



Reaching Philanthropic Potential: Aligning College Strategy w/Fundraising Potential

CCLC Conference, November 16, 2018

Dr. Dianne Van Hook, Chancellor, Santa Clarita CCD

Dr. Mary Gallagher, President, LA City College

Mr. Robert Schwartz, Executive Director, LA City College Foundation

Dr. George Boodrookas, Executive Director Modesto JC Foundation

Session Agenda

- The challenge & opportunities in community college fundraising
- The CEO's role & perspective in community college fundraising
- Experiences at three, unique college foundations
- Examples of innovation and partnerships in CC fundraising
- The power of story in CC fundraising
- Aligning college strategy with philanthropic opportunities

THE CHALLENGE

In 2017, \$40 billion was donated to higher education, with between 2-4% going to community colleges. Contrast that with the fact that more than 50% of the nation's workforce is trained and/or educated at a community college.

Why have donors neglected such an important group of institutions?

Simple answer: **They were never asked!**

Dispelling myths about CC fundraising

- **CC alums give like their 4-year counterparts**
- **CC foundation staff members raise funds like their 4-year counterparts**
- **Well staffed CCC foundation raise money at a rate similar to that of their state university**
- **CC alums, when asked, donate at a rate at least equal to that of their 4-year institution counterparts**

Findings from doctoral dissertation of Lisa Skari,
President, Mt. Hood Community College

The Role of the CEO in supporting the Foundation

For a Foundation to thrive, the CEO must embrace their role in fundraising.

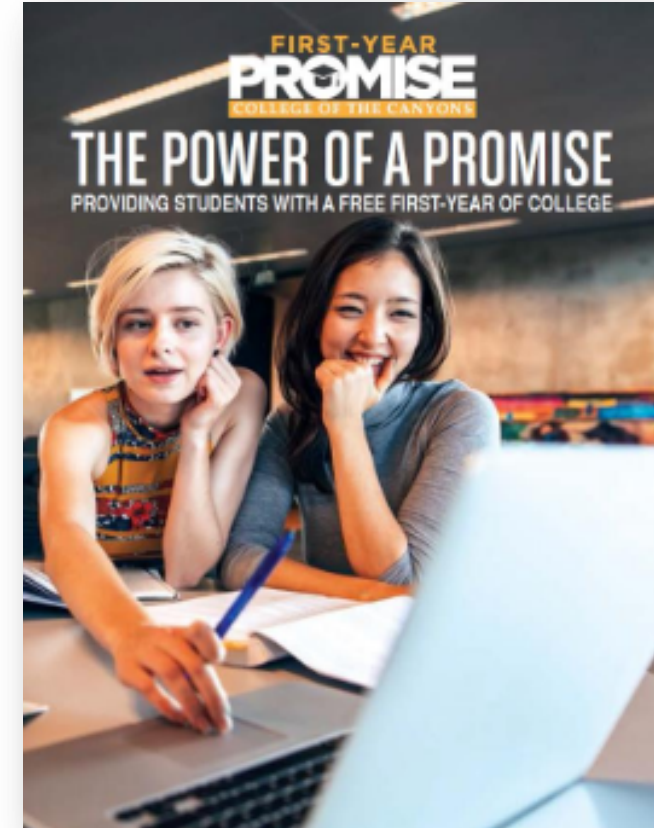
- Determine specific forms of support that can be provided to the Foundation.
- Redefine how important the Foundation is to the district's priorities.
- Clarify what you expect from the Board of Directors to help you attain desired results.
- Ask for the help you need.
- Get specific: determine what you would most like your Foundation to know about what you really do.
- Plan and convey appreciation to empower the members of the Foundation Board.
- Help the Foundation develop measureable targets.
- Ensure that your Board of Trustees supports your Foundation Board of Directors both formally and informally.



What is the role of the CEO in the Foundation's Success?

The CEO is the *chief fundraiser* and:

- Ensures the district's structure and personnel support the high-level functioning and success of the Foundation.
- Creates adequate space in a professional setting – remember, this is a place where you'll be bringing board members and donor prospects.
- Provides district-supported staff so funds raised can go directly to students and initiatives, not administrative costs.
- Underscores importance of Foundation to entire campus by highlighting accomplishments in meetings, publications and reports.
- Promotes to college staff the giving opportunities the Foundation affords people to invest in the future of the college and the students.
- Asks corporate CEOs and donors for funds and support.



