

**Allan Hancock College
Administrative Department Program Review**

2013-14 Comprehensive Self-Study

Program review is intended to be a reflective process that builds on the extensive information gathered for the Annual Updates and lays out the program's major directions for the future. It is based on data and evidence to assess and improve performance on established functions and Service Area Outcomes. Service Area Outcomes reflect the measures of effectiveness of the department functions. (Place your responses in the text boxes below each question.)

I. Program Scope (must align with college mission)

Describe the current scope of services including the specific functions performed by the department and who it serves.

The Allan Hancock College Foundation (AHCf) is organized and operated exclusively to support and benefit the Allan Hancock Joint Community College District (AHJCCD). In doing so, AHCf solicits and receives gifts of cash, appreciated real property, appreciated stocks or bonds, bequests, and other items of value for the purpose of supporting and promoting programs, projects, and facilities for the college, as directed by the Superintendent/President.

II. Performance on Stated Functions and Service Area Outcomes

List the department's Service Area Outcomes, identify how they are measured, what data indicated about the strengths and weaknesses of your program, and what changes were taken or planned based on the data.

1. The AHCf provides timely and accurate communication with donors:

Strengths:

- The foundation has developed a contact plan that includes at least eight annual "touches" with each donor through a combination of AHCf staff mailings, personal calls, special letters from the Superintendent/President, and invitations to special events. Donor feedback indicates appreciation for these efforts. As always, success is assessed through donor response.
- Staff receipts each donor's gifts within one week of AHCf receiving the gift. In addition, donors giving \$500+ receive an acknowledgment letter from the Superintendent/President.
- 13,962 alumni have been identified as strong (probable) donors. To contact and engage them in this first-time enterprise, AHCf has signed a contract with "Harris Connect" as the vendor to confirm email addresses and other contact information. This will enable the foundation to contact these alumni regularly and to create an alumni club to engage the alumni with the college.
- In addition to mail, President's Circle members are invited annually to an on-campus performing arts theater production and a luncheon reception with the Superintendent/President. Donors giving at the level of President's Circle receive personal letters three times a year from the Superintendent/President.
- The foundation is always in the process of updating its website.

Weaknesses: The AHCf does not have enough staffing to provide excellent client services

2. The AHCf successfully acquires resources to address the college's identified critical needs

Strengths:

- The AHCf is in the "business" of raising major gifts for the college.

- Without excluding gifts of any amount, AHCF has a big gift expectation.
- The President's Circle is the keystone giving program of the foundation and provides unrestricted value-added support for programs, projects, and facilities and where the opportunity is greatest. While attrition is a constant challenge, membership is increasing as well as the amount of support.
- Restricted gifts are given by individuals, foundations, and corporations. Timing and appropriateness of solicitations is a major consideration.
- The amount of funds available for 2014 scholarships will be more than \$475,000.
- Several first-time mega-gifts have been raised.
- The number of gifts of \$500 has increased, but the potential exists for many more donors at this level.
- Within the last year, the foundation received one mega-bequest.

Weaknesses: Small staff prevents us managing larger donor portfolios.

3. The AHCF maintains full compliance with Federal, state, and district standards

Strengths:

- All required legal documents for the corporation are current and on file. Documents are available for public access.
- An independent CPA firm contracted by AHJCCD completes an audit of the foundation finances annually.
- Permanent donor files are confidential and secure.

Strength: We follow the CASE compliance checklist. We are audited annually. We review compliance issues with our board annually.

Weakness: None perceived.

4. The AHCF will build awareness among college employees of potential support from the AHCF.

Strengths:

AHCF has excellent relationships with college employees. Awareness of the development successes at AHCF is greater today than 4 years ago.

Weakness:

- Without an office of Institutional Advancement, campus fundraising is not coordinated, and fundraising projects do not follow development best practices.
- We have not yet launched a successful campus wide giving campaign

Feedback on the performance of the department's functions and Service Area Outcomes should be obtained using a survey and/or other measures. Discuss the results regarding the degree of effectiveness being achieved.

The foundation's success is assessed daily in de facto "surveys" in terms of the reality of numbers of gifts, gift amounts, new donor acquisition, and donor attrition rates. Performance is measured and reported in monthly financial reports. In addition, but more difficult to measure, is the on-going cultivation of donors resulting in positive perceptions of the AHC. We attempt to measure this too by giving successes. Results are positive in that giving in all areas has increased significantly over the past 3 years. This includes numbers of bequests, annual giving amount, membership in the President's Circle, and a new record in scholarship giving this year of \$478,000.

III. Current Demand for Services

Describe the need for department services based on quantitative and qualitative data from the survey results, constituent feedback, evolving organizational needs, changes in technology, etc.

