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Counselors to Non-Profits, Community College Specialists
Saddleback College President, Tod A. Burnett, Ed. D., and Foundation President Donna Varner requested, at the end of September 2010, that I complete “The Magellan Group California Community College Foundation Assessment,” and report on the findings from that Assessment at the Foundation Board Meeting of October 28, 2010. A copy of the description of the assessment process is attached to this report. The opening paragraph of The Magellan Group Assessment reads as follows:

“The Magellan Group will provide you with a written document that assesses your current and near term ability to raise funds. The document will provide our analysis of your foundation’s potential based on our review of your information compared with information from other community colleges in California. Our knowledge of other community colleges is based on comparison studies conducted by Dr. Donald Rickner, two statewide surveys, our experience as leaders and practitioners in the state, and on baseline data on fundraising from authorities in the field. To arrive at our assessment we will review your foundation board, college leadership, foundation staff, your foundation financials, and your foundation activities. The results of these reviews will be contained in a written summary with...
recommendations. The recommendations will include our judgment on your potential and barriers to raising substantially more funds in the next one to three years.

Between Friday, October 1, and Monday, October 18, 2010, I had the pleasure of interviewing approximately 43 members of the Saddleback College Foundation and College staff. These interviews included 30 Foundation Board Members, 5 Foundation staff members and 8 college staff members. The purpose of the interviews was to gather information to determine the potential and barriers to raising substantially more money in the near future by the Saddleback College Foundation. Foundation Program Assistant, Nancy Cho, arranged the interview schedule and hosted me during the several days of the on-campus interviews. Ms. Cho also provided me with the materials I requested as listed in the “CCC Foundation Assessment Review Process.”

This report responds to two fundamental questions. The first question is, “What is the current ability of the Saddleback College Foundation to raise funds and friends in support of the mission of Saddleback College?” The second question, “What changes need to be made that will have the greatest impact at the least cost to substantially improve the performance of the Foundation?”

The interviews are summarized in the companion document titled, “Notes on the Saddleback College Foundation Assessment,” also dated October 28, 2010. This report summarizes the interview data, takes all other data into account and makes recommendations for action. These recommendations, therefore, are based on over 40 interviews, dozens of Foundation documents and my knowledge of other California Community College Foundations based on surveys of baseline data. Some surveys were conducted by myself, two with NCCCF (Network of California Community Colleges), one in 2004 and another in 2007, and the 2010 comprehensive study sponsored by the Kreske Foundation called, “A Pivotal Time, Measuring the Potential of Revenue-Generating Efforts for California Community Colleges.” And, last, my knowledge of California Community College fundraising is based on my 33 years of California Community College experience, including 20 years in Community College fundraising as a leader and practitioner in the state. Over the past few years, The Magellan Group has consulted with over 36, or nearly half, of the California Community College Foundations.
The Saddleback interviews queried the following persons:

**Foundation Officers and Executive Committee:**

- **Donna Varner**  
  *President*  
  Preception Public Relations/Special Events

- **Gary Capata, CPA**  
  *Past President*  
  City of Laguna Niguel, Mayor Pro Tem

- **Barry McCarthy**  
  *2nd Vice President*  
  Business Consultant

- **Joe Brown**  
  *Treasurer*  
  Midland Management Corporation

- **Dr. Michael Foudy**  
  *Secretary*  
  Foudy Chiropractic

- **Dr. Tod A. Burnett**  
  *President, Saddleback College*  
  Saddleback College

**Members:**

- **Michelle R. Brough, Esq.**  
  Counsel  
  Brandes Investment Partners, L.P.

- **Judy Bethe, RN, MSN**  
  Program Manager, Nursing Ed., Hoag Hospital

- **Kent Falk**  
  Executive Vice President  
  South County Bank

- **David Elliott**  
  President, David Elliott and Associates, Inc.

- **Matthew Gunderson**  
  President, GSM Auto Group  
  Infiniti of Mission Viejo, General Manager

- **John Gibson**  
  President, United Intelligence Corporation

- **Christopher Harrington**  
  Vice President Strategy and Business Development  
  Toshiba America Information Systems, Inc.

