

EL CAMINO COLLEGE
El Camino College Foundation
2012 Program Review

Program Description

- 1. Describe the program emphasizing the program's objectives and how the program supports the college's mission and vision statements, strategic initiatives, and core competencies.*

The El Camino College Foundation is an independent 501(c)3 organization whose mission "is to support student success by raising funds and developing community relationships." Established in 1983 upon the recommendation of El Camino College President Dr. Rafael Cortada the Foundation supports students by providing direct financial resources for students through programs such as scholarships and textbooks, and support for campus programs and services. The Foundation establishes relationships with key stakeholders, both individuals and corporations in the community to develop collaboration, engagement and financial resources for El Camino College. Additional support comes through Foundation funding of vital programs and student services such as mentoring, supplemental instruction and tutoring as well as support for faculty innovative, educational tools that enhance the learning environment. The Foundation's objective is to respond to the needs of the students and the College. Working in collaboration with El Camino's administration, the Foundation sets strategic priorities to maximize the fundraising opportunities while still meeting the needs of our community partners.

The El Camino College Foundation and all activities are governed by a volunteer Board of Directors whose service includes fundraising, prudent fiscal and investment oversight and the allocation of funds. The principal staff member is the Executive Director who reports to the board and to the El Camino College Vice President for Student and Community Advancement. The Board of Directors and the Executive Director are responsible for ensuring the organization is in full compliance of all regulations related to charitable organizations, maintaining written policies and procedures for managing the organization's activities, ensuring the integrity of all contributions, investments and allocations and honoring the intent of the contribution in keeping with the donor's request.

Funding Source

Philanthropic support comes from a number of resources including individual donors, businesses, corporations and private foundations. Contributions are classified according to the donor(s) intent and may be unrestricted (contributions that are not restricted by donor(s) and available for use at the discretion of the Foundation board), temporarily restricted (a donor-imposed restriction that permits the donee organization to use up or expand the donated asset as specified and is satisfied either by the passage of time or by actions of the organization) and permanently restricted (a donor-imposed restriction that stipulates that resources be maintained permanently but permits the organization to use up or expend part of all of the income (or other economic benefits) derived from the donated assets. designated for a specific use and intended to be fully.)

Contributions from individual donor(s) account for the majority of the Foundation's fundraising support. Additionally, the El Camino College Foundation receives support from major corporations typically within the South Bay, private foundations and grants.

Fundraising is accomplished in a number of different ways and in order to build a sustainable development program it is important to incorporate all the different methods.

- Annual Campaigns – campaign that is conducted each year for the purposes of raising money. The regular nature also helps the Foundation raise awareness and acceptance of its work, develop a base of knowledgeable volunteers, and build a base of regular donors. We have established the following annual programs:
 - Direct Mail
 - Employee Giving Campaign
 - President's Circle
 - Annual Sponsor Program
- Major Gifts – large gifts of \$25,000 or more. These contributions typically come from individual donors and some corporations that have an established relationship with the Foundation and have a regular history of giving. The cultivation of these gifts is usually longer and support is specific to the individual donors area of interest or personal commitment.
- Planned Giving - Planned giving, also called deferred giving, is a method of making a charitable contribution to the Foundation in which some or all components of the gift are only distributed, or have their ownership finally resolved, after some event or some period has passed. Planned giving takes one of two forms:
 - A legacy is a charitable gift provided for in a person's will (a bequest), which typically comes out of their estate. The El Camino College Foundation has been the recipient of a number of legacy gifts with the largest being \$560,000.
 - A gift made during the donor's lifetime. This is a charitable gift in which the donor receives a tax benefit at the time of the gift, and usually also still obtains some type of other benefit associated with the donated property. These gifts are usually established with a contract that ends after a fixed period or upon the death of the donor or some other person.

Asset Management

The Foundations assets are managed and invested by the El Camino College Foundation board of directors in compliance with all regulations relating to non-profit organizations.

Assets are invested with an independent investment manager in accordance with current Foundation investment policies. An annual audit is performed by an independent auditing firm. The Foundation reviews both entities on a 3 – 5 year basis through an extensive RFP process and makes changes if needed.

2. Describe the student population served by the program using available data.

The Foundation serves the needs of El Camino College students through a broad range of programs which can vary depending upon funding. Funding is tied to philanthropic and industry support and is typically restricted for specific purposes, student populations or programs.