The College will always have more opportunities than it has money to pursue them. In particular, programs that have been supported by a recent successful bond measure find themselves near the end of

support from that measure and need to find additional resources to sustain them. Requests for President's Circle support have remained constant over the past three years, but constituent feedback makes us anticipate an increase in both the number of requests and the size of the requests. Programs that have been launched with the support of multi-year gifts or grants by AHCF fundraising are nearing the completion of the multi-year grant cycle, and funding will be needed to sustain them. Scholarship funding for both low income and middle-class students must increase over the next 5 years if the promise of a college education is to continue. Local industry leadership has stepped up its support for scholarships and programs that provide career training. Their opportunities for growth in market share is providing a great opportunity for the college to be perceived for what it is, namely a unique training resource for their critically-needed employment needs.

IV. Findings / Action Plan

Identify recommendations to improve department performance in its functions and Service Area Outcomes: plans for expansion and improvement; facility needs; technology needs; current and future staffing requirements.

Provide a five-year plan detailing activities, responsibilities, timelines, and measures of effectiveness and funding needs, if applicable. The plan should provide for continuous improvement in Service Area Outcomes and link to the district's strategic plan.

1. Restore the college's Office of Institutional Advancement
The office will coordinate development plans among all campus constituencies and share best practices in fundraising. It will include all development sources, including fee-based classes, Federal and state grant opportunities and traditional methods of donor recruitment, cultivation, and solicitation.
2. **Plan:** By October 1, meet with grants office manager to sketch the committee operating plan. Recruit campus leadership already identified by the Superintendent/President to assist. Update campus fundraising forms, and write a description of steps leading to successful fundraising.
3. Recruitment of local young professionals to AHCF
Surveys indicate an opportunity to recruit leadership from young professionals. Issues of time and money previously discouraged involvement with AHCF. We have now developed a new AHCF Board classification of "Associate Board of Director" that targets young professionals. Historical Board membership expectations of both time and money are more favorable for professionals of the age of Associate Board of Directors. This new director also gives AHCF the opportunity to increase the visibility of the college to the young professional community. And, this will enable AHCF to cultivate relationships for future board and community leadership.
Summary 5-Year Plan: Recruit at least 6 young professionals annually
4. Start an Alumni Association
Begin by mailing an invitation to join the Alumni Association to this year's commencement class. Secondly, 13,962 alumni have been identified as strong donor prospects, and the foundation has identified "Harris Connect" as the vendor to confirm email addresses and other contact information. This will enable the foundation to contact these alumni regularly and to create an alumni club to engage the alumni with the college.
Summary 5-Year Plan: Recruit 50 new alumni annually through at least one email (through vendor "Constant Contact") and by mail and phone conversation each month. Conclude each academic year with an on-campus event.
5. Launch a college-wide giving campaign
Develop the campaign like a classic major gift or capital improvement campaign. Recruit a campaign organizing committee, campaign leader, and constituent champions to the "I'm All In" giving campaign. Gift amount will not be the goal. 100-percent giving will be.

Summary 5-Year Plan: a six-month campaign planning process will culminate in the campaign launch on summer "All Staff Day". Annual participation goals will be set and reached until we reach the ultimate goal of 100-percent participation.

6. Hire one Assistant Office Staff

Plan: By August 1, 2014: Write position description, review funds on hand, secure agreement with Superintendent/President and AHCF leadership to proceed; hire outside vendor to manage the hiring process, complete the process and do final interviews.

7. Maintain a positive fund balance at fiscal year-end

Plan: this is an annual goal and success is indicated if AHCF has on deposit a one-year balance equal to the unrestricted fund balance.

8. Work with local industry to develop industry-appropriate training materials

Create a model plan based on previous success with the college's Machine Technology and Manufacturing Program. Include recent overtures for involvement from energy producers.

9. Launch a web-based scholarship application program that will result in scholarship giving of \$500,000 for the 2015 academic year

Plan: AHCF staff has worked on this project this year and will launch the program in the fall. By then, we plan to have all the new "bugs" worked out. The new program will increase applications by 10-percent by simplifying application process and increasing user-friendly accessibility for both donors and applicants.

Resource Needs

To implement the actions above, list any resources needed (please include corresponding cost estimates):

	<i>Specific Resource and Function to Support</i>	<i>Estimated Cost</i>
Facility Needs	No additional facilities needed	
Technology Needs	<ol style="list-style-type: none"> 1. Coordination with IT Services for scholarship program software 2. Annual software fee 	\$7,500
Staffing Needs	<ol style="list-style-type: none"> 1. Hiring process for one additional hire for office administration 2. Compensation 	\$1500 \$15,000
Equipment (non-technology)	No significant new equipment needed	
Other Resources	<ul style="list-style-type: none"> • AHCF Board leadership • Superintendent/President Office of Public Affairs for marketing needs 	

Validation

The external member will prepare a memo regarding validation of the program review:

Structural Review: Does the report include the program scope, surveys or other data related to service area outcomes, quantitative and qualitative data related to operations, findings and an action plan?

