

El Camino College Foundation Program Review

OVERVIEW

PROGRAM PROFILE

Program Information

The El Camino College Foundation is a 501(c) (3) organization whose mission is *to support student success by raising funds and developing community relationships*. Established in 1987, the Foundation supports students in their educational goals by providing direct support through scholarships and textbook vouchers. Additional support comes through Foundation funding of vital programs and student services such as mentoring, supplemental instruction and tutoring, as well as support to faculty for innovative, educational tools that enhance the learning environment. The Foundation's objectives are to respond to the needs of the students and the college. By working collaboratively with the college's administration, the Foundation seeks to identify the resources available within the community that can provide financial support as needed.

The Foundation staff and board members developed a list that represents the core values that should be used to guide and measure all Foundation activities, including but not limited to, fundraising, fiscal and investment oversight and allocation of funds. The most important aspect in the donor relationship is providing them the opportunity to express their values within a trusting relationship. The job of the Foundation board and staff is to identify those persons with the means of making a significant gift, and then helping the donor identify the connections between their values and the needs of El Camino College.

The Foundation is charged with protecting the donors' interest, helping them meet their own financial needs and understanding the prospective donor's circumstances. All persons associated with the El Camino College Foundation must have a strong commitment to professional and personal integrity.

Funding Source

We have built a solid development program over the last five years and have substantially expanded our base of support. The relationship between the South Bay communities we serve and the El Camino College Foundation is very positive; individuals and corporations are very receptive to supporting college programs that provide direct benefit to our students and/or help train students to meet the current industry workforce requirements.

Foundation funding comes from a number of resources, primarily individual donors, businesses, corporations and private foundations. Individual donors account for the majority of contributed dollars, with major gifts ranging from \$50,000 to \$560,000 (see list of donors who have made major gifts to the El Camino College Foundation).

- Belzer \$45,000
- Sorenson \$50,000
- Teague Foundation \$50,000
- Noble \$75,000
- Mazak \$105,000
- Hall \$130,000
- Riddle Family Trust \$200,000
- Charles \$200,000
- Ford \$250,000
- Anonymous Donor \$300,000
- White Family \$324,000
- Charles \$388,000
- Pelland \$560,000

Corporations located within the South Bay support various campus programs through annual contributions and include the following:

- Kinecta Federal Credit Union \$13,500
- Kaiser Permanente \$15,000
- Verizon \$20,000
- C.W. Driver \$25,000
- Boeing Corporation \$40,000
- Keenan and Associates \$50,000
- Spencer Stuart \$50,000
- ExxonMobil \$65,000
- Southern California Edison \$70,000
- Julius Sumner Miller Foundation \$80,000
- American Honda \$110,000
- Washington Mutual \$345,000
- Northrop Grumman \$430,000

This represents a sampling of individuals and corporations that provide support to the El Camino College Foundation. In some instances, gifts listed are cumulative.

Student/Client Profile

The El Camino College Foundation serves the needs of El Camino College students by providing financial resources to assist with their education. Primarily, funding for students is channeled through two major programs – scholarships and book vouchers.

- In 2006, in response to the priorities established by El Camino College administration and major contributions received from donors, the Foundation established and implemented the Foundation Scholarship Program. This program increased the number of scholarships available to El Camino College students by 60% and the average award amount by approximately 80%. The Foundation Scholarship Program has a current fund balance of \$1.4 million dollars which is scheduled for distribution at a minimum rate of \$100,000 per year for ten years.
- The Foundation Book Fund program was developed in 2002 in response to the spiraling cost of textbooks. Couple this with the increasing cost of tuition and suddenly the price of an education has risen beyond the financial means of many of our students. The Foundation Book Fund program provides direct assistance to our students through textbook vouchers for eligible students with financial needs. Funded in 2002 with \$12,500 – support of this program has increased by 78% in six years.

STATUS OF RECOMMENDATIONS

No previous program review performed, therefore no previous recommendations are available.

CONTINUING RECOMMENDATION

No previous program review performed, therefore continuing recommendations not applicable.

PROGRAM DATA

Student/Client Satisfaction

Fundraising success is measured through the total amount of contributions to the organization in a given period, the size of the gifts received, the number of donors that are sustained and give multiple gifts and the procurement of future gifts to be realized through a Planned Giving program.

Developing maximum gift opportunities will be measured by substantially increasing the average gift. To date, the largest gift received by the Foundation is \$1.5 million.

Development of multi-million dollar gifts is well within the reach of the Foundation and can be supported by the community of donors within our service area.

