ongoing thank you donor protocol
  • Thank you letters
• Thank you calls

RECOGNITION OPPORTUNITIES:
• Design Donor Wall/Boards
• Define gift tables/level of giving
• Design legacy recognition opportunities for planned gifts
• Publish annual report-Honor Roll of Donors
• Special Event/Recognition/Promo items for Annual Fund

DONOR APPRECIATION VISITS:
Individual Meetings
Track- Raiser’s Edge

ASSET MANAGEMENT:
• Attend Finance Meetings
• Attend LRF meetings
• Provide follow-up letters and donor visits re: fund balances
• Provide email/phone for campus fund information
• Participate in RFP process for Finance Management Firm

ALUMNI:

Alumni Relations-Building a new database from 1954 to present-approximately 60,000 names-Ongoing clean-up through 2010.
• Strategic Planning
• Database Management
• Social Networking
• Direct Mail
• Website

EMERITI:
Emeriti Relations-Approximately 130 members
• Quarterly Events
• Management & Mailings
• Membership & Scholarship Appeal
Evaluation/Outcome Measures to be developed 2010-11: The following measures should be utilized in each area to measure the effectiveness of the Advancement Program plan:

- # of donor contacts
- # of asked assigned
- # of asks closed
- # of asks pending
- # of asks declined
- # of dollars raised in capital campaign
- Increase in donor database
- Ability to retain donors and increase gifts
- Ability to meet priority needs, based on plan

**Conclusion**

The SCC Advancement Plan is a living document, designed to be flexible enough to adapt as the college and community environment and student needs change. The college will update the plan on an annual basis, making adjustments where necessary based on changing environments (fiscal, social, etc) and complete a formal SWOT analysis. Market research, college goals, the planning cycle, student needs and District and statewide priorities will determine the objectives and goals of the advancement plan. With these objectives, strategies, and recommendations, Sacramento City College is well-supported by its fundraising strategies to move forward toward its mission, vision and goals.

Sacramento City College has one of the most compelling stories to tell in all of higher education in the Sacramento Region. And we are clearly no less capable than our University colleagues of establishing and nurturing close and personal relationships with our stakeholders, be they alumni, faculty (both current and retired), business and civic leaders, or other special friends. Clearly, we are well positioned to raise substantial amounts of money and have increased foundation revenue in the past five years. Net assets grew from approximately $1 M to $8.1M during this time period.

However, SCC advancement services continues to struggle and compete with overwhelming needs (both staffing and resources) with all areas of the college; instructional, student services, and operations. SCC must prioritize and provide committed leadership and vision to elevate the area of fundraising as a part of the campus community culture. Senior leadership must clearly demonstrate and support the area of fundraising to be able to obtain extraordinary success. Advancement staff is ready to take the next step in institutionalizing advancement—both in title, stature, and organization, to be able to enjoy unparalleled success in raising much needed funds for SCC in the future. We must have the entire SCC “village” to make this happen.
This report summarizes the status and fundraising potential of California Community College Foundations (CCCF). It poses the question: how might they become more successful? This question begs an even more basic one: why does it matter? Why is their work important, and why should it be expanded?

Such questions are not hard to quantify. In 2006, a representative group of 37 CCCFs contributed nearly $31 million to their college campuses. A conservative extrapolating of these figures across all of the state’s community colleges suggests a figure of over $50 million that community colleges received from their foundations (probably closer to $60 million). That support took the form of student scholarships; faculty grants; capital improvements; the purchase of equipment, instructional materials and books; endowment development; and the funding of countless college programs.

While citing such impressive figures certainly has its place, they can fail to capture the very personal, life-transformations experienced by so many individual students. One of them—a recipient of a foundation scholarship—put it this way:

“\textit{I am proud to say that I am giving this chapter in my life all that I have. I now have the drive inside me to make it all the way to the end. No matter the outcome, I will keep my head held high because I know that I will succeed in school. This is what life has taught me so far, never to give up on my goals and never to give up on myself.}”

Unquestionably, these and similar words are expressed throughout the State by students in the tens of thousands: lives changed by community colleges. That’s why this work is important.