- **Jim Leach**  
  Vice President Public Affairs  
  Cox Communications

- **Dr. Richard McCullough**  
  Professor Emeritus, President Emeritus

- **Allen Gutierrez**  
  Executive Director, The Latino Coalition

- **Russell D. Hamilton Sr.**  
  Classified Senate President  
  Saddleback College

- **Tim McMahon**
Saddleback College

**Dennis Perceill**
Private Client Services
Wells Fargo Bank
Assistant Vice President, Private Banker

**Marty Samuel**
Associated Realtors
Broker Associate

**Joyce Van Schaack**
Member, Board of Directors
Christopher Columbus Fellowships Foundation

**Reverend Mark. E. Whitlock, II**
Senior Pastor, Christ Our Redeemer Church

**Wells Fargo Bank SaCCCD Board of Trustees**
**Nancy Padberg**
Assistant Vice President, Private Banker

**Colonel (Ret.) Joseph D. Snyder USMC**
Snyder Consultants

**Blake Stephens**
Saddleback College, Architecture / Drafting Instructor

**Marty Samuel**
Associated Realtors
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**Joyce Van Schaack**
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Snyder Consultants

**Blake Stephens**
Saddleback College, Architecture / Drafting Instructor

**Advisory Council:**

**Duane Cave**
Public Affairs Manager, The Gas Company

**Foundation Staff:**

**Kevin Della Betta**
Senior Accounting Specialist

**Judy Davila**
Data Input Specialist

**Nancy Cho**
Program Assistant

**Clara Dunn**
Accounting Assistant - Temporary

**Toni Fuentes**
Program Assistant

**Past Board Members:**

**Greg Powers**
*Past President*
Jackson | Demarco | Tidus | Packenbaugh

**Tom Yott**
*Past 2nd Vice President*
South County Bank, President

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The Magellan Group

5
Findings: General History and Environment

*Saddleback College has built a huge amount of good will in South County. Without an aggressive marketing campaign or a highly effective Foundation effort, the College has yet to successfully tap the great wealth of the area.*

1. The Saddleback area is one of the most affluent, active philanthropic communities in the United States. Some of those interviewed were concerned about raising funds during the current economic recession, but none were pessimistic about the longer term ability of the Foundation to raise substantially more funds, if the College was more aggressive and skilled in making its case to the potential donors in South County.

2. The Foundation has a history of providing substantial support for student scholarships, for providing some assistance for capital projects, including funds for equipment for Health Sciences and some of the funds for the Veterans Memorial.

3. Currently the Foundation is providing scholarship funds and continuing to raise funds for the Veterans Memorial. The annual giving of about $50,000 to faculty in mini-grants has been suspended since 2007-2008.

4. All interviewees agreed that the reputation of the College is very, very high throughout the community and that there are no serious negative
issues detracting from the favorable view of the College. The College has been able to provide strong, steady performance since its inception, particularly in their provision of very high quality transfer curricula, Health Sciences, including nursing, Fine Arts, Athletics and several programs in areas of high technology, to name a few.

**Findings: Foundation Leadership, Planning and Management**

The College and Foundation CEO’s are providing outstanding leadership at the top and prominent community members are lending a hand. Once an executive Director is back in place we will come together to define our vision, mission and a strategic plan to achieve them. Even without full time, permanent staff the Foundation can make progress this year toward becoming a more serious performer by tackling our five goals and gathering the support and commitment to achieve them.

1. Leadership: Dr. Burnett has shown strong leadership for the Foundation. He attends Foundation Board meetings and Executive Committee meetings. He has provided the Foundation with a list of over 500,000 alumni, has inaugurated a President’s Circle and begun a series of events to which prominent members of the community are invited. Two such events, the President’s Breakfast and a pre-football-game reception, held recently, were well attended and productive events for drawing community member participation on the campus. He recently presented with a panel at the annual symposium of the Network of Community College Foundations on the subject of integrating social networking and data management. Saddleback is the first subscriber to this new service provided through a partnership of SunGard Higher Education and iModules.

