

# 1. Assessment Plan - Four Column



## PIE - President: Foundation Office

### Where We Are: Analysis and Summary

*2017-18*

**Contact Person:** William Lambert

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**External Conditions, Trends, or Impacts:** We are working to build a "culture of giving" among the alumni population. This is an understandably slow process, particularly when you consider that in the history of the College, it is only in the last few years that we have engaged and solicited the entire base. People are noticing that they are getting multiple touches from the college including appeals for financial support numerous times a year. Inaccurate demographic information continues to slow this process. We are more and more supplementing our mass outreach with social media tools such as Facebook and LinkedIn.

**Internal Conditions, Trends, or Impacts :** Space continues to impact us in a negative way. The Foundation offices are spread across campus. For a small team like ours, this creates challenges. Having a dedicated space where all the staff is together would help. On top of that, we just don't have enough space to manage our day to day activities. There's not enough storage space in our office. Boxes and supplies are out in the open which doesn't create an inviting environment for donors and guests. It is also a potential safety hazard. We don't have a dedicated work room and will often have to "borrow" space from campus partners. The same is true when it comes to conference room space for meetings of the Foundation Board and its committees. We are often at the mercy of other groups across campus whose spaces we have to utilize.

We also occasionally hear from corners of campus, including some high level leaders at the college, that there is a lack of understanding of the what the Foundation does. There is also a perception in some corners that most of the money we raise goes to athletics and that the Foundation only works to support itself. These statements are not an accurate reflection of the mission or the function of the Mt. SAC Foundation & Alumni Association.

To address some of these issues we enlisted the support from an outside firm, specializing in brand management and social media strategy. Their initial survey of the donor/alumni/campus community base confirmed what we believed to be true. We have retained their services to help with branding and education.

**Critical Decisions Made by Unit:** 1. We continue to try to meet with the accountant 2-3 times a month.

2. We hired a part-time bookkeeper to assist with the day-to-day practices.

3. We hired a part-time administrative assistant (29hrs) to support the Foundation team.

**Notable Achievements for Theme A: To Advance Academic Excellence and Student Achievement:** The Foundation is operating at a higher level than it has before and our performance reflects that. Over the last two fiscal years we have raised over one million dollars each year.

- Increased number of donors and gifts
- Grew the Alumni Association by another 300 alumni. This was a 30% increase
- More than doubled the number of campus employees supporting the college with their philanthropy
- Created the first program endowment with a gift from the Orange County Farm Bureau

-With a gift from the Communication Department established a department endowed fund

There is an interesting example of a student success story through the Foundation. Ashley Lopez was hired through the student internship program two years ago, while finishing her accounting degree while helping with bookkeeping practices in the Foundation. We hired her after graduation in 2017 on a part-time basis because her performance was so strong.

**Notable Achievements for Theme B: To Support Student Access and Success:**

- Awarded more than \$430,000 in scholarship money to 400 + students including an additional 20 brand new scholarships
- Brought 550 students from underserved communities to the Planetarium for the Reach for the Stars program
- Worked with the REACH program to secure a \$30K gift to support the program
- Secured the \$80K to send the Chamber Singers to perform in the World Choir Games in South Africa
- We raised nearly \$25K for the DREAM program and undocumented students

**Notable Achievements for Theme C: Secure Human, Technological, & Financial Resources:** -Increased number of donors and gifts

- Grew the Alumni Association by another 300 alumni. This was a 30% increase
- More than doubled the number of campus employees supporting the college with their philanthropy
- Created the first program endowment with a gift from the Orange County Farm Bureau
- With a gift from the Communication Department established a department endowed fund

**Notable Achievements for Theme D: To Foster an Atmosphere of Cooperation and Collaboration:** We partnered with many departments/programs across the campus for specific projects, including:

- Relaunched the Golden Notes membership society with several different membership levels and corresponding benefits
- Expanded the focus of the President's Breakfast program
- Continued to grow the relationship with the Hollywood Foreign Press Association, building stronger relationships with them and their grantee organizations to provide opportunities to Mt. SAC students