The most direct student support is through scholarships, both internal and external scholarship awards. The following is an example of major scholarship funding provided by the ECC Foundation:

- Internal awards are provided through donor and corporate donations to the El Camino College Foundation
 - Scholarships are for incoming high school students, current and continuing El Camino College students and El Camino students transferring to a four-year university
 - ECC scholarships serve a broad base of students and are awarded based upon:
 - academic merit
 - financial need
 - area of study
 - educational status
 - and other criteria as established by the donor(s) or Foundation board

Year	# of awards	\$'s awarded
2008	241	\$212,842
2009	310	\$296,500
2010	322	\$315,350
2011	347	\$322,425
2012	426	\$424,850

- External awards are provided to El Camino College students through outside funding sources such as, corporations, non-profit organizations and other educational institutions. As these are externally triggered the \$'s awarded annually cannot be forecast. *Disbursements for the past 3 years:

Year	\$'s awarded
2010	\$66,423
2011	\$107,794
2012	\$91,572

*Foundation started managing these funds in 2010. Prior to that, funds were routed through the ECC district.

- Health Resources Services Administration – Scholarship for Disadvantaged Students (HRSA-SDS)
 - In 2012 we received \$2.6 million (\$650,000 per year for four years) for ECC/CEC nursing students with a maximum award of \$15,000 per year for students that meet the HRSA-SDS guidelines. Awards for the first year

Campus	Year	Semester	# of awards	\$'s awarded
ECC	2012	Fall	26	\$147,430
CEC	2012	Fall	20	\$106,533
ECC	2013	Spring		
CEC	2013	Spring		

In addition to scholarships, the Foundation provides funding for campus programs. Following is an example of some funding, however do not reflect all Foundation activity on campus.

Madden Endowment for Nursing, Radiologic Technologic and Library

Year	\$'s awarded
2006-2007	\$67,492
2007-2008	\$43,869
2008-2009	\$171,703 (includes major funding for Nursing Simulation Lab of \$118,500)
2009-2010	\$51,400
2010-2011	\$52,081
2012-2013	\$56,000

Faculty I Grant Program – grants for faculty to develop and incorporate innovation into their classroom curriculum. This program supports Strategic Initiative A - Enhance teaching to support student learning using a variety of instructional methods and services.

Year	# of grant requests funded	\$'s funding awarded
2003	5	\$36,000
2004	16	\$68,472
2005	24	\$109,040
2006	17	\$80,593
2007	19	\$93,329
2008	16	\$91,403
2010* no funding for 2009	12	\$89,342
2012* no funding for 2011	7	\$35,726

The Foundation has and continues to support the College's strategic initiatives through our fundraising efforts. The programs listed below are just a few examples of how the Foundation supports Strategic Initiative B - Strengthen quality educational and support services to promote student success.

- MESA/STEM Center - \$250,000 contribution from Chevron
- Gift annuities for Chemistry and Automotive Technology - \$500,000
- Project Lead the Way, Future Teachers Conference, ScienceFest – contributions (cumulative) from Northrop Grumman \$350,000
- First Year Experience – provided \$65,000 to maintain the program during a significant budget reduction

- French/Spanish Programs – provides textbooks, software, equipment to enhance the student’s learning experience
- Nursing – In addition to providing funding for the Nursing Simulation Lab, the Foundation provides between \$50K - \$70K annually in funding from an individual donor.

Overall funding for campus programs annually:

Year	\$’s distributed to campus programs
2008	\$732,558
2009	\$908,151
2010	\$721,550*
2011	\$1,009,018
2012	\$1,107,252

* The total distributed in 2010 was low due to the delay in the college billing the Foundation for scholarship funds. As a result of this delay, I instituted changes with the campus bookstore and the district that resulted in a more timely billing/payment of scholarships and books.

3. *What happens after students participate in the program’s activities? If applicable, address whether students are successful in meeting their educational goals.* We cannot measure students participation and/or success based upon Foundation funding as there are many direct components that will affect student’s success. However, one could draw a conclusion that providing funding which adds new programs or sustains existing programs would provide a benefit to students which would likely result in increased participation and student success. Scholarship support is more direct and does benefit
4. *List notable achievements that were linked to the College’s Strategic Initiatives that have occurred since the last program review.*

Strategic Initiative B - Strengthen quality educational and support services to promote student success. In 2009, the El Camino College Foundation entered into a statewide campaign which provided matching funds for scholarships. Beginning in January 2009 through June 2011 the Foundation raised \$1.67 million which was matched by the Osher Foundation for a total permanent endowment for scholarships of \$2.4 million. This endowment funds more than 140 \$1,000 scholarships annually and will continue into perpetuity.

Strategic Initiative D - Develop and enhance partnerships with schools, colleges, universities, businesses, and community-based organizations to respond to the workforce training and economic development needs of the community. The Foundation established a dynamic relationship with Southern California Edison (SCE) that resulted in the development of a Power Utilities curriculum. As part of this relationship, SCE provided a lead gift of \$200,000 in 2009 for El Camino’s Osher Scholarship Endowment campaign and an additional \$200,000 in scholarships for Green Jobs Technology.