2. Leadership: Several members praised Foundation President, Donna Varner, for her skills and acceptance of the responsibility to organize the 5 Goals Committees that the Board identified at the June Retreat.

3. Leadership: The Foundation executive director has been on leave of absence since June 1, 2010. There is a critical need for a decision maker and problem solver to lead the Foundation on a day-to-day basis.

4. Organization: The Foundation has one other full time staff position for accounting, currently being filled by Interim Accounting Assistant,
Clara Dunn. Three part time Program Assistants complete the Foundation staff as follows:

- Program Assistant, Nancy Cho, 20 hours per week, Events Planning and Fundraising
- Program Assistant, Toni Fuentes, 15 hours per week, Scholarships and Gala Assistant
- Program Assistant, Judy Davila, 10 hours per week, Data Input Specialist

The Foundation office is functioning at present, in short, with a temporary accounting person and three part time staff persons. Leadership has fallen to the volunteer President of the Foundation, Donna Varner, and College President Burnett. The current status is allowing the Foundation to maintain some momentum but cannot provide substantial, sustained growth.

5. Mission and Planning: There was not agreement from the interviewees on whether there was a Foundation mission statement written down. It is clear from the varied answers to the question, “What is the mission of the Foundation,” and related questions about what the Foundation should accomplish in the future that no agreement on the mission exists. As a result, members do not have an agreed-upon direction and “end point,” by which to measure their success.

6. Mission and Planning: Interviewees stated that the scholarship process, the annual Gala of recent years and the Veterans Memorial dedication were very well organized. However, there were several who voiced concerns that other activities of the Foundation did not receive the follow-through that they needed for substantial success. The Board, for example, several years ago and renewed this year, adopted a goal of developing the alumni association but almost nothing has been done about it until Dr. Burnett took an active role in it about a year ago. The Foundation adopted a goal of developing planned giving but little has been done to support that goal. And, the Foundation has talked over several years about supporting the refurbishment of the stadium, but funds have yet been raised for that project.

7. Board Organization and Meetings: The Foundation Board has a two-tiered membership structure consisting of 6 members of the Executive Committee that meets monthly to manage the Foundation operations and the full Board that meets approximately 5 times per year, 7:30 – 9:00 a.m. for regular meetings and one all-day retreat. Since breakfast
is served at the regular meetings the business meeting duration is about one hour long. The meetings, lately, have been held in various locations around the campus and sometimes include presentations by the faculty about a program that is housed in the area where the meeting is being held. This pattern received universal high praise from the members because they said they could learn so much about the physical plant and the college programs. Though the meetings were generally praised, several members suggested the meetings could be even better if they were more interactive with reports by Board members, discussions and training in fundraising.

8. Foundation Planning and Documentation: The existing Foundation documents such as the master agreement, bylaws and investment policy are of excellent quality. However, Foundation staff noted that the office lacks written procedures for their activities. This condition is made worse by the absence of the Executive Director and having to depend on part-time, temporary staff whose time is so limited they are less likely to coordinate their activities.

9. Mission and Planning: There was general agreement on what the Foundation should be doing in the short term from those who attended the retreat in June 2010. Therefore, most members are agreed that the foundation should pursue the 5 goals articulated at that time and led by the following committees:

- Scholarships Committee
- Alumni Committee
- Veterans Memorial and Veterans Needs Committee
- Sustainability and Environment Committee
- Stadium Renovation Committee

However, there was very little agreement about the total amount the Foundation should raise over the next five years. About one-third of the Board said they should raise about the same as now, or $300,000 per year; about a third thought we should raise about 2 to 3 million over five years, or about $500,000 per year; and, about one-third of the members thought we should raise 2 or 3 million per year, or more, by the fifth year.

10. Organization: Many departments of the College use the Foundation to manage the money they raise to support their programs; there are some 130 such accounts. These accounts provide an important service to the College but have also been a source of friction with the College. Past
errors and slow processing of requests have caused the Foundation to spend a great deal of time over the past year correcting these accounts and improving the processing of requests. Currently, the Foundation does not benefit financially for managing and processing these accounts.