**Contributors to the Report:** Marisa Fierro

| <i>Unit Goals</i> | <i>Resources Needed</i> | <i>Where We Make an Impact: Closing the Loop on Goals and Plans</i> |
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**Infrastructure Goal** - Establish infrastructure to support engagement and fundraising priorities.  
**Status:** Active  
**Goal Year(s):** 2016-17, 2017-18, 2018-19, 2019-20  
**Goal Entered:** 05/30/2018

**In Progress** - b) Request the District assume the salary and benefits cost of Administrative Services Specialist classified position.  
**Describe Plans & Activities Supported:** Salary and benefits cost of Administrative Services Specialist classified position.

**Reporting Year:** 2017-18  
**% Completed:** 25  
Received \$30K toward the salary and benefit cost. An additional \$70K is needed to cover the full cost of this position. (05/30/2018)

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**Lead:** William Lambert

**Type of Request:** Human Resources

**Planning Unit Priority:** High

**In Progress - c)** Foundation requests the Development Services Assistant position be a FT PERS eligible classified position.

**Reporting Year:** 2017-18

**% Completed:** 0

This request has not been filled. (09/05/2018)

**Describe Plans & Activities**

**Supported:** FT PERS eligible classified position would focus on day-to-day bookkeeping practices, Quickbooks maintenance, Raiser's Edge database gift entry, maintenance of donor records, event logistics and execution, processing acknowledgment letters and coordinating golf tournament.

**Lead:** William Lambert

**One-Time Funding Requested (if applicable):** 70000

**Type of Request:** Staffing

**Planning Unit Priority:** High

**What would success look like and how would you measure it?:** Current levels of success would not be maintained without this support and certainly no growth would be possible.

**Documentation Attached?:** No

**Full Funding Requested -** A home to call our own. Four offices, three work stations, conference room and appropriate storage space are needed and appropriate furniture and equipment including audio visual equipment for the conference room.

**Describe Plans & Activities**

**Supported:** Being spread across the

| <i>Unit Goals</i>   | <i>Resources Needed</i>  | <i>Where We Make an Impact: Closing the Loop on Goals and Plans</i>  |
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|   | <p>campus does not lend itself to the Foundation being as effective as it could be. We need a location on campus that provides enough space for staff and managers to be together.</p> <p><b>Lead:</b> William Lambert<br/> <b>One-Time Funding Requested (if applicable):</b> 150000<br/> <b>Type of Request:</b> Facilities<br/> <b>Planning Unit Priority:</b> High</p> |  |
| <p><b>Alumni Outreach</b> - a) Targeting alumni outreach through program affiliation with increased affinity. The Foundation is establishing and elevating the relationships across campus with student group/program partners with higher propensity to be engaged beyond their time at Mt. SAC.</p> <p><b>Status:</b> Active<br/> <b>Goal Year(s):</b> 2016-17, 2017-18</p>   | <p><b>Report directly on Goal</b></p>  | <p><b>Reporting Year:</b> 2017-18<br/> <b>% Completed:</b> 25</p> <p>Targeted Alumni Outreach. This is an ongoing objective of the Foundation &amp; Alumni Association. We encourage programs and departments to reach out to their alums and even provide support and resources for them to do so. (11/27/2017)</p>   |
| <p><b>Annual Giving</b> - Execute standard annual giving solicitations to retain current donors and acquire new donors. Primary objective is to get current donors to renew their support--especially donors whose first gift to the Foundation was 1-2 years ago. For donors whose giving history is more consistent and long term, the emphasis is on asking them to upgrade their annual gift.</p> <p><b>Status:</b> Active<br/> <b>Goal Year(s):</b> 2016-17, 2017-18</p> | <p><b>Report directly on Goal</b></p>  | <p><b>Reporting Year:</b> 2017-18<br/> <b>% Completed:</b> 50</p> <p>Standard Annual Giving Solicitations. Ongoing. Donor retention remains a huge priority for the Foundation. We are taking the necessary steps to address this. For example, we will utilize a more regular pattern of solicitations so that donors have many chances and reminders throughout the year to renew their gift. We will continue to engage these supporters with event invitations (Alumni Day, Mt. SAC Day at the Ballpark, other campus etc.) and also with info about the campus (email updates, the Annual Report). Foundation Board members will be encourage continued given through handwritten notes of thanks. (11/27/2017)</p> |
| <p><b>Major Gifts</b> - Complete thirty-six</p>   | <p><b>Report directly on Goal</b></p>  | <p><b>Reporting Year:</b> 2017-18</p>  |

