How Two Colleges Dramatically Grew Their Foundations: You Can Too

Saddleback College
Dr. Donald Rickner, Executive Director, Foundation

Victor Valley College
Dr. G.H. Javaheripour, President, Yuba College
(formerly VP Administrative Services, Victor Valley College)
Mrs. Ginger Ontiveros, Executive Director Foundation

ACCCCA, February 26, 2015
Hyatt Regency San Francisco Airport, Burlingame
What we’ll discuss today

• Why this topic?
• Two case studies of success
  – Victor Valley
  – Saddleback College
• Best Practices Summary
CSU Private Giving in Millions 1992-2012

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1/26/13
UC Private Giving, System Wide in Millions, 1992-2012

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CSU, UC and CC System Annual Fundraising in Millions: Comparison, 1990 - 2012

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Community College Fundraising in California

- About $100 million is being raised statewide
- 10%, about 9 foundations are raising $2-6 million per year
- About 90% of our foundations are raising $750,000 annually or less
  - 30% raise $500,000 - $1 million per year
  - 60% raise less that $200,000 per year

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Why Investment Will Pay

• CC alums, when asked, donate at similar rate as other alums
• CC foundation staff members raise funds like their 4-year counterparts
• Well staffed CCC foundations raise money at a rate similar to that of their CSU and UC counterparts
Annual Cost of College Attendance in California

<table>
<thead>
<tr>
<th>Type</th>
<th>Tuition and Fees</th>
<th>Books and Supplies</th>
<th>Miscellaneous</th>
<th>Room and Board</th>
<th>Total Cost</th>
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</tbody>
</table>

Note: The total cost includes Tuition and Fees, Books and Supplies, Miscellaneous, and Room and Board expenses.
Scholarships
A Key to Student Success

• Motivational Scholarships, $500 and up
• Over 2,000 high school graduates last year entered Saddleback, 318 had unmet need averaging $4,333 for a total of $1,377,894
• STEM amount is closer to full ride support, nearly $10,000 per year of $13,000 to $19,000 needed
Your Foundation
What Do You Want It To Be

• Your Objectives
• Your Political Realities

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1st Case
Victor Valley
Advancement VVC
A COLLEGE / FOUNDATION PARTNERSHIP THAT WORKS
A little about us...

Victor Valley College:

- Founded in 1961
- Single College District
- Serving about 9,500 FTE
- High Desert of Southern California
Our partnership

**Victor Valley College**
- Provides office space, utilities
- Administers payroll & benefits

**Victor Valley College Foundation**
- Repays all costs for payroll & benefits
  - Direct repayment
  - OR –
  - Fundraising at $3 to $1
- Provides services to the college
Our partnership

Foundation provides these services to VVC:

- Philanthropic & Corporate Gift Solicitation
- Grant Proposal Development
- Contract & Community Education Management
- Alumni Outreach
- Scholarship Program Management
- Public Relations & Marketing
Why now?

Need to focus on alternative revenues
- Unpredictable public budgets
- Increasing expenses stretching limited budgets farther than ever
- Growing demand for classes & programs
- Changing technology requiring upgrades

Vacancies created opportunity
- Contract & Community Education
- Grant Proposal Development
Why the foundation?

Faith in the advancement solution

Track record of foundation

- Strong board leadership
- Stable and effective staff
- Experience in brokering partnerships
- Raised millions of dollars prior to new partnership
What changed?

Foundation Staff Structure
From SMALL & MIGHTY:

ONE development professional
What changed?

**Foundation Staff Structure**
To BIGGER & BETTER

- Executive Director
- Executive Assistant / Accountant
- Development Director / Assistant ED
- Grant Proposal Manager
- Director Contract Ed
- Event & Volunteer Coordinator
- Advancement Assistant

**FOUR development professionals**
What changed?

**Stronger Organization**

- Recruited premier board of directors
- Created synergy across development functions
- Greater coordination with college planning processes
- Removed competition between Foundation & College

- Raised a lot more money!
What changed?

Financial Results

2010 = $1.23 million
2011 = $843 K

$24.5 million

2012 = $1.5 million
2013 = $2.5 million
2014 = $20.5 million
The real difference

Impact on the college

- More classes to increase access for students
- More tutors to increase student success
- New equipment to increase relevance
- Better technology to enhance learning
- More outreach to reconnect with alumni
- More clout in the community to improve our image
- New ways of seeing things – entrepreneurial approach
For more information

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gjavaher@yccd.edu

Ginger Ontiveros, Executive Director Foundation
ginger.ontiveros@vvc.edu

Thank you
2nd Case
Saddleback College
Asset Growth

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Students Receiving Scholarships 2009-2014

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Scholarship Awards 2009-2014

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Endowments 2009-2014

*Amounts represent unaudited numbers.*
The Role of the College President

• The “chief development officer”
• Unparalleled stature & influence
• Peer of those at the top
• Accepts fundraising as part of their job
2011 Professional Staff

Executive Director, Foundation
College Funded

Vacant

Program Assistant
25 hrs., PT/P
Foundation Funded

Program Assistant
10 P/T/P
Foundation Funded

Sr. Acct. Specialist
FT/P

Program Assistant
10 hrs. PT/P
2013-2014 Professional Staff

Executive Director, Foundation
College Funded
Donald L. Rickner, Ph. D.