11. The following committees of the Board are currently active:
   - Executive Committee
   - Finance & Investment Committee
   - Committees on 2010-2011 Five Goals
     - Gala Committee
     - Scholarship Committee
     - Alumni Committee
     - Going Green Committee
     - Stadium Improvement Committee

Findings: Foundation Board Performance

Saddleback is investing significant resources in the Foundation because Saddleback needs the Foundation to become a major partner. Foundation Board membership has grown in quality and number over the past few years. Is this the time for the Foundation to accept the College's challenge to become a serious partner to build an even better future for the next generation of students?

1. Interviewees were unanimous in their praise of the range and quality of the members who now make up the Foundation Board.
2. All members of the Foundation are requested to donate 500 unrestricted dollars per year, and raise 2500 dollars for scholarships and other purposes.
3. Only a few Board members seek donations from others or spend time identifying and developing donors.
4. Members felt that about 6 to 8 of the members take an active leadership role by leading a committee or other major activity of the Foundation.
5. The recruitment process and, to a lesser extent, the orientation process were given high marks by the members. Members especially complimented the campus tours and the annual retreats. Members

The Magellan Group
agree that the Board does not get regular training in fundraising after the orientation is completed.

6. Almost universally, Board members graded themselves very low, about a “2” on a scale of 1 to 5, with 5 being best, on their performance on the Foundation. They felt hampered by the demands on their time, schedule conflicts, adjustments they have had to make to the economic recession, and a lack of sufficient engagement in the goals of the Foundation.

7. Most members do not see each other socially outside the Board meetings, except some members of the Executive Committee.

8. Members described the ideal Foundation President as passionate about the College and able to express the reasons for her/his passion clearly. He/she knows how the College fits into the community, is likeable, a leader, energetic, business savvy, has excellent skills for running meetings, has fun and contributes significant gifts to the Foundation.

9. The ideal Board member is committed to Saddleback by being an alumnus or having another heartfelt connection, gives and asks for significant gifts, and brings needed qualities to the Board.

10. Nearly all those interviewed said they would consider making a major gift to the Foundation if the project and the timing were right for them. However, there was almost no agreement on what amount of money constituted a “major” gift. About a third of the Board thinks a major gift ranges from $100 up to $5,000, another third of the Board consider gifts from $5,000 to $10,000 major gifts and the final third calling gifts “major” if they are $20,000 and up. Two think the term “major gift” should apply to gifts of $500,000 or more.

11. Interviewees were almost equally divided on whether a Foundation Executive Director, or College staff such as the President or top administrators should make an annual gift to the Foundation. In lieu of such a cash gift, several members thought it was more important for the staff members to contribute extra hours of their time to the Foundation.

Findings: Fiscal Affairs of the Foundation:

Thanks to Kevin Dalla Betta and Carol Hilton, the financials have been cleaned up and cleared up, and the Foundation’s biggest financial management problems are in the past. Now, the Foundation can restore trust and build excitement within the College that will help it to succeed in the surrounding community.

The Magellan Group
1. The Foundation is financially healthy with good fiscal policies, and sufficient fiscal staff support. The Board now knows that past Boards sometimes failed to exercise fully their fiduciary responsibilities. The Board and staff have worked hard over the past year to address and correct the resulting problems which included accounting and reporting errors, slow service for pass-through account holders and poor investment oversight.

2. Accounting clean up took a significant amount of time for the Accounting staff person, Kevin Dalla Betta, when he was still full time accountant for the Foundation. Financial reports are viewed by most as clear enough that Foundation Board members can execute their fiduciary responsibility.

3. The Foundation is audited professionally on an annual basis.

4. The Foundation has complete investment reports that are provided on a monthly basis. Following losses under a previous investment management company, the Foundation has contracted with a new firm that provides clear reports and effective training to the Board and staff.

5. New, accurate and readable financial reports are now available.

6. Pass-through account holders are getting faster, accurate service.

Findings: Foundation Organization

The Foundation has a sound legal status with good documentation as a 501c3 and as an auxiliary organization of Saddleback College, a member of the South Orange County Community College District.