Observations: Is the information in the program review valid and accurate? Is there any important information missing?

Commendations: Are there any areas in which the program deserves a commendation for performance excellence?

Findings/Action Plan: Are the findings accurate and related to the service area outcomes? Does the action plan address improvements based on the service area outcomes? Is the action plan reasonable and attainable within one program review cycle?

**2013-2014
ALLAN HANCOCK COLLEGE FOUNDATION
PROGRAM REVIEW**

VALIDATION TEAM NOTES

May 6, 2014

A. Structural Review:

Data provided in this study was sufficient. The observations were well drawn and accurate.

B. Observations:

- The Allan Hancock College Foundation (AHCF) program review is accurate. However, we would like to see an action plan that calls a 25% membership increase for the Presidents Circle by end of year 2015.
- Relationships with other auxiliary offices have been carefully cultivated and are professional, strong and supportive. Auxiliary Accounting and Financial Aid work closely with the foundation's Fiscal Technician. The Superintendent/President holds standing meetings with the foundation's executive director and serves on both the foundation's Executive Committee and board of directors. Representatives of Business Services serve on the foundation board. Public Affairs and Information work well together with foundation staff. Lines of communication stay open, employees appreciate one another, and issues that arise are resolved amicably and quickly.

- The AHCF needs to take the leadership to restore the college's Office of Institutional Advancement. The foundation can serve the campus community well by providing much needed teaching of development best practices. We feel there are many different campus groups doing fundraising. While this can be viewed as a positive for the campus, especially when these efforts are successful, the entire development enterprise needs better coordination to ensure that these efforts complement one another rather than compete with one another.
- The AHCF has created an excellent contact plan that includes at least eight annual touches with each donor through a combination of mail, personal calls, special letters from the Superintendent/President, and invitation to special events.
- The College Foundation provides a comprehensive array of donor services including community fundraising, donor client service, and support projects and programs that fulfill the college's strategic plan.

C. Commendations:

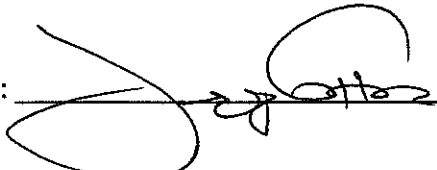
- The AHCF has upgraded the Banner Advancement technology to keep more accurate and timely donor contact and contributions records. As a result, the foundation appears to be providing better client service.
- AHCF is able to update the college's alumni database
- Student leadership indicates a greater understanding and appreciation of the foundation. There have been several successful partnership events between the students and the foundation. The executive director of the foundation has been invited by the President of the student body to speak to student leaders about the foundation. Students feel the foundation is an effective resource to serve the needs of students. Student leadership reports that serving with the foundation as a Student Representative is considered a special opportunity by the Associated Student Body Government Board of Directors.
- AHCF staff is recognized as a good working team among the employees of the College. In addition, they are considered to be knowledgeable, dedicated, and caring.
- AHCF has created a contact plan that has donors regularly reporting how much they appreciate the care that is given to them. Contributions and attendance at foundation sponsored events are strong.

D. Findings/Action Plan:

- Campus giving by faculty and staff needs to increase. Participation a campus-wide giving campaign to encourage 100% giving to AHCF without reference to a gift amount should be implemented.
- We encourage continuing technology upgrades that includes the implementation of an online scholarship management program.
- AHCF is understaffed. An additional part-time administrative assistant and a student worker are highly recommended to meet the demands of the growing workload and to raise more money.
- A plan to continue the upgrading of new computer hardware for the AHCF offices is required. AHCF has not kept up with the pace of improvement typical of the rest of campus.
- Continue updating the AHCF website and monitor it in order to keep it current.
- Recommend the continuing strong working relationship between the Superintendent/President and the Executive Director of the AHCF to help ensure the foundation is raising funds to help fulfil the plan of the Superintendent/President.
- The college should review its financial support of AHCF to ensure it provides adequate funding to support the operations of the AHCF.

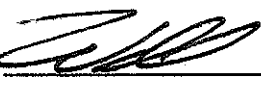
Program Review Committee

The program review committee must be approved by the superintendent/president or cabinet level administrator.

Department Manager: 

Committee Member: Toni D. McCarver

Committee Member: Marlynn Cook

Committee Member: 

External Member: 

Approval

The written report will be submitted to the appropriate cabinet member for approval. The program review and annual updates will be used for planning and budgeting purposes.

Cabinet Member: 