5. What prior program review recommendations were not implemented, if any, and why? What was the impact on the program and the students?

Student Learning Outcomes (SLO)

1. *Describe how program personnel are engaged in the creation, discussion, and review of SLO - statements, assessment results, and reports.* We discussed the completion rate for scholarship applications and determined there was significant room for improvement. Scholarship staff and the Executive Director met with the customer support representatives for the Scholarship Application software program, discussed ways to evaluate student progress, assessed the various points of drop off and completion and initiated a plan to improve student completion rate.

EL CAMINO COLLEGE			
Service Area Outcomes (SAO) Assessment Plan			
Mission: El Camino College offers quality, comprehensive educational programs and services to ensure the educational success of students from our diverse community			
Unit	Foundation/Scholarship Office	Date	03/15/2013
SAO	Increase the number of students that successfully complete the online scholarship application.		
Participants	Katie Gleason, Kahea Kamahele, Writing Lab staff, NextGen staff, Public Information/Marketing Office		
Assessment Plan (include metrics to be collected)	Results/Actions Taken		
Following the 2013-2014 scholarship application period the Foundation Director and scholarship staff reviewed the online application process to <ul style="list-style-type: none"> Compare the number of students that started the online application but did not complete it verses those that started and completed the application. 	<u>Results:</u> 3,029 signed on to the online application 1911 or 63% of the students did not complete their application 1118 or 37% completed and submitted their application (completed application includes letters of recommendation and uploaded transcripts) <u>Breakdown of how far students got in the application:</u> (this is the last page they visited, not necessarily completed)		

<ul style="list-style-type: none"> • Of those that did not complete the application how far did they get in the process. • At what point during the application period, did the majority of students submit their completed applications. 	<p>Page 1 – 391 - Student information & supplemental questions</p> <p>Page 2 – 166 – Major, GPA, enrollment status</p> <p>Page 3 – 99 – Activities & Clubs</p> <p>Page 4 – 461 – Financial information and Fin. Need essay</p> <p>Page 5 – 565 – Personal statement, upload transcripts and letter of recommendation (student inputs email address of faculty for the request)</p> <p>Page 6 – 225 Certification</p> <p>Page 7 – 4 - Review and submit</p> <p>24% of students did not continue beyond page 4</p> <p>30% of students did not continue beyond page 5</p> <p><u>Submittal Period</u></p> <p>439 students submitted their application within 48 hours of the deadline</p> <p>314 students submitted their application within 24 hours of the deadline</p> <p><u>Actions Taken:</u></p> <p>The analysis clearly showed students are struggling with pages 4 & 5 of the application. As a result, we plan to implement:</p> <ul style="list-style-type: none"> • Schedule a series of workshops on campus to assist students with completing their applications • Coordinate with the Writing Center faculty to assist students with their essays • Monitor student’s progress during the application period and communicate via email blasts “tips for completing their applications”. • Ensure the instruction guide for uploading transcripts and requesting letters of recommendation is clear and understandable • Compare the 2013-2014 statistics to the same statistics for 2014-2015 to determine if actions that were implemented improved the number of students completing pages 4 & 5 and overall completion rate.
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2. *How does the program ensure that SLO's are assessed consistently?* We will perform the assessment in the 2013-2014 scholarship cycle and assessed the results of the actions taken to improve student completion rate. We hold quarterly program meetings and the discussion and assessment of SAO's will be part of the agenda.
3. *Have the SLO assessment results indicated the need to change or modify components of the program? If so, were the changes implemented?* To be determined.