1. The Foundation is an auxiliary organization operating under California law and the Internal Revenue Service determination of it as a tax-exempt, non-profit 501 c(3) corporation. It is not an independent Foundation; the other type of Foundation provided for in law for California Community College Foundations.

2. There is a current Master Agreement between the College and the Foundation that defines the relationship between the College and the Foundation.

3. Board member term limits are provided for in the Bylaws.
4. Few written procedures exist in the Foundation. Needed are written guides for staff or members on procedures such as the following
   - Gift Acceptance Procedures
   - Job Related Procedures for each position on staff
   - Disbursal procedures
   - Planned giving special procedures
   - Scholarship selection, award and tracking procedures
   - In-Kind gift evaluation procedure
   - Conflict of interest tracking form
   - Board officer/member nomination procedure
   - Pledge tracking
   - Committees procedures
   - Prospect development procedures

5. The Foundation enjoys strong support from the leadership of the College, especially President Burnett.

6. The Foundation has two full time positions, plus three part time positions, as follows:
   - Executive Director, 100%, paid by the College
   - Accounting Technician, 100%, paid by the College
   - Program Assistant, Community Liaison, 20 hours, paid by Foundation
   - Program Assistant, Scholarships, 15 hours, paid by Foundation
   - Program Assistant, Data Input, 10 hours, paid by Foundation

7. The Foundation has substantial staffing weaknesses due to the absence of the executive director, a new, interim accounting person and only part time staff who have experience in the office. Several interviewees noted the need for direct leadership and supervision of the Foundation staff.

8. Gift recording and donor tracking is split on three different soft wares, Excel, Donor Perfect and Escape. President Burnett is taking steps to integrate all Foundation data using iModules and SunGard services and soft ware.

**Recommendations: Short Term**

The Saddleback College Foundation is a good organization with a tradition of providing support for scholarships and, at times, capital projects; it has the
potential to become an important partner in the future of the College. You have a College President who is committed to building the Foundation into a major College partner. You have a Board of high profile, capable and connected people. So, you have, potentially, two of the three absolute essentials for success. Reduced to their simplest form the elements for success are the following:

- The leadership of the College President
- A fundraising Foundation board
- Competent staff

President Burnett sees a future in which a significant amount of money and productive community partnerships needs to come from the Foundation. As I have gone around the state and talked to CEO’s, they tell me that a significant Foundation relationship would be one where 5% to 10% of their operational funds came from the Foundation. For Saddleback that would mean the Foundation needs to grow to an income level of 4 to 8 million dollars per year. The Foundation currently produces about 300,000 dollars per year. So, how do we get there?

I recommend the following immediate steps:

1. Commit to becoming a true, fundraising Board.
2. Further improve the Board meetings by doing the following:
   - Find a way to lengthen the meetings, either by starting earlier, staying later, or simultaneously eating and meeting at the starting time.
   - Make the meetings interactive by assigning/inviting participation by many members of the Board at each meeting.
   - Continue to meet in various areas of the College but gear to the current 5 goals of the Foundation.
   - Provide some member training at every meeting, even if for 10-15 minutes.
3. Revise the board member recruitment process to include a meeting with any prospective board member and the College President, the Foundation President and the Executive Director in which the prospect is presented with a Foundation Board Member Job Description and asked if he/she can pledge to fulfill the terms of that description. Follow acceptance of a new member to the Board with a half-day visit to Saddleback for orientation, a professional photo, a media interview,
and a lunch with 2-3 students and 2-3 faculty members from areas of the College that the new member may be interested in supporting.

4. Find agreement on dollar amounts for the five adopted goals for this year by the next Board meeting.

5. Have each committee chairperson provide an action plan for accomplishing their goal, including timelines and responsibilities, on dates, certain.

6. Provide an orientation meeting for all members working on any of the 5 goals; provide experiences and data that engage the members in the needs to which they are responding.

7. Coordinate College services, as needed, to supplement the marketing of the five goals.

8. Provide for Board training on the identification and development of donors in support of the five goals. Some of the training can be done in a group; some modeling and one-to-one mentoring will be needed.