A survey will be distributed on campus in September 2008 to all faculty and staff. The purpose of the survey will be to measure the awareness of the El Camino College Foundation, the programs we support and the opportunities for the campus personnel to contribute to the Foundation.

http://www.elcamino.edu/cgi-bin/rws4.pl?FORM=Employee_Giving

Student/Client Outcome Data

Focused activities for the Foundation over the past year:

- Continue to increase fundraising and distribution of resources to the campus
- Perform comprehensive assessment of staffing needs and hiring of key personnel
- Expand Foundation board member's role in donor development

For the fifth consecutive year, the El Camino College Foundation has surpassed our annual fundraising goals. For fiscal 2006 – 2007, the Foundation received a total of \$1,180,952 in contributions. This is the second year exceeding \$1M in revenue. In spite of exceeding our annual goal, total contributions were down slightly (5%). This was the first downward turn in five years and was a direct result of significant growth in Foundation activity without increasing staff or resources and the unstable conditions of the economy.

Fiscal Year	Unrestricted	Restricted	Total Contributions
2000 - 2001	\$26,523	\$220,652	\$247,175
2001 - 2002	\$37,051	\$194,139	\$231,190
2002 - 2003	\$87,741	\$393,152	\$480,893
2003 - 2004	\$89,549	\$476,524	\$593,711
2004 - 2005	\$128,400	\$589,029	\$730,629
2005 - 2006	\$86,625	\$1,162,321	\$1,248,951
2006 - 2007	\$160,116	\$920,836	\$1,180,952

Fiscal Year	Funds Distributed to Campus Programs	End of Fiscal Year	Net Assets & Liabilities
2000 - 2001	\$65,916	2000 - 2001	\$3,716,546
2001 - 2002	\$213,987	2001 - 2002	\$3,487,622
2002 - 2003	\$280,094	2002 - 2003	\$3,750,735
2003 - 2004	\$283,702	2003 - 2004	\$4,455,777
2004 - 2005	\$390,556	2004 - 2005	\$4,992,720
2005 - 2006	\$755,680	2005 - 2006	\$4,992,720
2006 - 2007	\$798,640	2006 - 2007	\$6,816,896

Campus/Community Collaboration

The ability of the El Camino College Foundation to provide support and financial resources to students and campus programs and services is largely dependant on the relationships that are established and developed with individuals and corporations in the community. Examples of the contributions received as a result of these relationships are listed on page 2.

In addition to external support, the Foundation has implemented a number of programs on campus that provide an opportunity for our internal constituents (managers, faculty and staff) to support specific programs through payroll and annual contributions. We are currently reviewing the Employee Giving Campaign and will be changing the structure and function of the program to more closely align it with the desires of the individuals who are contributing.

Program Data Recommendations

1. Alumni Relations and Development - Focus on strategic development of current and past alumni as contributors to El Camino College Foundation. Universities have been actively cultivating their alumni for support and contributions to their institutions for many years. This has been highly successful and is the basis for a significant portion of their donor base. Because funding for community colleges has been primarily from the state, alumni development has not been a priority. Alumni development is a long-range plan and must be initiated in order to develop donors for future contributions. Staffing and resources are necessary to implement a successful alumni development program. The Network for California Community College Foundations (NCCCCF) has been working on the California Community College Alumni Network (CCCAN) initiative that will provide support through a statewide office for five key areas of alumni development. They are (1) database update and management of alumni names, (2) templates for materials for alumni mailings, (3) website development and support – central website would direct alumni to each individual college, (4) bi-annual magazine mailed to specific alumni for each community college and (5) area coordinators to work with foundation directors for alumni development. El Camino College Foundation has enrolled in this program and will be participating actively in the cultivation and solicitation of alumni.
2. Continue to develop Planned Gifts as a substantial means for building current assets and establishing endowments to support the on-going funding needs of the organization.
3. Enhance the current Book Fund program to include the Book Fund Honor Loan Program, which will revitalize the existing program and create new opportunities to develop support and contributions for the program. Additionally, this program will help support item #1 as it will create a connection for the student with the Foundation that can be developed into the alumni cultivation program.

4. Continue strategic planning to identify college needs - In order to ensure continued growth of fundraising and increased donor base, the Foundation Board of Directors and staff has an annual board retreat. During the retreat, goals are established and performance of previous year and previous activities are measured for success and effectiveness.
5. Maintain Board development and engagement - In addition, committees have been formed which address specific areas within the Foundation such as finance, investment, development, distribution, policies and procedures. These committees assume responsibility for the three key areas of Foundation activity: Fundraising, Fiscal Oversight and Distribution.
6. Annual review of staffing needs - Staff and board members should review the strategic plan and assess our current position and needs. In order to maintain and increase growth, adjustments to staff must be implemented when needed.