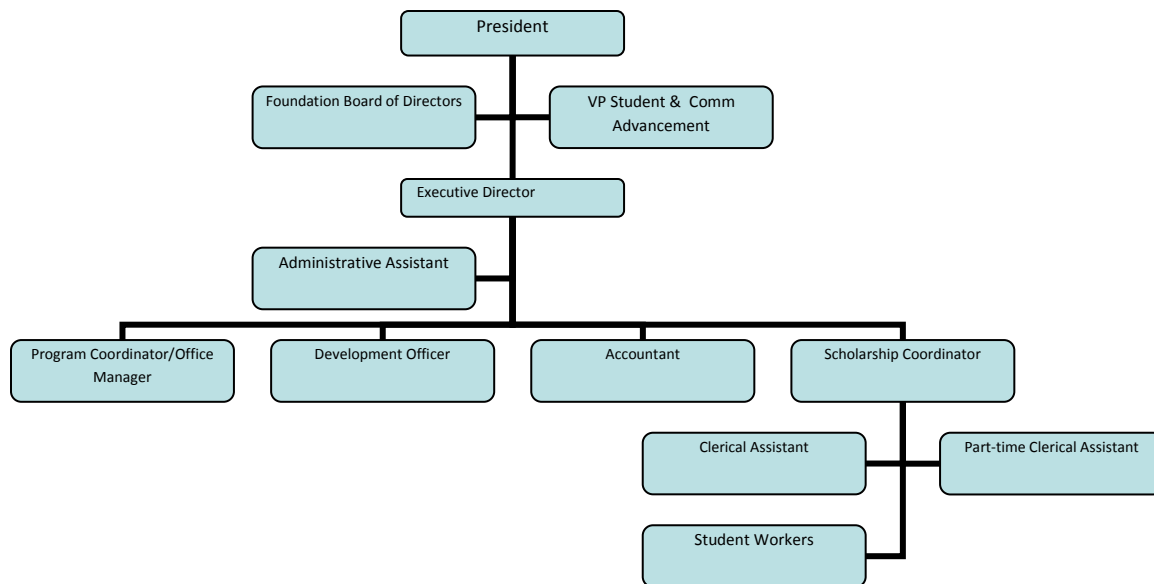
Program Improvement

Explain what changes need to be considered to improve the program.

1. *What activities has the program engaged in to improve services to students?* We have automated the processes in the Scholarship Office. This includes using an online application program that is far more accessible for the students, developing and implementing an Access program for the distribution of the awards (issuance of book vouchers, tuition payment, etc.). Each student has a scholarship account that reflects all the activity tied to the scholarship. This provides an accurate balance for staff and for students at all times.
2. *How have program personnel used metrics to improve program services? (Provide metrics from the last four years).*
3. *If applicable, explain any patterns in student success, retention, and persistence in terms of student characteristics and program objectives and discuss planned responses or changes.*
Not applicable

Program Environment

1. Discuss the program environment, including the relationship among program staff and students and involvement with other programs or support areas.
2. Describe the number and type of staff and faculty (include current organizational chart).



3. *Describe facilities or equipment needs for the next four years.* The Foundation has maxed out the available office space for staff and the scholarship office. Any additional growth in staff will require more office space. As there is no additional space available in our current location, the need for more space may result in a move to another location.
4. *Describe how well the scheduled hours of availability meet student demand and indicate the specific hours the program operates.* We have expanded the hours to meet the needs of our students, opening daily at 8am – 4:30pm. Additionally, the online application makes the application process more accessible for the students.
5. *Describe the influences that external factors such as state laws, changing demographics, and the characteristics of the students served have on the program and services and how the program addresses these factors.* Not Applicable

Customer Service

1. Administer a customer service survey and list the major findings. Describe exemplary services that should be expanded or shared with other programs.
2. What aspect of the program's service needs improvement? Explain how the program will address service improvements.

Conclusions and Recommendations

Present a brief summary of the program's strengths and areas for improvement. List all recommendations in a prioritized manner for subsequent placement into the program's annual plan.

1. *Summarize the program's strength and areas that need improvement.* The El Camino College Foundation is a well-established fundraising organization that has a broad and diverse array of fundraising programs. These programs enable us to reach out to donors throughout the community and provide philanthropic opportunities that meet the needs and interest of the donor(s). The Foundation Board of Directors is a very active, involved and committed board that takes their governance responsibilities very seriously. Average tenure of the board members is 6 – 8 years. The assets of the organization are very strong and have a steady pattern of growth. The infrastructure of the organization is well developed and provides the tools necessary for raising, managing, overseeing and disbursing contributions within the compliance regulations that dictate the management of a non-profit organization. The Executive Director has been in place for 12 years and has established strong relationship with the donors and the community. Staff has grown over the past twelve years and has reach a level of efficiency and productivity that enables the Executive Director to focus on fundraising. Support from the College President is in place and the President takes an active role in fundraising when needed.
2. *List prioritized recommendations. (Provide proposed organizational chart if appropriate).*
 1. Invest in Prospect Research tools and services.
 2. Improve the management and results of the direct mail program by eliminating constituents that are not making current contributions (within the last five years) and adding acquisition constituents through the purchase of mailing lists. These lists are generated through specific criteria and geographic areas.
 3. Hire a full-time Alumni Coordinator whose sole responsibility would be to develop an alumni program to increase alumni support and contributions.
 4. Consider developing a new model for the Foundation based more upon the Institutional Advancement model to include marketing/website.
 - a. Currently foundation staff members are actively involved in producing the collateral materials needed for programs and campaigns and providing updated information for the Foundation's website. This requires a great deal of time for design and writing content. Hiring an internal person to generate all collateral materials and maintain and fully develop the Foundation website would increase the efficiency for producing materials and free up staff for direct fundraising.

5. Increase scholarship office clerical support to full time.

3. ☒ Continue Program

☐ Discontinue Program (Explain how the program's services could be handled by other services on campus if the program has been declining or is no longer fully utilized)