

**ADMINISTRATIVE PROGRAM REVIEW**  
**ALLAN HANCOCK COLLEGE FOUNDATION**  
JUNE, 2012

**I Program Scope**

Through a comprehensive program of fundraising services, the Allan Hancock College Foundation supports the goals and objectives of the college's strategic plan and all campus activities. It accomplishes this through community-wide appeals based on program or project needs from faculty and management that result in raising private funds from individuals, foundations, and corporations to meet those needs. The mission statement of the foundation is to "operate for the advancement of education by raising funds and building community support to meet the needs of the college in the areas of scholarships, capital/infrastructure projects and program support."

To fulfill the program scope more effectively, by raising friends and funds to support the college, the foundation created a 2009 – 2013 Strategic Plan to align with the college's current Plan and be consistent with the college's goals and objectives. Based on that plan, the volunteer board of directors conducts regular public meetings each quarter. Officers of the corporation are elected from the membership of the board. An executive committee meets monthly to conduct business on behalf of the board and is comprised of the officers of the corporation, plus the Superintendent/President of the college and the Vice-President for Business Services. Other standing committees include the Investment Committee, which oversees the investments of all donor funds, a scholarship committee, which oversees the selection of students who qualify for scholarships from the earnings of donor funded endowments, and a nominating committee to put forth a slate of names drawn from the communities the college serves. Six additional ad-hoc committees were set up in response to the strategic areas of service identified in the foundation's Strategic Plan. These include community building, events, Annual Giving, Major Gifts, and Planned Giving.

The foundation staff provides the support and infrastructure necessary for the board of directors and its committees to accomplish its stated mission in all areas of fundraising and community support.

**II Progress**

The committee structure was created in 2009  
Board members volunteered for committee membership

**Status**

Standing Committees have met regularly and did the foundation's business.

Ad hoc committees were not implemented, did not meet, and the volunteer service potential of the board was underutilized.

Foundation administration continued to be top-down and staff driven rather than broad based and board driven.

In 2012, the board created a "retreat" planning event to revitalize the committee structure, engage all directors, increase director volunteer service, clarify mission and purpose, and enable the foundation to be more board driven rather than staff driven. Increased service to the community was the anticipated result. 5 months into the program, there is agreement among the board leadership about new momentum at the board level, greater understanding of the board's purposes for being, more efficient organization, greater service and contact with the communities we serve.

### **III Program SAO Assessment**

Attached is the original statement of Service Area Outcomes

Re: 1.

1a. i. Each donor is provided with a gift acknowledgement letter and receipt. In 2012, the letter also serves as receipt. In 2012, the foundation changed software program to Banner Advancement, which enabled us to combine letter and receipt and enhance tracking of gifts.

1a. ii: These letters are mailed within three business days.

1b. The foundation has increased its communication to donors and prospects about its needs. In 2012, 45 first time letters of inquiry were mailed to private foundations; a new 15-member machine and manufacturing advisory group was formed; alumni back to 1990 have been identified and "captured" in our new Banner Advancement software, enabling us to create an alumni "club" and make appeals; our top 50 donor individuals are being mailed 1 "newsletter" postcard each month; our planned giving program is creating an information brochure for professional advisors.

1b.i: The foundation has enhanced its pages of the "Community News" newsletters with graphics and pictures, and more appeals to older prospects for estate planning.

1b.ii: The Executive Director makes monthly presentations to service clubs in all district communities.

1b.iii: Press releases and regular, consistent media coverage has happened through local print and electronic news media. In addition, the college is launching a new website that will include a link to the foundation's website that will carry news and stories.

Evaluations of our appeals has shown us that major private sector donors tend not to want to give major gifts (\$500 - \$1,000+) to appeals for need or appeals to duty or obligation ("should"), but to opportunities to change lives. "Messaging" will reflect this.

Re: 2.

2.a.i & ii: The foundation has served the college through several years of successful fundraising, by raising annually from \$750,000 to \$1,053,000. In addition, the foundation's fiduciary responsibilities resulted in annual investment returns nearly equal to amounts raised.

2010, 11: The foundation intensified its efforts to raise annual giving by launching community-wide campaigns resulting in an increase in the number of private donors—individuals, businesses, and foundations. (Refer to note 1b, above).

The President's Circle, a group of annual donors who give \$1,000 in unrestricted funds, is becoming the keystone giving opportunity for the community.

The President's Circle, Scholarships, and Special Projects have increased options for giving, Campaign appeals included all managers, staff, and full and part-time faculty

Evaluations to appeals have shown us that individuals account for the largest percentage of giving to the foundation, followed by private foundations, then businesses. All entities prefer restricted funding. Our planning will need to take this into account, given the appeal for President Circle unrestricted funds.

2.b.i: the foundation created and now follows a year-round cultivation and fundraising plan and calendar includes appeals to private sector donors and alumni.

Re: 3

All outcomes are complete

Re: 4 (The foundation does not support college employees "personally").