9. Encourage Board members to make and sustain partnerships with students, faculty and staff in areas of the College that are of particular interest to the member.

10. Implement an opportunity for students to give to the Foundation during registration. One college reported that student-giving levels are higher this year, seemingly because students understand that the colleges need more help.

11. Implement Board member evaluations by the Executive Committee, patterned after the process used at UCI and presented at the 2009 NCCCF Symposium.

12. Expand the use of campus tours using 3 volunteer docents. These tours are crucial to the ability of Board members to cultivate donors.

13. For high value prospects or donors, give one-to-one campus tours that start with a short virtual tour and include a brief visit from the President.

14. Create kick-off and celebration events on campus for the five campaigns. This can be as simple as an email invitation to the unveiling of a campaign “weather gauge” that contains “thermometers for each campaign prepared by the graphics and printing center. Perhaps provide video of the unveiling to Jim Leech?

15. Implement Breakfast Forums, such as those called by Dr. Burnett. These breakfasts could be organized and hosted by members of the Board, such as the chairs of each campaign committee, as a way to

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The Magellan Group

15
bring community members and College faculty or staff together over areas of common interest.

16. Focus your Foundation growth in the immediate future on constituencies who already have an affinity with the College such as the following:

- Previous donors. Dr. Burnett has identified 400 donors who have given 1,000 dollars or more.
- Retired faculty and staff. Begin, perhaps, with meetings engaging former staff and faculty selected from those who joined the college 25 years ago or before.
- Emeritus Institute Alumni who have taken classes for 5 years or more.
- Alumni who are identified, and if possible qualified, by current or retired faculty. Interview athletic coaches, Speech Forensics coaches, performing arts faculty of long standing and others who are most likely to track their alumni.

17. Significantly expand the annual fund campaign by implementing a marketing campaign that includes mail, email, postings, personal appeals and events, making use of the SunGard Higher Education/iModules partnership.

18. Engage business owners who benefit significantly from employees educated or trained at Saddleback, or who are active on the advisory groups of the College.

19. Engage the largest vendors to the College.

20. Enlarge the President's Circle by identifying twenty-five (25) or more new donors in the community who would be willing to donate one thousand dollars to the college in order to be a member of this group.

By taking these steps, this year, we can enhance the definition of this Foundation Board as a serious goal setting, goal-achieving board.

Most of the Foundation Board members, in the interviews, chastised themselves in one way or another as not giving enough time, not identifying and cultivating donors very well, or in general not contributing as much as they would like. With the outstanding leadership of Tod and Donna in place, I believe this is a game-changing opportunity for this Board to expect more and deliver more from themselves and each other.

The Magellan Group
1. Longer Term Recommendations:

What really works? How have other Boards become the high performing kind of board Saddleback aspires to be? Last year I interviewed 6 fundraising executives across the country and asked them how they transformed their Foundation Board into a high performing organization. The following are my conclusions from that study:

1. Every successful fundraising program begins with a big, exciting institutional vision. The institution sets a goal that is important to the community it serves and is exciting to those with the greatest influence and affluence in that community.

2. The fundraising is conducted within the context of an institutional advancement program. The advancement program engages the institution in a unified effort that recognizes that the perception of their institution is as important to their success as is the quality of their programs.

While the advancement staff may encourage the vision on which the fundraising is based, primarily the institutional CEO, the institutional leaders and the leadership and members of the volunteer board carry out the championing of the vision. And, though the vision unifies the effort, the fundraising is decentralized throughout the institution. Be sure everyone has and uses an “elevator speech,” a speech that states the vision in the time it takes to ride an elevator.

For example, at Miami Dade, the various campuses are encouraged to compete with one another and the Deans are expected to lead much of the fundraising effort. At UCI, UVU and elsewhere, Deans of programs that are seeking foundation fundraising, are expected to spend 20%, or more, of their time in fundraising.

To emphasize the institution-wide nature of their effort to pursue their goals, President Padron meets bi-weekly with the custodial staff. We found the condition of the campus to be exceptional in every aspect. Buildings and grounds were maintained to perfection.