\textbf{Methodology}

This report addresses seven topics or issues—several of which are overlapping:

1. A survey of current CCCF fundraising;
2. Staffing and budget/cost related to fundraising; Comparisons with other higher education institutions, including CSUs and small private colleges;
3. Cost/Benefit of Investing in New Foundation Staff
4. The “best practices” of CCCFs and other colleges and universities;
5. Role of FCCC in assisting CCC fundraising;
6. The importance and role of the College President.

It became clear in compiling and processing the data for this report that simply covering each of the seven topics above in strict sequence was inadequate in effectively conveying the ideas, recommendations and conclusions. Hence, there is overlap of several of the topics, and several themes emerge in multiple places in this report.
1. Survey of Current Fundraising

Not surprisingly, fundraising efforts and successes of California Community College’s cover an enormous spectrum. A recent survey conducted by the NCCCF of 37 California Community Colleges, over one in three in the State, dramatically reveals this range. Note the span in these select but crucially important areas:

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<th>Area</th>
<th>Low</th>
<th>High</th>
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<tr>
<td>Assets</td>
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<td>$26.6 million</td>
<td>$8.6 M</td>
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<tr>
<td>Endowment</td>
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<td>$15.6 million</td>
<td>$2.4 M</td>
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<tr>
<td>Annual Revenue</td>
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<td>$8 million</td>
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<td>Contribution to College</td>
<td>$25,000</td>
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The range represented by these figures is only further reinforced when the number of examples is expanded beyond the single highest and lowest foundation in each category. For example: An equal number of Foundations—six—boast over $15 million in assets as have less than $1 million; in annual revenue, the same number—eight—achieved in excess of $2 million as reported less than $500,000. Endowment figures are even more contrasting: Three foundations maintain endowments of over $10 million—the same number that report a value under $100,000; the top six endowments, meanwhile, all exceed $7.5 million, while the bottom six all fall under $300,000. Contribution to the college is similarly disparate: six foundations provide over $1.5 in annual support, and six contribute under $100,000.

2. Staffing and Budget or Cost related to Fundraising: the Experiences of California Community Colleges and other Institutions of Higher Education

Turning from categories atop of the ledger sheet to the bottom—specifically, costs—a correlation (not surprisingly) is found between foundation successes and the money it spends—or better, invests—in staffing.

Eight CCCFs constitute those cited above as the most successful, according to the indices used. Their average staff size is almost 5 people (4.75). Compare this to the average staff size of less than 2 people (1.875) for the sixteen foundations with the lowest results used in the above comparisons.
Logic tells us the same thing that the data does: that the greater the number of staff that works at raising funds, the greater the amount of funds that are raised.

The experience of other higher education institutions underscores this correlation between money spent and money raised even more dramatically. Think of it as a cost/benefit analysis (figures are from 2004):

<table>
<thead>
<tr>
<th>University</th>
<th>Fundraising Expenses (Cost)</th>
<th>Funds Raised (Benefits)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSU Stanislaus</td>
<td>$800,000</td>
<td>$3.5 million</td>
</tr>
<tr>
<td>UOP (Pacific)</td>
<td>$2 million</td>
<td>$21 million</td>
</tr>
</tbody>
</table>

A similar pattern in universities is found when the staff size is used as the indicators rather than total fundraising expenses:

<table>
<thead>
<tr>
<th>University</th>
<th>Fundraising Staff</th>
<th>Funds Raised</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSU Stanislaus</td>
<td>6</td>
<td>$3.5 million</td>
</tr>
<tr>
<td>San Diego State</td>
<td>73</td>
<td>$60 million</td>
</tr>
</tbody>
</table>

The same dynamic is found if one looks at the same institution over time, i.e., CSU Fullerton went from a staff of 16 who raised about $1 million in the early nineties to a staff of 42 that raised $12 million by 1998.

Of course, more staff and a larger operation/infrastructure create the additional benefit of an economy of scale. For example, In the above comparison San Diego State has 12 times as many people as its sister campus in Stanislaus while raising 17 times as much money.

The main point here is a simple one: more people means more money raised.