| <i>Unit Goals</i>   | <i>Resources Needed</i>               | <i>Where We Make an Impact: Closing the Loop on Goals and Plans</i>  |
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| <p>major gift prospect face-to-face visits (MG prospects are those with the inclination and ability to make gifts of \$10K and above)<br/> <b>Status:</b> Active<br/> <b>Goal Year(s):</b> 2016-17, 2017-18</p>   | <p><b>Report directly on Goal</b></p> | <p><b>% Completed:</b> 75<br/> 36 MG Face-to-Face visits. Ongoing. The mechanism for tracking these visits is not in place. Additional administrative support will help to record these visits and take all the necessary follow up steps to keep relationship with these key donors moving forward. The Leadership Gifts Officer will also be a part of this goal in FY17-18. (11/27/2017)</p>  |
| <p><b>Fundraising Goal D - d)</b> Complete sixty high end annual fund contacts (high end AF donors are those who make gifts in the \$500-to \$5K range)<br/> <b>Status:</b> Inactive<br/> <b>Goal Year(s):</b> 2016-17, 2017-18</p>   | <p><b>Report directly on Goal</b></p> | <p><b>Reporting Year:</b> 2017-18<br/> <b>% Completed:</b> 75<br/> 60 High End AF Contacts. Achieved but with the same challenge outlined above. The mechanism for recording these contacts is not in place. Developing that internal process will help us to track and report on these important donor interactions. (11/27/2017)</p>   |
| <p><b>Planned Giving</b> - Planned giving outreach to strategic prospects through direct mail and electronic communication. Build a Planned Giving Council that can advise the Foundation, donors and the campus community on issues surrounding retirement and estate planning and how to include philanthropy in those plans.<br/> <b>Status:</b> Active<br/> <b>Goal Year(s):</b> 2016-17, 2017-18</p> | <p><b>Report directly on Goal</b></p> | <p><b>Reporting Year:</b> 2017-18<br/> <b>% Completed:</b> 25<br/> Planned Giving. Unachieved. The plan was for this solicitation to drop by the end of the fiscal year. We revised the solicitation calendar part way through the year and made the determination that a mailing which focused on three types of gifts—stocks, IRA rollover and simple bequests—was better timed in the fall. A mailing will go to 5K planned giving prospects in the 2017 holiday season. Conversations for a planned giving council have begun and will continue to be explored in the FY 17-18. (11/27/2017)</p> |
| <p><b>Stewardship</b> - Increased donor stewardship with Foundation Board involvement and personalization. Through personalized approaches for scholarship donors, targeted messaging at the Scholarship Ceremony, and elevating the scholarship reporting process.<br/> <b>Status:</b> Active<br/> <b>Goal Year(s):</b> 2016-17, 2017-18</p>   | <p><b>Report directly on Goal</b></p> | <p><b>Reporting Year:</b> 2017-18<br/> <b>% Completed:</b> 0<br/> Increased Stewardship with Foundation Board. Unachieved. The Board continues to mature and is eager to be more involved in routine Foundation activities. While the Board had a much stronger presence across the campus, we were not able to successfully include them in the stewardship process. Plans are in place to have them write thank you notes to 1st time donors and encourage their second year gift. (11/27/2017)</p>  |