Program Requirements

Identify roles and responsibilities of team members.

- College President – it is imperative that the college president play a key role in establishing and developing the relationship with the donor for soliciting major gifts for the college.
 1. Develop a team of faculty and student leaders to participate in campus visits by donors.
- Volunteer/Foundation Board Member – is primarily responsible for the first step, identifying prospects. Once identified the board member will make introductions and when the cultivation has been sufficient, be a key member of the team to close the gift.
 1. Develop a comprehensive tool for the board members to use when talking with prospective donors. Slide show/video of approx 8 – 10 minutes that summarizes the strengths and reach of El Camino College.
- Staff – must provide the context of a trustworthy and respected organization, the relevant policies and procedures and the documents that support the Foundations activities. Staff must also facilitate many of the cultivation contacts between prospects and college staff, faculty and students that the volunteer does not have the time to arrange and or attend.
- Volunteer and staff must collaborate on the best ways to help the donor prospect connect his/her values to the needs of the students. They must also collaborate on when and how the college president's participation will be most helpful or even essential.

Facilities and Equipment

N/A

Staffing

At the 2007 annual board retreat, staff and board members reviewed the strategic plan that was developed the prior year and assessed our current position and needs. We concluded that in order to maintain the growth we have experienced for the previous five years, we would need to increase staffing. The two key areas were accounting and program management.

- Accounting was being outsourced to a local CPA firm, Zdonek and Wolowicz. Services included on-site bookkeeper for 3 – 5 hours per week, off-site oversight and monthly financial reports. This was not adequate for our needs as extensive staff time was required for daily processes and oversight. In July 2007, we hired a part-time accountant who provides the accounting services as well as fiscal oversight for programs such as the Scholarship Program, Mini Grants, and I Grants.
- Program Management is important to maintaining and growing current programs such as direct mail, President's Circle and annual giving. These programs were established but had not been growing sufficiently due to lack of staff resources. In order to increase the fundraising efforts, it was imperative to off-load some of the program management responsibilities from the Director. As a result, the board approved hiring a full time Program Coordinator. In November 2007, we hired a full time program coordinator who is responsible for events and maintaining and increasing current programs.

Additional staff will need to be added if the organization is to be positioned to capitalize upon additional opportunities. The key positions that need to be added to the organization within the next three to five years are an Alumni Coordinator and a Planned Giving Officer. Both of these positions should be full-time.

The majority of the staffing for the Foundation is funded by the Foundation. In order to develop a fully collaborate relationship, the College needs to provide some of the current and future staffing needs. Funding positions through the Foundation reduces the resources that are available for student and program needs.

Planning

The trend in California community college development includes a number of key factors that will support a substantial increase in the fundraising activity for our institutions (community colleges in other U.S. regions have different staffing/organizational models that affect their development and fundraising efforts). They are:

1. Increased support from the College President and the Board of Trustees for fundraising. Participation of the college president is vital to the success of raising money in the community. Historically, fundraising has not been a part of the job description for community college presidents and not viewed as a priority. This is changing in response to the state budget crisis over the past five years and the increased need to develop alternative sources of revenue for community colleges.
2. Greater awareness of the need for philanthropic support for community colleges. As a result of the state budget crisis and the reduction of funding for K-12 education, the public has an increased awareness of the need for additional resources to augment funding for California community colleges. This coupled with the enhanced development efforts of California's community college foundations have helped to educate the public about the importance and opportunity to contribute to a community college.
3. In May 2008, the California Community College System Office received a historic commitment of \$70 million to support student scholarships. This commitment from The Bernard Osher Foundation – the largest gift to any community college system in the nation and one of the largest to higher education – is also launching the first ever system-wide fundraising campaign for California community colleges, which will transform the way community colleges raise private funds. This gift has underscored the vital role that community colleges play in the California higher education system and will illustrate the critical need for philanthropic support for community colleges.

Recommendations

1. Focus on strategic development of current and past alumni as contributors to El Camino College Foundation.
2. Continue to develop Planned Giving program as a substantial means for building current assets and establishing endowments, to provide intergenerational equity and support for current and future funding needs of the organization.
3. Ensure fundraising programs are relevant to the needs of the campus.
4. Continue strategic planning to identify needs and priorities of the college.
5. Maintain board development and engagement.
6. Identify roles and responsibilities of key team members who actively participate in fundraising.
7. Review staffing needs annually.