4.a.i: Over the last three years, three new endowment funds have been raised.

The foundation's new annual cultivation and fundraising plan includes appeals for new restricted and endowed programs funds. For example, in 2012, the new 15-member machine and manufacturing advisory group (Refer to 1b above) has committed over \$130,000 in first-time restricted funds for the Machine Technology and Manufacturing Class.

4.a.ii.: Annual campaigns include appeals to the college community that also include all faculty, staff, and administrators. This part of the campaign is called "In-Reach" and determines fundraising goals and marketing plans based on staff and faculty input. In addition, the executive director meets regularly with deans to learn about needs and new projects needing restricted funds. These discussions help to inform the college community about how the foundation works and how it can help support them. These efforts have resulted in foundation support for several new projects. For example, a local agricultural business has supported the English as a Second Language course by purchasing critically needed language learning tape recordings and instruction books.

The foundation executive director regularly visits the Academic Senate, faculty from various program areas, the Police and Fire Academies, the leadership of the part-time faculty association, and several community advisory groups. The foundation has made campus giving as convenient as possible for the donor by providing a variety of methods to give. As a result, the foundation has increased the number of campus donors by 10-percent.

The foundation also provides coaching in fundraising best-practices for all campus leadership. As a result, the college does a better job of goal setting and fundraising.

The foundation has made a special effort to reach out and involve the Associated Student Body Government leadership. As a result, the students have participated in fundraising appeals and events for their special projects.

4.b.i. The foundation's annual cultivation and fundraising plan calls for support of existing programs endowments and projects. Results include increased amount of student scholarships from \$235,000 in 2010 to \$365,000 in 2012. New funds from new fundraising appeals have been raised for several campus groups, including the CARE program, LVN program, and the Choir program. The foundation has raised sustaining funds for the Athletic Department and PCPA fundraising events.

The annual campaign includes appeals for "Special Projects" funding for existing programs. For example, over the last two years, sustaining funds have included the college's Citizenship Project, ESL classes, and an on-line writing tutoring service.

4.b.ii (Refer to 4.a.ii above)

#### **IV External & Internal Conditions**

##### **External:**

The major challenge has been the effect on donors of the near complete collapse of the U.S. economy. Overall, donors have less money to give away, and this trend will continue until the economy strengthens. By the same token, donors are giving generously to those organizations they believe in, like AHC, because they want to be sure those organizations survive and thrive. And, they are being more selective in their giving within the college. Market fluctuations resulted in \$20,000 less giving to endowment funds in 2012 and \$100,000 less in giving as a results of campus groups fundraising events.

##### **Internal**

1. Reductions of state support and consequent news coverage has given the college greater visibility to the campus community and resulted in more conversations with the campus about using the foundation's fundraising resources to meet at risk programs and projects.
2. Unprecedented increase in fees and costs to students to attend the college. This has resulted in an increased need for financial aid and scholarships.

3. The physical transformation of the campus through Measure I bond funds has given the college new visibility in the community, and the state-of-the-art new facilities has increased the respect and appreciation for the college. It has also given the foundation the opportunity to raise funds through memorial gifts.
4. The Foundation's conversion to Banner Advancement software. This will improve the foundation's gift stewarding, enhance our ability to segment and cultivate donors, increase our communication with donors, and enhance our marketing efforts. Mastering the system has been a major challenge to the staff in terms of time commitment and energy.
5. Banner has enabled the foundation to identify its alumni and made possible a direct mail program.
6. The foundation also needs to increase its direct mail to its major donors
7. The increased administrative demands has made it necessary to hire a third office staff with responsibilities as an administrative assistant.

#### **V Update to Findings**

1. Re: 4.b.i & ii. – "In-Reach" fall, 2011: we found that greater success can be anticipated by using faculty and staff volunteers already known and trusted by their particular constituencies to market the campaign. Faculty cannot be expected to be fundraisers but can participate in setting up the fundraising opportunity.
2. Board and faculty leadership must be given a fundraising plan and marketing tools/method, that anyone can do successfully. Verbal appeals and cold calls won't work.
3. For 2011-13 annual campaign, since we are finding that donors are less willing to give unrestricted gifts, we must review our "case" statements and renew efforts to inspire, be passionate, create urgency and clarity for our President's Circle donors.
4. The sheer numbers of alumni present a major marketing challenge, even with Banner Advancement software. An appeal needs to include most recent graduating class of 700, segmented by community.
5. Donors tend not to give major gifts for "need" or "crisis", or obligation.
6. Campus fundraising is down by \$100,000 in 2012.
7. Scholarship funding is up by over \$200,000 in 2012.
8. 2011 – 12 President Circle campaign finished 95% of goal.
9. The Board has adopted a marketing plan for its campaign to begin June 30 whose goal is to raise \$1,000 each from 65 new President's Circle donors.