3. Cost/Benefits of Investment in New Foundation Staff

Perhaps the next logical question is, how much must one invest in Foundation staff, to get what return, over what period of time? The following answer to that question is based on The Magellan Group's Modesto study (see "Planning for Growth, Rickner, December, 2004), the NCCCF 2004 Survey, the NCCCF APG 2007 study, and discussions by the Board of the NCCCF Members who represent about 20 Community Colleges.

As we have indicated there are four fundamental functions which must be staffed if you want to develop a vigorous foundation. An initial staff might be as follows:
The Executive Director/Fundraiser would provide overall leadership for the Foundation and concentrate his/her time on developing major gifts.

The Annual/Alum/Event person would provide leadership for all operations of the Foundation, conduct the annual campaigns, develop the alumni program, and manage any events. In short, this person would be a managerial level person who would absorb all the day-to-day operations and problems, provide operational support to the Board, and manage the staff, which will free the Executive Director/Fundraiser to spend 80 to 90 percent of her/his time outside the office meeting with donors and prospects.

The Administrative Assistant would provide general operational support to the two managers.

The Accounting/Donor Tracking person would provide accounting for all gifts and assets and manage the donor tracking. This position could be ½ time for about two years or until the volume of gifts, reports and donors to track grows to a full time capacity.

The investment in such a staff might be as follows:

- Two managers, about $250,000, total.
- One Administrative Assistant and one Accounting/Donor Tracking person, about $150,000, total.

Income over the first 5 years might be as follows:
As this graph illustrates, costs will exceed benefits for at least the first three years, possibly as many as five years, in our judgment, depending on your local conditions and the talent and motivation of your Foundation staff and the dedication and investment in time by the college President. Several colleges provide examples to show that growth may be even faster.

<table>
<thead>
<tr>
<th></th>
<th>1st Year</th>
<th>2nd Year</th>
<th>3rd Year</th>
<th>4th Year</th>
<th>5th Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>0.2</td>
<td>0.4</td>
<td>0.4</td>
<td>0.4</td>
<td>0.4</td>
</tr>
<tr>
<td>Benefit</td>
<td>0.1</td>
<td>0.35</td>
<td>0.55</td>
<td>1.66</td>
<td>1.66</td>
</tr>
</tbody>
</table>
Staff costs are in millions:

<table>
<thead>
<tr>
<th></th>
<th>Initial Yr.</th>
<th>5 years</th>
<th>Staff Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Irvine Valley</td>
<td>0</td>
<td>1.759</td>
<td>1</td>
</tr>
<tr>
<td>Antelope V.</td>
<td>0</td>
<td>1.808</td>
<td>0.6</td>
</tr>
<tr>
<td>El Camino</td>
<td>0.247</td>
<td>2.285</td>
<td>1</td>
</tr>
</tbody>
</table>

It should be noted that none of these three began or ended the 5 years with a full compliment of 4 staff members. The average was 2 ½ staff.

Your results should be exponentially better if you invest in a staff of 4. Here are our conservative projections going out ten years for a small staff of about two, a medium staff of about 4 and a larger staff of about 8.

These projections are based on our findings that income per Foundation staff member increases dramatically as you add staff. Here are our findings based on the NCCCF 2004 Survey of nearly all CC Foundations in the state. The first column shows the average productivity per staff member in the top ten, highest income producing foundations. The second number shows the productivity in thousands of dollars for the 5 median income producing foundations. The last column shows the income per staff for the lowest five income producing foundations.
Top 10 Productivity    Median Productivity    Low Five

$750,000   $415,000     $185,000

Assuming that we are starting from zero income in the first year and grow to break-even in the third year, as we showed above, here is what the cost benefits will be for 10 years. For simplicity we figure all staff costs averaging $100,000 per staff member. Thus, for a staff of two the cost is $200,000 per year multiplied by ten years, or two million dollars. We assume that costs and benefits will be equal after three years, so the two staffers will have raised about $600,000 in the first three years. Then, we use the average of the “Low Five,” see above, of $185,000 per staff for the remaining 7 years, to arrive at the total of $3,190,000 of benefit for the ten years. We have calculated similarly for the staffs of 4 and of 6, using the “Median Productivity” number of $415,000 per staff per year and $750,000 per staff per year to calculate their benefit to the foundation.