| <i>Unit Goals</i>   | <i>Resources Needed</i>               | <i>Where We Make an Impact: Closing the Loop on Goals and Plans</i>  |
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| <p><b>Scholarship Program</b> - Continuing to streamline the scholarship renewal process in conjunction with the Financial Aid/Scholarship Office. Identifying areas of adjustment and others for growth. Continue focus on cultivating, stewarding and upgrading current donors as well as identifying new prospects for scholarship support</p> <p><b>Status:</b> Active</p> <p><b>Goal Year(s):</b> 2016-17, 2017-18</p> | <p><b>Report directly on Goal</b></p> | <p><b>Reporting Year:</b> 2017-18</p> <p><b>% Completed:</b> 25</p> <p>Streamline Scholarship Renewal Process. Ongoing. Streamlining may not be the exact word to describe this process. What we did was successfully increase the number of annual scholarship awarded in June. In a record year, the Foundation added 22 new awards to the pool of available scholarships. Establishing a new scholarship takes a tremendous amount of time, energy and focus. We are exploring adjustments to the program that will create general scholarships that people can support with lower level gifts. Part of that may be to increase the size of the gift needed to create a named scholarship. Some of our peer institutions will name a scholarship but only with a minimum annual contribution of \$2,500. Memorial scholarships may continue at current levels. (11/27/2017)</p> |
| <p><b>Community Relations</b> - Build community engagement efforts, partnering with public relations to engage surrounding communities in the district. Emphasize that Mt. SAC is their community college too.</p> <p><b>Status:</b> Active</p> <p><b>Goal Year(s):</b> 2016-17, 2017-18</p>  | <p><b>Report directly on Goal</b></p> | <p><b>Reporting Year:</b> 2017-18</p> <p><b>% Completed:</b> 100</p> <p>Community Engagement. Goal achieved. The Foundation partnered with Public Relations to send the Annual Report to all current donors to the college as well as key members of the community. In addition to telling the college story, the AR included a section on the Foundation highlighting our achievements throughout the year. We also launched the Presidents Circle Breakfast program. This biannual event brings donors, business leaders and community representatives to campus to learn about the college directly from the President. This is an ongoing goal and will continue to be a part of the Foundation strategic plans. (11/27/2017)</p>  |
| <p><b>Fundraising Goal J</b> - J) Continue to develop the Faculty Staff Giving campaign--turning it into an AF effort. Partner with HR to include information and solicitation materials with orientation packet for new hires. Work with faculty and classified</p>  | <p><b>Report directly on Goal</b></p> | <p><b>Reporting Year:</b> 2017-18</p> <p><b>% Completed:</b> 100</p> <p>Faculty Staff Giving Campaign. Goal achieved. One of the year's highlights, the "We are Mt. SAC" campaign launched in the Fall of 2016. The goal of the campaign was to educate the campus community about the Foundation and encourage employee giving. We more than doubled the</p>  |

| <i>Unit Goals</i>  | <i>Resources Needed</i>               | <i>Where We Make an Impact: Closing the Loop on Goals and Plans</i>   |
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| <p>unions to do follow up visits with new employees within the first several months of employment to "check in" on their experience and talk about supporting the college philanthropically.</p> <p><b>Status:</b> Inactive</p> <p><b>Goal Year(s):</b> 2016-17, 2017-18</p>   | <p><b>Report directly on Goal</b></p> | <p>number of campus donors in the first year. Efforts will continue on an annual basis, including working with HR and the represented employee groups to welcome new employees to campus and invite their participation in the effort. (11/27/2017)</p> |
| <hr/>  |                                       |   |
| <p><b>Outreach</b> - Expand and enhance the tools we use to reach out and engage our multiple constituencies</p> <p><b>Status:</b> Active</p> <p><b>Goal Year(s):</b> 2015-16, 2016-17</p>   |                                       |   |
| <hr/>  |                                       |   |
| <p><b>Infrastructure Related Goal #1 - Staffing</b></p> <p>The Foundation has made considerable progress, but the biggest challenge we continue to face as a unit relates to staffing. The Advancement Services Specialist is a district position currently reimbursed by the Foundation. In the long term this change is of tremendous value to the Foundation as this is a key member of the team with the crucial responsibility of managing the Advancement Services function (database management, reporting, gift processing, gift acknowledgments, etc.) of the Foundation office. No other staff member has the skill set to handle these specific responsibilities.</p> <p>In the short term, it has increased the need for unrestricted resources due to the annual salary increases and the</p> |                                       |   |

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benefits package that accompany the position. We are requesting that the College take on the complete cost of this position. With salary and benefits, the full annual cost is approximately \$93,000.