**VI Revised – Plan of Action**

**CHANGES AND MODIFICATIONS**

<b>PLAN OF ACTION</b>	<b>ACTION TAKEN, RESULT AND STATUS</b>
Increase the board’s understanding of the foundation’s purpose and increase involvement and voluntarism using the foundation’s strategic plan committee structure	March 2012 Board retreat Goal was reached Committees are meeting monthly, taking minutes, and doing the work of the foundation. Now need to set fundraising goals.
Use new marketing piece to Increase number of President Circle members by 65, and involve the board in marketing by hosting house meetings	Launch Fall 2012 campaign using new market piece Planning in progress by Committee First marketing will be to Exec. Comm. July 10
Update all corporate documents, review with Board, and make available for public review upon request	Documents collected and filed.
Create Alumni Club and contact by mail	Alumni back to 1990 have been identified and captured in files. Mailing pieces and postage costs are being considered.
Create house meetings for fundraising hosted by faculty leadership	Concept is being refined
Use vendor for alumni data base updating	Vendor identified and bid for services received
Use vendor for donor research	Vendor software identified and bid for service contract received.

**ADDITIONS**

<b>PLAN OF ACTION</b>	<b>TARGET DATE</b>
Re-write all district fundraising documents for Trust & Club Accts & make available to college community as “best practices for fundraising”	Fall 2012. Materials written. Need review.
Hire a part-time Administrative Assistant to manage direct mail program, data entry, and other administrative tasks	February 2013
Review Tax form 990 with Board	February 2013 Annual Meeting
<u>Engage the Agricultural Community through an event hosted by local ag leadership and our Community Building Committee</u>	<u>Spring 2013</u>
<u>Increase President Circle membership by 65</u>	November 2012 Campaign
<u>Update alumni database for contact information accuracy by hiring vendor</u>	March 2013 (depends on increasing foundation staff)
<u>Each director agrees to make 2 personal calls / year and host one fundraising event in her/home</u>	Fall 2012
<u>Selected FT &amp; PT Faculty agree to host one in-home fundraising event / year for FT &amp; PT faculty</u>	Fall 2012
<u>Do an alumni appeal for updated contact information</u>	March 2013
<u>Mail one “newsletter” postcard to Top 100 donors monthly</u>	Begin Fall 2012
<u>Do one new fundraising event other than a golf tournament to raise \$15,000 in unrestricted funds</u>	October 2012

**RESOURCES NEEDED**

RESOURCE

APPROXIMATE COST

Best practices and fundraising procedures	\$50: printing and materials + PR staff time
<b>Staff:</b> <ul style="list-style-type: none"><li>Funds for Administrative Assistant</li></ul>	\$15,000 annually
<b>Program:</b> <ul style="list-style-type: none"><li>Community-wide Event cost to raise \$15,000</li><li>Outside vendor to update all alumni records</li><li>Search engine software for donor prospect research</li><li>Printing and postage</li></ul>	\$1500 \$3,500 \$1,200 for one year subscription \$7,800 annual

### **Outcomes, Methods of Assessment, and Measurement Criteria**

For this program review, the four key areas/themes listed below were identified as outcomes that would be necessary to achieve those goals set out in the foundation's new strategic plan. In some cases achieving the outcome may precede starting of any activity within a strategic area. For that reason, this program review has identified methods of assessment and measurement criteria for each outcome.

- 1. The AHC Foundation engages in timely, accurate communication with donors**
  - a. Provide each donor with gift acknowledgement and receipt
    - i. Every gift will be formally acknowledged and will include a receipt
    - ii. Acknowledgment will be sent out within three business days of receipt
  - b. Communicate to current and potential contributors the needs of the college and how the foundation can help
    - i. Continued participation with publication of college Community Newsletter
    - ii. Presentations at community services organizations and clubs
    - iii. News releases on donations and special projects developed and distributed to all electronic and print media in college service area
- 2. The AHC Foundation successfully acquires resources to address the colleges' identified critical needs**
  - a. Annual financial commitment to college
    - i. Donations received from individuals, businesses and corporations
    - ii. Donations received from private grant making foundations
  - b. Short-term and long-term funding needs
    - i. Plan and implement adequate fund raising to meet needs
- 3. The AHC Foundation maintains compliance with all Federal, State, and District standards to enable it to continue to operate as a non-profit organization**
  - a. All required legal documents for the corporation are current and applicable
    - i. Public review documents are readily accessible
    - ii. Annual review conducted by Audit Committee
  - b. Donor records are properly stored
    - i. Donor management data base reconciles to financial statements
    - ii. Permanent donor files are secure
- 4. The AHC Foundation will build awareness among college employees of how it can support their programs and them personally**
  - a. New restricted and endowed program funds
    - i. Develop and implement ongoing strategy to bring in new restricted and endowed program funds
    - ii. Outreach to college employees and program areas
  - b. Existing restricted and endowed program funds increase
    - i. Develop and implement ongoing strategy to increase contributions to existing restricted and endowed program funds
    - ii. Outreach to likely college employees and program areas