

**Strategic Plan and Program Effectiveness Review
2013-2015 DRAFT**

I. Purpose of the Santa Ana College Foundation

As the philanthropic arm of SAC, the Santa Ana College Foundation is committed to ensuring that no student is denied educational opportunities due to financial constraints. Therefore, the Foundation's mission is to maintain, expand and enhance the educational opportunities at Santa Ana College by linking community organizations, businesses, alumni, faculty, staff and funding sources, thus preserving our near century legacy of "A History of Success, A Future of Promise".

II. Strategic Objectives and Goals

OBJECTIVES	CURRENT STATUS & GOAL(S)	13-14 PROGRESS
1. Expand SACF's Funding Portfolio to support SAC student success	The closing of the 12/13 FY was an exemplary year due to the RSCCD endowment maturing as well as substantial centennial endowment gifts. As a result, we closed with assets of over \$6.3 million. Our fundraising goal for the 13/14 FY is to leverage an additional \$1 million in contributions.	We have exceeded our fundraising goal with gifts totaling over \$1.1 million across our initiatives and programs (scholarships, programs, grants, events, etc.).
2. Sustain/Increase SACF's role as a fiscal agent for grants that support student success initiatives on three levels: National, local and corporate	Currently we manage a large grant from the Lumina Foundation for Latino Student Success along with four-five large community/ corporate grants.	<ul style="list-style-type: none"> • The SACF is the fiscal agent for a new Lumina grant for Community Partnership for Attainment which will total \$175,000 by its conclusion. • Local partnership with the OCCF nearly doubled their support of the Santa Ana Futures Scholarship to \$107,000 this fiscal for incoming freshmen students. • Our main corporate supporters (Union Bank, SC Edison, and US Bank) were maintained at the same levels to previous years, with an increase from Wells Fargo from \$10k to \$15k.
3. Expand departmental collaborations in support of teaching and learning	Form Fundraising Partnerships with at least two additional departments and strengthen current partnerships.	Two new partnerships came to fruition in the 13/14 FY: <ul style="list-style-type: none"> • Steinway Campaign – which in partnership with the Fine & Perf Arts has grossed almost \$40,000 in fundraising for a new concert piano.

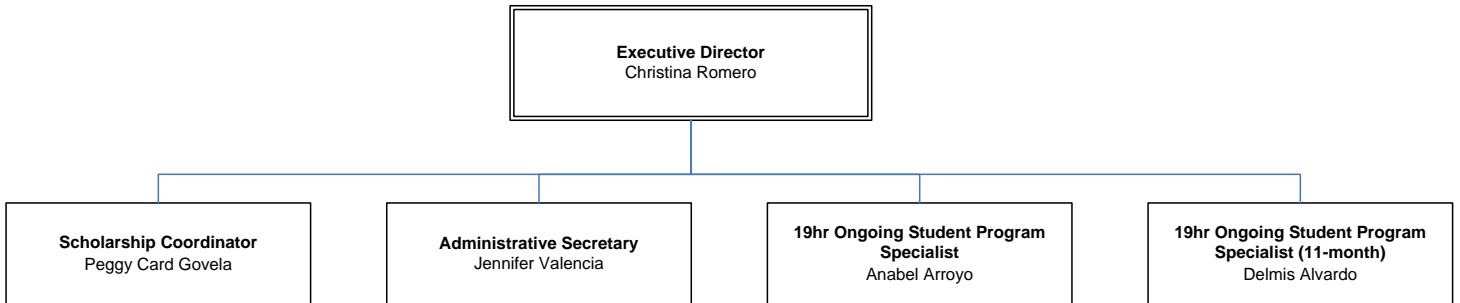
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		<p>This partnership greatly supported by our Board of Directors will be matched by nearly \$30,000 from Foundation funds.</p> <ul style="list-style-type: none"> • Fire Academy Fund – Spearheaded by new board member Jamie Pirritano in partnership with our Fire Technology dept., this initiative has received gifts/pledges of nearly \$20,000 in this fiscal year alone. <p>One current partnership that continues to grow is with our Veterans Resource Center:</p> <ul style="list-style-type: none"> • This year’s event grossed over \$19,000 for our veteran students and the VRC. • Also, the continued support from US Bank in the form of a corporate grant helps sustain the support and services we are able to offer SAC’s veteran student population.
<p>4. Launch/continue the Centennial Scholarship Campaign in support of SAC’s Centennial Celebration</p>	<p>At the close of the 12/13 fiscal year, we have received 63 out of the ‘100 for 100’ goal set for the Centennial Campaign. The goal for the 13/14 fiscal year is to finalize the first 100 gifts and continue to build the Centennial portfolio.</p>	<p>Currently, we have received 30 additional annual gifts/awards towards our goal, bringing us to a total of 93 out of our overall 2015 goal of 100, which positions us to exceed our goal over the coming year.</p>
<p>5. Refresh the SACF’s Board of Directors to achieve the above goals</p>	<p>At the close of the 12/13 fiscal year, we have a very diverse board comprised of 21 members. We would like to reach out to industries where we lack representation and cultivate new members.</p>	<p>In the 13/14 fiscal year, we brought Dr. Lewis Bratcher to the board, a longtime educator and community member who has been a great partner to SAC and will continue to make an important difference in this expanded leadership role.</p>

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III. Staffing/Organizational Chart