The CEO Perspective: The CEO sees the big picture

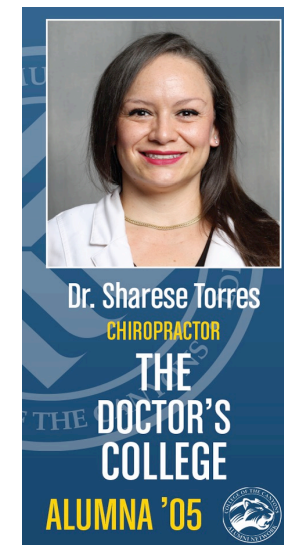
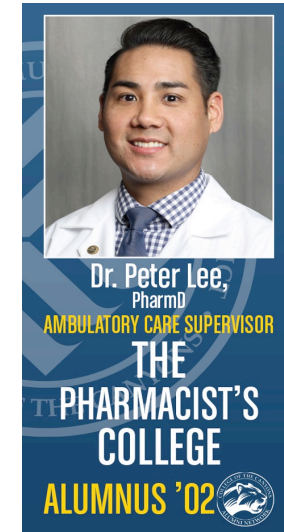
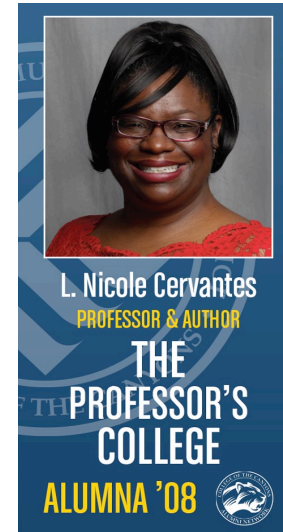
Why do CEOs need Foundation Support?

- CEOs are turning over at an exponential rate.
- There are 8 new initiatives at the state level with mandates and triangulated funding systems, yet there are gaps to fill to “get it done!”
- Partnerships and collaborators are essential to get funding. This is where the Foundation can help!
- “Regional” is the new “local” and requires a sharing of resources, contacts, employers, and initiatives.
- Competition is fierce.
- Foundation Board Members have their fingers on the pulse of the potential various contacts.
- There is a gap between what the state will fund and what we need to do to help our students succeed.
- External resources generated by the Foundation help fund things that state funds cannot. They are used to support bond elections, advocacy efforts, grant matches and entrepreneurial efforts!

The CEO Promotes and Inspires Effective Fundraising

The CEO must make a focused and mindful effort to:

- Integrate the Foundation into the essential operations of the College
- Continue to innovate in order to provide the Foundation with new opportunities and new resources
- Lead a high-energy campus environment.
- Champion diversity across campus departments and groups
- Ensure there are no surprises
- Show professional respect for the impact of the District's action on the work of the Foundation



A Successful Foundation Is Led and Supported by the District CEO who Removes Barriers

The District CEO:

- Understands and communicates broadly that state funds are not sufficient to support the growth of a quality institution
- Leads the way to securing outside funding
- Leads the Institutional Advancement Team
- Serves as the Chief Fundraiser
- Makes herself/himself available to meet and cultivate donors
- Conducts educational and prospect visits
- Welcomes donors on campus
- Hosts on-campus tours
- Creates consistent follow-up through thank-you notes and other correspondence
- Highlights and credits the Foundation at every turn
- Helps to initiate relationships between departments on campus and the Foundation.
- Acts as the Foundation's greatest cheerleader with the institution and the Foundation Board