<table>
<thead>
<tr>
<th></th>
<th>2 staff</th>
<th>4 staff</th>
<th>6 staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>2</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Benefit</td>
<td>3.19</td>
<td>12.82</td>
<td>33.3</td>
</tr>
</tbody>
</table>

As the graph shows, an investment in staff will be repaid within 3 to 5 years, and increases exponentially as you add staff. The reason for the exponential increase is that as more staff is added there are more people added who can spend their entire effort on developing donors and little to no time on the operations of the foundation.

4. Best Practices of CCCs and other Institutions of Higher Education

A peculiar thing happened to CSUs between 1994 and 2002. During this eight year period they increased fundraising 236% (from $109 million to $257 million).

A not so peculiar thing happened to CCCs during a comparable period (the seven years between 1996 – 2003). Fundraising increased 10%. The difference? Two things, both of which lead us directly to the subject of best practices: What CSU did first was to make a commitment to raise from private donations an amount equal to 10% of their
operations funds. Of course, increased financial and staffing support put teeth into the
commitment.

Second, and no less important, this fundraising expectation was added to College
Presidents’ performance standards (suggesting adherence to the maxim that the things
that get measured get done). The results speak for themselves. Interestingly, the figure
at which the CSUs started out ($109 million) is not much different that the state-wide
total raised by California Community Colleges today.

Two University development officers gave virtually the same response when asked what
community colleges needed to do to raise more money: UOP’s Jonathon Meer, Vice
President of University Advancement, says that to grow means adding staff. Dr. Bill
Ruud, Vice President of Development and University Relations at CSU Stanislaus could
not agree more, stating that the only way to grow is to add staff. Successful colleges,
though, share much more in common than an active President and the belief that you
have to spend money to make money.

Several best practices were consistently cited in interviews recently conducted with over
20 CCCF staff, University staff, and with CCC Presidents and Trustees. In fact, these
are “the best” of the best practices.

Virtually every respondent identified relationships with prospects and donors as
essential. Nothing was identified as much or as often. The types of practices cited
most often in building close donor relationships included:

- Thanking them quickly, thoughtfully, and often;
- Sending personal notes;
- Sending them notes from students;
- Personally speaking to them on a regular basis;
- Spending personal time with them, i.e., including lunch, coffee or other similar
  visits;
- Involving them in college/foundation activities and decision-making;
- Getting and keeping them connected with the College President.

Mentioned nearly as often as donor relations was the importance of stewardship.
Specifically mentioned were:

- Good organization, record keeping and attention to detail;
- Management accountability;
- Written administrative and financial policies, i.e., gift acceptance, investments,
  etc.
- Job descriptions that are accurate and up to date;
- An annual audit.

As a recent CASE article put it: “it’s all in the details.”
Involving the college faculty and staff is critical from two perspectives. First, if faculty and staff have knowledge of the benefits (including directly receiving benefits from the foundation) of a successful foundation, they will turn from suspicion and opposition to support. This will move development and the foundation to the mainstream of campus activities and the faculty and staff can become active participants in development.

Focusing on larger gifts was another theme, whether it is through a President’s Circle or other special/major gifts. From a cost/benefit standpoint, this is where the greatest return is found (as opposed, say, to special events).

A well rounded fundraising program is also important, including annual support, major gifts and planned giving.

Getting acquainted with and learning from your colleagues is also noteworthy—especially those getting the results that you want! They are successful for a reason.

5. The importance and role of the College President

The leadership and active participation of the College President was already cited as a necessary ingredient for success. Given its importance, though, its worth reiterating. CASE certainly thinks it’s important. They call the Community College President the “chief development officer,” not surprising given the President’s prestige, influence, and leadership role at the college and in the community.

Of course, one of the biggest obstacles to this in Community Colleges is that fundraising experience is neither something included in President’s vacancy listings, or in their performance standards—suggesting that it just isn’t that important. The opposite is true at Universities. Not only is fundraising included in the Presidents’ vacancy listings and performance standards, its emphasis is enormous.