As outlined above, the office does not function as effectively as it could due to lack of administrative support. Currently the Senior Administrative Assistant is a part-time, hourly position paid out of the Foundation budget. To stabilize and retain/attract the experienced professional the office requires, we are requesting that the College allocate the needed resources for a full-time benefits eligible position. The annual cost of this position is approximately \$75,000.

The request for both of these positions is scalable. For example, if the college were to assume the cost of the Adv. Ser. Spec, we would have the flexibility to reimburse the campus for the costs for creating a district Administrative position.

**Status:** Inactive

**Goal Year(s):** 2017-18

**Goal Entered:** 11/27/2017

**Infrastructure Related Goal #2 -**

Board Development

Board Development will continue to be an internal focus of the



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Foundation in the 17-18 Fiscal Year. In addition to adding effective and influential partners in the community, we will be providing deeper engagement opportunities for current Board members.

We will expand the Executive Committee to include at least two additional at-large members. The two board members joining the Exec team will be Barbara Nakaoka and Clark Rucker.

**Status:** Inactive

**Goal Year(s):** 2017-18

**Goal Entered:** 11/27/2017

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**Infrastructure Related Goal #3 -**

President's Circle

We will be revamping the President's Circle with an enhanced benefit structure that allows for exclusive access to the President and the College leadership team. The biannual President's Breakfast will continue to be utilized as a vehicle to introduce business and community members to the college. As a follow up to their attendance, the LGO will begin conversations about philanthropy by soliciting PC level gifts. Identifying other areas of interest across campus will be a part of those conversations.

**Status:** Inactive

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**Goal Year(s):** 2017-18

**Goal Entered:** 11/27/2017

**Infrastructure Related Goal #4 -**

Cataloging Requests for Foundation Support

In an effort to more effectively manage workflow and priorities, we will develop an internal process for managing requests. Part of that will be to have a set of policies and procedures that define our role and set reasonable expectations for our campus partners. These will govern four main areas:

1. Department Events where the Foundation assists in a substantial way
2. Managing accounts for campus programs. This will include defining a fee policy that contributes to the Foundation's operating expenses.
3. Gifts-in-Kind
4. Distinguishing between "fundraising activities" managed directly in partnership with the Foundation Office versus "fundraising events" where proceeds are deposited into "83" Accounts managed by Fiscal Services
  - a. Fundraising Activities involve the Foundation directly and typically require a higher level of involvement with the campus partner, either directly with potential donors or as a resource on how to cultivate, solicit or steward a gift to the college.
  - b. Fundraising Events are

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approved by the Foundation through an existing process but are not managed directly by the Foundation. The policy will guide campus partners on what are acceptable activities but will also help distinguish between an event and a direct solicitation of a gift.

**Status:** Active  
**Goal Year(s):** 2017-18  
**Goal Entered:** 11/27/2017

**Fundraising Related Goal #1 -**  
 Continue to build on the 1st Year success of the “We are Mt. SAC” campaign. In the campaign’s first year we surpassed our goal of doubling the number of campus employees who give to the college through the Foundation. We will continue to engage the campus community and encourage them to include Mt. SAC in their philanthropy. A key part of the process is to help them understand how the Foundation functions and how it can be utilized to achieve their campus-wide philanthropic goals.

Year two of the campaign will focus on the above as well as working with campus partners to help demystify the Foundation and clear up misconceptions about our objectives and the way we operate.