The CEO ensures that ***Foundation Goals match and support district***

	College Goals (Example COC Strategic plan alignment.)	Foundation Goals
1	<ul style="list-style-type: none"> • Support for student success • Cultural diversity 	Create a plan for scholarship programs & College Promise Launch and support a Foundation/Alumni mentor program
2	<ul style="list-style-type: none"> • Support for student success • Teaching and Learning • Physical Resources • Innovation • Technological Advancement 	Develop, launch and complete capital campaigns to add to our training & learning environments
3	<ul style="list-style-type: none"> • Financial Stability • Institutional Advancement • Institutional Effectiveness 	Continue to find opportunities to develop a planned/legacy giving program
4	<ul style="list-style-type: none"> • Institutional Advancement • Physical Resources • Support for Student Success • Technological Advancement 	Enhance support for the endowment for the Performing Arts Center fundraising
5	<ul style="list-style-type: none"> • Institutional Advancement • Physical Resources • Support for the Student Success 	Develop and launch a plan to grow the Library/Learning Endowment Program
6	<ul style="list-style-type: none"> • Leadership • Institutional Effectiveness 	Develop opportunities to enhance individual board member satisfaction and effectiveness



LACC FOUNDATION OVERVIEW

- Established in 1968
- Only self-sustaining foundation in LACCD
- 23 voting members on Board of Directors
- 8 full time staff members
- \$30 million in net assets
- Administration of 285 scholarship and award accounts, and private foundation grants in 2017-18
- \$950K to 1,500 students in past academic year; (\$7,418 to 27 students in 1998)
- \$4.6 million to 9,500 students since 2011
- \$1million to school for support during past academic year
- \$2.8 million in support to school since 2011
- \$11.9 million for school programs through 50 grants since 2011

LACC FOUNDATION PROGRAMS

- Guardian Scholars for Emancipated Foster Youth
- President's Scholars for high achieving high school graduates
- Alpert Scholars for exceptional music students
- Mennes Scholars for exceptional theatre students
- HFPA Scholars for exceptional cinema/television students
- Veterans Support Fund
- President's Support Fund
- Marketing Support
- Book Voucher/Lending Program
- STEM Academy
- Study Abroad Support

WHY WORK WITH YOUR FOUNDATION...OR “HEY, I’M THE PRESIDENT; I’VE GOT THIS COVERED”

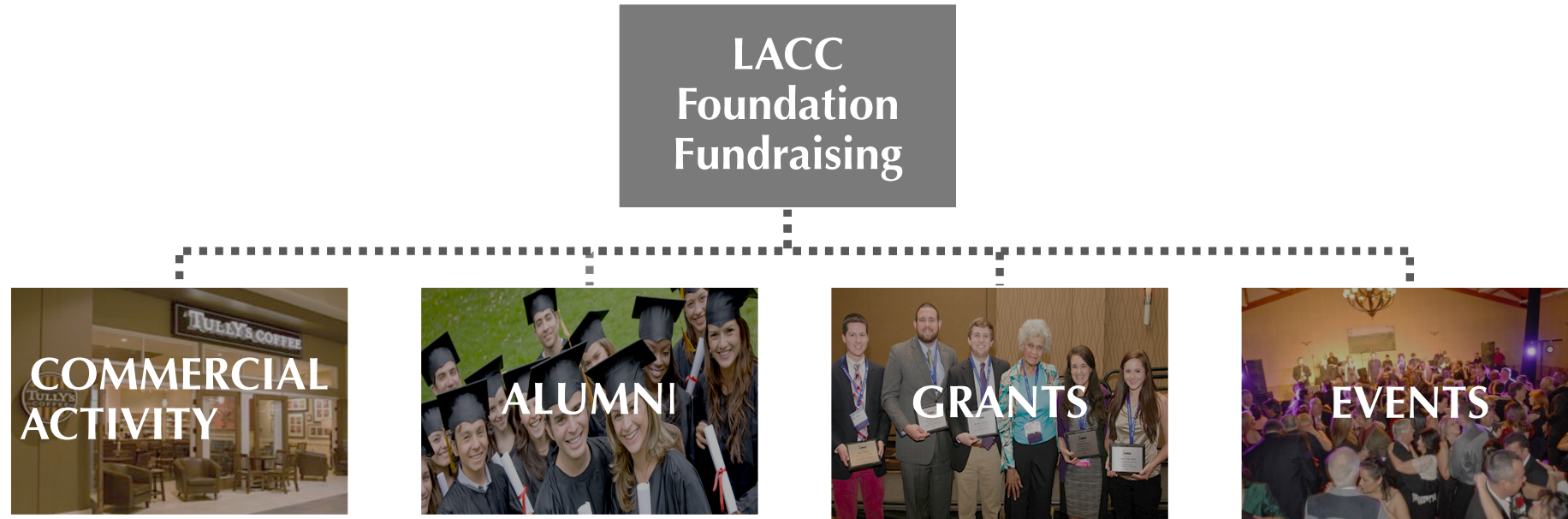
In “Opportunity Knocking”, William Crowe, President of Tyler Junior College, lists his top ten principles for fundraising success. The #1 item is **HIRE EXPERIENCED PROFESSIONALS**. Working in concert with trained foundation staff, you will raise more money for your campus.