3. Members of the Foundation Board are annual and major gift donors who have the capability to make annual gifts of 5 figures to major gifts of up to 7 figures. Miami Dade has one Foundation Board member who has contributed $21 million in the last two years. Thomas Mitchell, at UCI, and others, advised us that the chairperson of our Foundation Board should be a person capable of making a 7-figure gift. This advice is based on the idea that the other members that come to the Board, after the president or chairperson is selected, will give the same or less,
almost certainly not more. As Robert Hansen, of UVU, put it, “I recommend you take extreme care in your selection of the person to head your Board.”

The amount expected annually from a volunteer Board member may, or may not be, specified. However, that members give and that they give in very substantial amounts is clearly expected.

4. The institution must identify the programs that will be featured in the advancement message. This idea is not easy to carry out because some will not be happy with the decisions about which programs will be highlighted. The tendency is to think that all our college’s programs are excellent, but only by highlighting certain programs can we effectively define the institution to the community.

5. All aspects of the advancement program must be measured. This need to measure includes the Advancement leadership and the entire Advancement staff, the volunteer Board members and every program or activity of Advancement. At UVU they call this policy, “SMART.” This stands for “Specific, Measurable, Attainable, Realistic, and Time-sensitive.

6. Building an advancement program requires significant investment over time that is balanced with the growing fundraising success. It is truly a case of the chicken and the egg in which you will not raise significant funds without staff and budget and institution-wide effort. On the other hand, if you invest too much for too long without gaining substantial success, the effort can become very unpopular.

Without exception, the interviewees advised that the CEO had to “just take it,” when faculty complained about budget going to advancement that could have gone to the classroom. Not one institution was immune to those complaints, no matter how successful they had become.

7. The history of all these programs reveals that none of them were highly successful 40 years ago. Most have gained most of their success in the last 10 to 20 years. For example, Jim Ohlemeyer was a UCLA from 1972 to 1986. The endowment, in 1972, was $1.5 million! In the mid 70’s they had a scandal that left them in near collapse. Their donations plummeted. The scandal was front-page news in the Los Angeles Times, and they were completely disorganized. Yet, by the end of the 1980’s, a dozen or so years later, they were raising about $100 million per year. We found it remarkable that a university, whose $500 million dollars a year fundraising we take for granted, was nearly dysfunctional only 30 years ago.

8. Take the long view. We must not expect immediate results. The sense of their advice seemed to be that it would take about ten years before we will see really substantial success.

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9. Advancement is typically broken into three to four parts. Alumni and Development may be together or under separate administrators. Research is usually a distinct department. Communications usually includes public and governmental relations as well and marketing. The amount of staff may be grouped in thirds, if Alumni and Development are grouped together. For example, CSU Long Beach as a total staff of 72 with about a third in development, a third in alumni and annual giving, and a third in communications.

Based on this Saddleback assessment data and advice that can be drawn from the above, what do we need to do at Saddleback?

1. Foundation and the President need to craft a bold, exciting vision for the College and the Foundation, and express it in a vision statement. A significant part of this work has already been accomplished in the Saddleback College Strategic Plan just completed. Include in the Strategic Plan a comprehensive way to garner the small sums needed for various programs on campus without many different departments soliciting the same business.

2. To support this vision, the Foundation needs to establish an agreed upon mission and develop a strategic plan that supports the vision and mission.

3. The Foundation needs to have increasingly successful fundraising efforts, year after year.

4. The Foundation should take advantage of the Gift Annuity Program available from the Community College League of California (CCLC) and the Network of California Community Colleges (NCCCF).

5. Strengthen the Board by encouraging and expecting the members to take more responsibility for fundraising. Research shows that, nationwide, staff is responsible for closing about 85% of gifts to higher education; volunteers play the essential role of “opening doors.” It is the volunteer who can get the appointment and help engage the prospect in the life of the College. For an excellent summary of the key elements of an effective fundraising Board, see Appendix 2, pp 47-48 in Fearless Fundraising for Nonprofit Boards, 2nd edition, by Dave Sternberg, from Board Source.