Director, Annual Giving & Development Services
Foundation Funded
Elissa Oransky, M. S. A., CFRE

Development Associate II
Full Time/P
Foundation Funded
Katie Cagney

Program Assistant,
29 hrs., PT/P
Foundation Funded
Emily Cramer

Senior Accounting Specialist
Full Time/P
College Funded
Sheri Wenzel

How Two Colleges Dramatically Grew their Foundations: You Can Too
Accomplishments 2013-2014

• Funded a new development officer and two part time positions
• Gifts up 74%; Scholarship awards up 42% ($720,000 total), awards up 24%
• Endowments grew $1,000,000
• Gala net proceeds up 176% ($132,000 gross, $78,000 net)
• Invested funds earned 12.4%
• Sue and Bill Gross Technical Education Scholarships, by gift of $240,000
• Anthony Ferry, Founding Partner of Neudesic, LLC, Alumnus of the Year
• Food bank established, over 2,000 students served
• 2 new board governors, M. Mahboob Akhter and Jeanne Harris-Caldwell, $10,000 give or get requirement
• Implemented Raiser’s Edge from Donor Perfect, 150,000 records
• Donor stewardship improvements with files revisions, comprehensive calendar, hand notes, account reports
Why CCCs Don’t Ask

• The average amount of funds raised by foundations with 6 or more staff was $2 million+ per year.

  – 75% of responding foundations have less than 0-2 full time staff members

  – 10% of responding foundations have 3 full-time staff members

  – Only 15% have 4 full-time staff or more
Thousands of Dollars Raised Per Staff Member for High, Medium and Low Performing CCC Foundations

Value Shown in Thousands

- High: $650
- Medium: $415
- Low: $185
Essential Staff for High Performance

Executive Director

Director of Operations

Director of Accounting

Director of Development

Development Associate Technology

Development Associate Alumni

Development Associate Stewardship

Major Gifts Officer

Gift Planning Officer

Development Associate
## We Must Pay Competitive Wages

<table>
<thead>
<tr>
<th>Annual Operating Budget (Expenses)</th>
<th>Funds Raised Most Recent Year</th>
<th>Total Net Assets</th>
<th># of Board Members</th>
<th>Start</th>
<th>Top Salary</th>
<th>Current Salary</th>
<th>Benefits Package Value</th>
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</table>

1/26/13 Role of Trustees and College/District CEOs in Foundation Success
Selected References: Baseline Data & Best Practices, CCC Foundations

- 990 survey by NCCCF, 1995 showed $56 million raised statewide (No longer available)
- 2004 NCCCF comprehensive survey, 85% participation rate (drickner@saddleback.edu9)
- 2004 The Magellan Group, Rickner and Snyder, Planning Study for Growth, for Modesto Jr. College, includes comparisons with 6 selected CCC foundations, 2 CSU’s and 1 private university based on interviews with advancement directors. (rickner@saddleback.edu9)
- 2006 NCCCF survey of 37 selected high performing and modestly performing foundations to identify best practices (drickner@saddleback.edu9)
- 2006 NCCCF summary of best practices submitted to CCC strategic plan (drickner@saddleback.edu9)
Selected References: Baseline Data & Best Practices, CCC Foundations

- 2007 The Magellan Group, planning study for north orange CCD that includes interviews by Rickner and Chancellor, Dr. Ned Dofoney with 6 CEO’s or vice chancellors of advancement of selected high growth, high performance community colleges and universities (drickner@saddleback.edu9)
- 2009 NCCCF survey shows about 100 million raised statewide (drickner@saddleback.edu9)
- 2010 Kresge Foundation sponsored assessment of CCC foundations (http://www.foundationccc.org/NewsRoom/NewsRoomHome/tabid/317/Default.aspx)
- 2012 CCC foundation survey by the FCCC (foundation for CCCs) shows little change from previous surveys (jscofield@foundationccc.org)
Selected Alumni References


• Salary and Productivity of High Performing Community Colleges, A Review and Summary, (drickner@saddleback.edu)
2013-2014
Significant Accomplishments

- Funded a new development officer and two part-time positions
- Gifts up 74%
- Scholarship awards up 42% ($720,000 total)
- Number of students receiving scholarships up 24% (79 more, total of 405)
- Endowments grew $1,000,000
- Gala net proceeds up 176% ($127,000 gross, $86,000 net)
- Invested funds earned 12.4%
- Sue and Bill Gross Technical Education Scholarship program established with a gift of $240,000
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