Other points:

- Embrace and find time for fundraising and advancement; **IF YOU MAKE DONORS A PRIORITY, THEY WILL MAKE YOUR COLLEGE THEIR PRIORITY**
- Communicate to internal and external constituents about the college’s needs, and how they can help to achieve fundraising goals
- Work with your Foundation to identify ways in which you can interact with alumni and donors; think outside the box; the Nick Beck story
- In some instances, you will be the ‘closer’ in working with donors who are making large gifts, but more often it will be your fundraising professional at the Foundation who will handle that role
- Some donors will simply want to work with the president – the Norman Mennes story
- Develop an ‘elevator pitch’ for why donors should support your college

LACC FOUNDATION FUNDRAISING

The fundraising structure consists of four pillars:



PROSPECTIVE PARTNERSHIPS & REVENUE SOURCES

Event space in the Student Union provides opportunity to secure a well-known brand name catering/food service entity as the operator.

Video monitors located in the Student Union and other major buildings, digital billboards at corners of campus, provides opportunity for display of campus information and advertising targeted to LACC students, faculty, staff, and the public

Tennis courts provide opportunity for a community tennis club modeled after the enterprise at Glendale Community College

Soccer Field/Track, swimming pool, basketball court/gym provides opportunity for sites for professional exhibitions, rental for outside neighborhood and club groups.

Sites throughout campus provide opportunity for revenue from filming; partnership with FilmLA

Theatres, Recital Halls, Art Galleries, Parking lots, etc.

THESE PARTNERSHIPS NOT ONLY CREATE REVENUE; THEY CREATE RELATIONSHIPS THAT CAN BE LEVERAGED TO LEAD TO ADDITIONAL REVENUE SOURCES