Foundation / Scholarship



IV. Operating Budget: 2013-2014

Salaries & Benefits

Executive Director	\$160,160.76
Scholarship Coordinator	\$76,845.48
Administrative Secretary	\$85,380.60
Part-time Accountant	\$50,680.32
19hr Student Program Specialist (12 mo)	\$24,064.32
19hr Student Program Specialist (12 mo)	\$22,058.96
Total Salaries & Benefits	<u>\$419,190.44</u>

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SANTA ANA COLLEGE FOUNDATION 2013-14 UNRESTRICTED OPERATING BUDGET

	2013/14 Approved Budget	2013/14 Actuals as of 3/31/2014	Variances
Beginning fund balance 7/1/2012	198,115		
Estimated carryover from 12/13	-		
Estimated beginning fund balance 7/1/2013	198,115	228,060	29,945
REVENUES			
Contributions, Gifts, Grants, & Endowments (unrestricted/non-identified donations)	5,000	4925.00	(75)
Contributions, Gifts - Affiliated Organizations			-
Contributions, Gifts, Payroll Deductions	8,500	5984.00	(2,516)
In-Direct/Partnership Income	38,000	8000.00	(30,000)
Interest Policy/Management Fee (Restricted)	12,000		(12,000)
Investment Earnings Income (Unrestricted/ 50% Title V)	25,000		(25,000)
Interest and Dividends (Banking)	6,500	2327.57	(4,172)
Total Unrestricted Revenue	95,000.00	21,236.57	(73,763)
Event Revenue			-
Program Revenue			7,700
Total Revenue	145,000.00	78,936.57	(66,063)
EXPENDITURES			
Supplies	3,000	1802.49	(1,198)
Non-Instructional Software	500		(500)
Food Service	2,000	753.26	(1,247)
Contracted Services	19,000	4930.00	(14,070)
Conference Expense	3,500	2378.13	(1,122)
Mileage	1,850	507.02	(1,343)
Membership Dues and Fees	3,500	1800.00	(1,700)
Telephone	1,140	840.00	(300)
Legal Fees	2,500	132.50	(2,368)
Audit Fees	1,000		(1,000)
Advertising	2,800	1332.00	(1,468)
Awards and Incentives	0		-
Bank Service Charges	4,200	3555.82	(644)
Other Operating Expenses:	17,000		(2,409)
Salary Adjustment \$13,000		12557.00	
Accounting Overtime \$4,000		2033.60	
Public Relations:	20,000	9049.21	(10,951)
Community Support \$5,000			
Foundation Funded Programs \$5,000			
General Public Relations \$10,000			
Taxes and Licenses	200	20.00	(180)
Printing & Reproduction	6,000	8090.48	2,090
Equipment < \$1,000	1,500	1883.20	383
Software < \$1,000	500		(500)
Internship	0		-
Alumni Association/Alumni Data Cleanse	1,500	778.20	(722)
Board Expenses	7,500	1948.08	(5,552)
Hall of Fame Awards	0		-
Scholarship Program			
Operating Expenses	8,000	7186.35	(814)
Total Unrestricted Expenses	107,190.00	76,167.94	(31,022)
Event Expenditures			-
Event Expenditures			(55)
Total Expenses	112,190	81,113	(31,077)
Change in Net Assets (Under)	32,810	(2,177)	(34,987)
Student Scholarships			
Student Support	5,000.00	1613.52	(3,386)
Other Support			-
Student Support	5,000.00	5022.22	22
Other Support			-
Total Unrestricted Support for Students	10,000.00	6,635.74	(3,364)

*** Unrestricted fund balance as 6/30/13 was \$1,101,704 (Fund 91 & 92)

¹ In-Direct Partnership Income includes Lumina funds 14K, Golf Tournament 12K, and pending CA Endowment Grant at 12K

² The Alumni Hall of Fame is a bi-annual event and will not occur this fiscal year

³ We are anticipating having to cover general operating expenses and student event/ceremony expenses for the Scholarship Program

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V. Analysis/Emerging Priorities for the Year Ahead

The Santa Ana College Foundation has made significant progress towards meeting every one of the goals established for the 2013-2014 year as part of the 2013-2015 strategic objectives for the organization. We exceeded our fundraising goal for the 2013-2014 by exceeding \$1,000,000 in gifts. We understand that the upcoming Centennial creates a compelling and unique opportunity to rally support for the college and will be increasing dedicated staffing in the coming year to maximize the power of this landmark anniversary to bring attention and donations to SAC through both our existing donor base and new contacts. An influential group of regional leaders have agreed to serve on SAC's Blue Ribbon Centennial Committee and this early launch work will ramp up throughout the coming year into some early celebrations that will begin in the spring of 2015 and continue through the graduating class of 2016.

We have built grants management capacity with the expanded fiscal agency role we established during the 2013-2014 year, which has led to more articulated processes with project directors and district office partners in executing the grants. We feel we are better positioned than ever to market the SACF for this role and plan to further expand grant partnership in 2014-2015. The same is true for departmental collaborations. We have discovered that the more customized internal philanthropic partnerships that we create the more viable models we have to adapt college-wide. We expect to sustain all partnerships that are currently in effect in 2014-2015 and to add 2 additional partnerships.

Finally, our goal for the development of the advisory board in 2014-2015 will be to broaden the professional areas that are represented by board members to add breadth to this critical leadership team. To that end, the priority areas for board recruitment for the coming year are social work, healthcare and risk management.