6. The fiscal reports to the Board are thorough but still opaque to many members of the Foundation and staff. The members understand the financial report, by itself. The members need to understand more fully...
the big picture of what the Foundation costs to run, what they are contributing, and what is happening with the money in their trust. I suggest we start by giving the Board a one-page summary that accurately totals the income, expenses and gains or losses during the period covered by the report, in addition to the detailed reports that come out of the computer.

7. Provide regular training of Board members in key aspects of the fundraising process. Include experts from outside the Board as well as having members make team presentations, demonstrations, and group practice sessions in specific skills.

8. From the Board Member Orientation forward, engage the Foundation Board members with the faculty and students. Have the new member meet two or three students and faculty for lunch in the cafeteria. Have two or three members of the Board meet with faculty “centers of influence” to present information about the Foundation and ask for their advice.

9. Encourage board members to form relationships with particular Deans or faculty members who serve in departments of the College that particularly interest the Foundation member.

10. Stabilize and expand the staffing of the Foundation. Those California Community College Foundations that have been most successful are also those with substantial, stable staffs. They typically have 4 to 6, or more, full time staff. I recommend the follow minimum staffing for your consideration:
   - Executive Director who is also your chief development officer. For this person to be effective he/she will need,
   - Assistant director who manages day to day operations, the alumni and annual campaigns and events.
   - Administrative Assistant who serves both the executive director and the assistant director
   - Accounting, data management and technology specialist. To make this job manageable the accounting portion of this job could be reduced if the college’s accounting department absorbs gift recording.

11. Take advantage of the partnership opportunities that are eagerly being sought by leaders in Athletics, Fine Arts and Health Sciences by soliciting project ideas for 2011-2012.
   a. Encourage each to develop smaller, doable sized projects

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b. Encourage each to nominate up to three members to the Foundation Board; these members will constitute an Athletics, or Fine Arts or Health Sciences Fundraising Committee in the future.

c. Encourage Fine Arts or Health Sciences to host events this year that contribute to the fundraising success of this year’s projects. The success of this year’s projects will assure that the Foundation Board is available to choose one of their projects next year.

12. Dramatically increase the visibility of the Foundation within and outside the College, including some or all of the following:

a. Make dramatically greater use of KSBR as a marketing/advertising tool for the College and Foundation. Engage the PIO and KSBR leadership to develop a plan whose goal is make the Saddleback story much better known in the community.

b. Engage all Foundation Board members in telling the Saddleback story in all the groups to which they have access. To support this activity, develop a PowerPoint that is readily available. Consider creating 1-fold business cards for Foundation Members, and others, that contains key information and successes of the college. Supply members with an “elevator speech” about the College.

13. Create a matching gift program in which the Foundation provides a 1-4 match (or whatever the Board decides) for funds raised by the various departments. Make this a “quiet” program, without much fanfare to enhance its ability to restore confidence and trust in the Foundation as a supporter/partner for their work.

14. Request a place at the table as a constituent of the District and give quarterly reports at the Board of Trustees meetings.

15. Create a “brand” identity for the Foundation that appears on all communications and is attached to all physical items donated by the Foundation.

16. Create written procedures for the operations of the Foundation office.

17. At the end of this and every year, review and provide training as needed so Board members fully understand the content and importance of the IRS Form 990.
Finally, I want to close with a word about developing a culture of philanthropy. I do not want to “sell” fundraising. But, I do enjoy and find deep satisfaction by providing others with an opportunity to express their values by making an appropriate gift. I was the first person to give to my Foundation, the College President was second, the foundation President was third and the rest of the Board was fourth. We didn’t give in order to pile up money or because we hoped it would persuade others to give. We gave because we were expressing our commitment to a new way for the College to pursue its mission. No longer would we look to taxes as the sole support for the College. We believed that we all needed to participate in funding the College’s mission. Then we went looking for others to join in that great mission by expressing their commitment with a donation. We were not only raising money for the college, we were developing a culture of philanthropy.

Thank you for inviting me to assess the Saddleback College Foundation. I look forward to helping build an ever-greater performance of the Saddleback mission in the future.

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Principal
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