Modesto Junior College

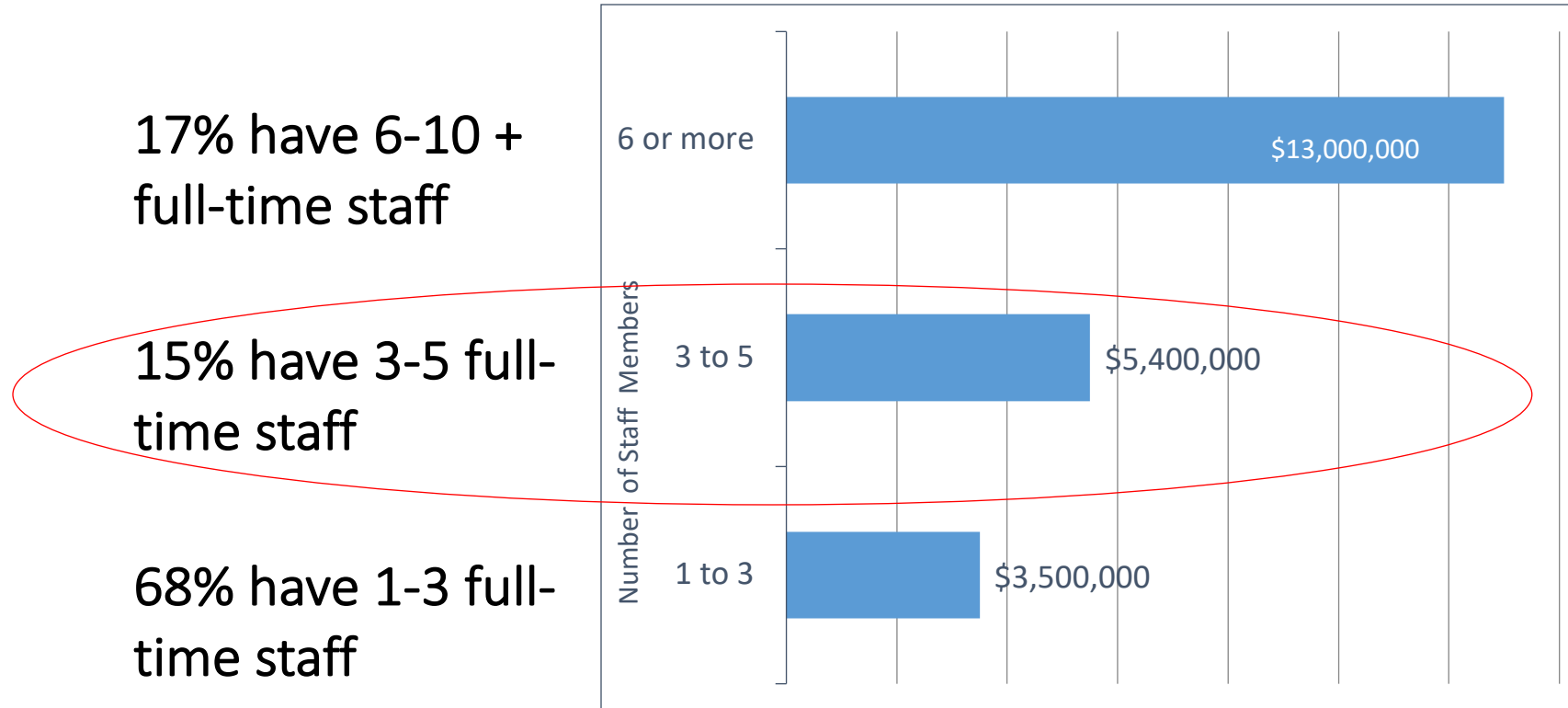
- Established – 1921
- Centennial in 3 Years
- Central Valley of CA
 - 19,000 Students
- Foundation Assets of \$14M
 - Staff of Four
- Focus on the Power of Story



The Bottom Line

- You need to spend money to make money...
- Failing to commit resources to building a development office will result in:
 - Flat fundraising revenues
 - You will never experience exponential revenue generation

Average Amount Raised by Number of Staff (over a 5-year period)*



The Modesto Junior College Foundation has 4.0 FTE employees and has raised \$6,850,000 over the past five years.

* As reported from an FCCC Survey of CCC Foundations

Unrestricted revenues

- 90 - 95% of donations made today are restricted
- Unrestricted funds are 10 times more difficult to raise and reduce the staff's ability to raise funds to benefit the college.

Except in rare cases, focusing on only unrestricted revenues results in failed fundraising programs, or programs that have greatly diminished success.

Paying our Way...

- Expect your Foundation to (eventually) pay for its own business operations with :
 - Endowment management fees (1.8% @ MJC)
 - Transaction fees (4% for all new gifts of \$10,000+)
 - Revenues from auxiliary enterprises (LACC examples)
- Plan to subsidize the foundation until its endowment grows to \$20 - \$30 million (or use auxiliary income)



C A M P A I G N

My MJC Story Campaign

- 55,000 alumni records retrieved
- 70% reside within the district
- Story gathering & story telling – 700 stories gathered
- 32,000 newsletters sent quarterly
- 32,000 solicitations sent quarterly
- # donors has increased 10X+ since 2013

Legacy Giving at Modesto Junior College

Since January, 2014,

53 Families have:

- Created endowment accounts
- Pledged legacy gifts*
- Realized legacy gifts

Estimated value of unrealized, pledged gifts = approximately **\$12M*

ALUMNI OUTREACH

Expense of creating the database and program

- What's the return? At LACC, a single family, the Alpert, has donated over \$10.5 million, and result would have been greatly reduced without alumni outreach program

Faculty/Staff and Emeriti Outreach

- Resource for giving while employed at the campus through payroll deductions; affect on grant requests
- Resource for outside gifts through relationships held by faculty, staff and emeriti for personal and corporate support
- Six of top ten gifts to LACC Foundation from estate gifts from retired faculty
- Tremendous resource for historical knowledge of past faculty/staff members and alumni
- **BOTH PRESIDENT'S SCHOLARS AND MILLION DOLLAR THEATRE SCHOLARSHIP ENDOWMENT CREATED THROUGH FACULTY AND EMERITI CULTIVATION INVOLVING THE CAMPUS PRESIDENT**



LACC banner campaign

Top left: distinguished alumni format.