**Status:** Active  
**Goal Year(s):** 2017-18  
**Goal Entered:** 11/27/2017

**Fundraising Related Goal #2 - Retiree**

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Cultivation. Evidence from across the nation shows that retired employees, if properly engaged and communicated to, are very generous in their support of the institutions where they built their careers. Across the CA CC system, some of the largest gifts we receive come from retired faculty and staff. We will develop a mechanism for engaging this special and unique population. We will plan campus events and activities that are exclusive to retirees and involve Mt. SAC leadership. We will enlist a volunteer and committee structure that is tied into the Foundation Board.

**Status:** Active

**Goal Year(s):** 2017-18

**Goal Entered:** 11/27/2017

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**Fundraising Related Goal #3 - Alumni Giving.** The Mt. SAC Foundation and Alumni Association has seen tremendous success in the area of alumni engagement. We are a system leader in this arena and have as expansive a program as any CC in the state. The Alumni Association has grown from 200 members 3.5 years ago to more than 1,300 current members. Our objective with this group in FY17-18 is to work to convert them from AA members into annual donors. We will launch an aggressive communication strategy that includes event invitations, campus updates and solicitations.

a. As part of this strategy we will conduct a survey of this

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population to gather information about their interest in being involved, their opinion of the college and their current life activities

**Status:** Active

**Goal Year(s):** 2017-18

**Goal Entered:** 11/27/2017

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**Fundraising Related Goal #4 -**

Targeted engagement of Advisory Boards. A number of our Advisory Boards across campus are operating at a high level. Introducing fundraising as a part of the mission of these boards is a long-term objective. The primary focus this year, as the BCT Center opens, will be programs within the Business Division. We will work with the Business Division leadership team and the Department Chairs to develop specific strategies for the following programs: Paralegal, Hospitality and Fashion. The Aero and A & P programs in the Tech & Health Division and Agriculture in the Natural Sciences Division will also be included.

**Status:** Active

**Goal Year(s):** 2017-18

**Goal Entered:** 11/27/2017

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**Fundraising Related Goal #5 -**

Continue focus on Endowment Building Gifts. Rebuilding the Foundation endowment following the Osher campaign has been an ongoing priority. Since 2012 Foundation investments have grown from just under \$700,000 to more than \$1.1 M.

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We now have a strong investment manager providing updates on investment strategy and results in a clear and concise format. Endowment gifts are a priority and focus.

a. Naming Opportunities in the BCT. Creating operational endowments for programs is among the long-term objectives for the Foundation. With the opening of a new building we have the chance to offer substantial stewardship opportunities for this type of gift. We are in the process of identifying prospects and developing materials to be utilized in gift conversations.

**Status:** Active

**Goal Year(s):** 2017-18

**Goal Entered:** 11/27/2017

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**Fundraising Related Goal #6 -**

Heritage Hall. This campaign remains a constant and ongoing priority for the Foundation. We are working closely with current and retired athletics staff to identify, cultivate and solicit gifts for the building project. Winning the bid to host the 2020 Olympic Trials has impacted the building schedule but also creates enhanced fundraising opportunities with current identified prospects and with a wider group of individuals and organizations who have an interest in the sport and in the exposure involvement with a national event at Mt. SAC the size and scope of the trails offers.

**Status:** Active

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**Goal Year(s):** 2017-18

**Goal Entered:** 11/27/2017

**Fundraising Goal #7 -** Bond Campaign Planning. The Foundation will have a substantial role in the fundraising for and execution of the bond campaign. In addition to soliciting gifts for the effort, the Foundation will also help provide a team of volunteers and advocates for the college that will assist with and lead the campaign.

**Status:** Active

**Goal Year(s):** 2017-18

**Goal Entered:** 11/27/2017

**Fundraising Related Goal #8 -**

Increased Focus on Major Gifts. The Foundation will continue to focus on opportunities to cultivate and solicit major gifts. The first place we look is at our current major donors. Stewardship of the most recent gift is cultivation for the next one. We will explore what additional possibilities exist by properly stewarding our current donors. The Foundation's Leadership Gifts Officer primary role will be in this area in a "Discovery" and "Qualification" capacity.

**Status:** Active

**Goal Year(s):** 2017-18

**Goal Entered:** 11/27/2017