Top right: Student/dept. format.

Center: "The City's College" banner.

LACC BANNER CAMPAIGN

Engaging Faculty, Staff, Alumni, Students, and Emeriti.

BANNER CAMPAIGN RESULTS

1. Cultivation event resulting in additional gifts, including planned gifts
2. Re-engagement with alumni, including Frank Gehry, Morgan Freeman, and John Williams
3. Publicity for LACC, including local newspaper articles in communities from which LACC recruits students
4. Source of inspiration for students, faculty, and staff
5. Beautification of campus and visible recruitment tool for prospective students



LACC MARKETING CAMPAIGN

Foundation contributed substantial funds to support highly successful marketing campaign targeting recruitment and enrollment

Positive effect on campus morale

Marketing materials now utilized as part of overall campus beautification effort and seen by alumni, donors and other visitors to LACC



EXTERNAL SUPPORT

- Local businesses/corporate sponsors and partners
 - Marketing funds (local and regional)
 - Corporate foundation funds
 - Vendors
- Foundations
 - Corporate
 - Private Foundations
- Community Organizations
 - Local Rotary, Neighborhood Councils, City Council funds, County Supervisor Funds

All three of these sources of support can provide resources through cash gifts, gifts in kind, or grants

STEPS FOR SUCCESSFUL FUNDRAISING

Steps for Successful Donor Based Fundraising

1. Create a compelling story
2. Identify the donor to whom you will be telling the story
3. Contact the donors/tell the story
4. Follow up after receipt of the gift
5. Network
6. Leverage
7. Market your success

STEPS FOR SUCCESSFUL FUNDRAISING

Steps for Successful Donor Based Fundraising

Create a compelling story

- Cut down on the detail and density
- Keep it simple

Personalize the need and impact

- Highlighting percentages of underserved students vs. the story of Roberto T.
- Statistics regarding foster youth vs. the story of Rayvonn L.
- Percentage of completion and transfer vs. the story of Lester P.

What is the Big Picture?

Institutional advancement:

It is the vehicle that helps us move our vision forward in coordinated, collaborative, and creative ways.



Opportunities in the Community

- Support the philanthropic community
- Expand our college-going initiatives
- Help drive and support the community's economic growth
- Creates role models for our students
- Leverage impact (Arts partnerships)



Support growth of the philanthropic nonprofit network

- Initiated and support the growth of the nonprofits in the community (105+)
- Invite in nonprofit leaders to benefit from our leadership training (LEAP).
- Develop joint efforts to help all entities advance.
- Lend our resources to selflessly support others.
- Refer donors to others.
- Recognize service every day.
- Cultivate the next group of leaders.



Expand our college-going initiatives

- Kennedy K-12 Arts Partnership
- Santa Clarita Environmental Education Consortium (Sustainability & STEM)
- Teacher Training Programs
- Pathways Trust Grants
- It Takes a Barrio (ITAB)
- Upward Bound
- Concurrent Enrollment (MCHS, ECHS, SB288, Dual Enrollment).
- Expansion of Continuing Education
- Summer Institutes and MORE!



Help drive the Economic Development and growth of our college

35

- Lead the Center for Applied Competitive Technologies (CACT)
- Sponsor the Employee Training Institute (ETI)
- Serve as a Small Business Development Center (SBDC)
- Proposed the incubator with the City of Santa Clarita
- Host and helped to form the Economic Development Corporation
- Serve as a filming location – 195 days a year
- Host corporate trainings, meetings, Business Development, advanced trainings and certifications.



Thank you!

Dr. Dianne Van Hook – cocceo@aol.com

Dr. Mary Gallagher – gallagmp@lacitycollege.edu

Robert Schwartz – schwarr@lacitycollege.edu

Dr. George Boodrookas – george@mjc.edu