

SOUTHWESTERN COLLEGE FOUNDATION

MEETING AGENDA

Tuesday, May 24, 2016

7:30 a.m. – 8:30 a.m.

LOCATION: BUILDING 210, ROOM 214

1. WELCOME/ CALL TO ORDER–Ricardo A. Macedo
2. APPROVAL OF MINUTES- **ACTION** (Enclosure)–Ricardo A. Macedo
  - A. April 26, 2016
3. BOARD REPORTS
  - A. GOVERNING BOARD REPORT–Griselda Delgado, SWC Governing Board Trustee
  - B. SUPERINTENDENT/PRESIDENT REPORT – Melinda Nish, Ed.D., Superintendent/President
  - C. EXECUTIVE DIRECTOR REPORT – Zaneta Salde Encarnacion, MPA
  - D. TREASURERS REPORT – (Enclosure) – Cynthia Reyna
    - i. Financial Report April 2016
4. NEW BUSINESS
  - A. Board Member Appointment and Re-Appointment
    - i. [Action] Consider approval of new board member Heather Daud Rubio and re-appointment of Patty Finnegan.
  - B. Grant Application Approval
    - i. [Action] Consider approval of grant application to Union Bank on behalf of SWC Small Business Development Center
  - C. Jaguar Award Recipient
    - i. [Action] Consider approval of recommended recipient.
  - D. 2016-2017 Budget
    - i. [Action] Board will hear presentation on priorities and goals for 2016-17 and consider approval of budget.
5. ANNOUNCEMENTS
6. ADJOURNMENT–Ricardo A. Macedo

Next meeting date: Summer Retreat (TBD)

Item #2.A

Draft Meeting Minutes for April 26, 2016

May 24, 2016

SOUTHWESTERN COLLEGE FOUNDATION

MEETING MINUTES

Tuesday, April 26, 2016

7:30 a.m. – 8:30 a.m.

LOCATION: BUILDING 210, ROOM 214

Present: Ben Green, Ricardo Macedo, Lorena Victoria, Melyn Acasio, Joe Martinez, Ruben Garcia, Cynthia Reyna, Griselda Delgado, Chayo Moreno, Halé Richardson, Zaneta Encarnacion, Jean Roesch, and Lisa Johnson

Absent: Sofia Corona, David Hoffman, Mitch Thompson, Kimberly Grady, Melinda Nish, Patti Finnegan, Jesse Navarro, and Hank Murphy

Guest: Kathy Tyner attended as a representative for Dr. Nish

Recorder: Dawn Perez

1. WELCOME/ CALL TO ORDER–Ricardo A. Macedo  
The meeting was called to order at 7:35 am.
2. APPROVAL OF MINUTES- **ACTION** (Enclosure)–Ricardo A. Macedo
  - A. Motion made by Griselda Delgado, seconded by Melyn Acasio and approved with one abstention from Lisa Johnson, to accept the meeting minutes of March 22, 2016.
3. BOARD REPORTS
  - A. GOVERNING BOARD REPORT–Griselda Delgado, SWC Governing Board Trustee  
Trustee Delgado reported as follows:
    - A second joint meeting between the boards of Sweetwater Union High School District (SUHSD) and Southwestern Community College District (SCCD) is being held this evening in an effort to strengthen the relationship between the two entities. Two issues are in front of them; 1) data sharing between the two districts and 2) the adult education block grant.
    - The RISE Program was announced this week. This program is a relationship between SUHSD and San Diego State University (SDSU) and will allow SUHSD students who are COMPACT ready to pursue the teacher credential program in math, science or special education at SDSU and they will be guaranteed employment as a teacher with SUHSD upon completion.
    - Trustee Delgado thanked the Foundation directors for their support and awarding of the SODA awards and other scholarships. She further stated that 140 students received scholarships at the annual Student Awards Ceremony.
  - B. SUPERINTENDENT/PRESIDENT REPORT – Melinda Nish, Ed.D., Superintendent/President
    - VP Tyner reported on behalf of Dr. Nish that SWC hosted a “College Preview Day” event with 600 SUHSD students attending. Campus tours and opportunities to sit in on actual college classes were available to the students. They also were able to attend a Festival of Nations sponsored by SWC’s

Associated Student Organization (ASO).

C. EXECUTIVE DIRECTOR REPORT – Zaneta Salde Encarnacion, MPA

Zaneta reported as follows:

- In full recruitment mode for the two Foundation positions with the expectation that they will go to Governing Board for approval in May with anticipated start dates in early June.
- The executive committee is working on a budget process.
- There are two new scholarship funds in the process of being established.
- The Blackbaud constituent management software contract will be on the governing board agenda in May.
- The MSE scholarship celebration will be on May 6<sup>th</sup> if anyone wants to attend.

D. TREASURERS REPORT – (Enclosure) – Cynthia Reyna

- i. Cynthia presented the Financial Report March 2016.

4. NEW BUSINESS

A. Memorandum of Understanding with Southwestern College

- i. [Action] Consider approval of agreement incorporating college stakeholder feedback.
- Zaneta went through the draft agreement explaining the edits by college stakeholders. Discussion took place ending with the consensus that Zaneta and Joe Martinez will further massage the language and seek college stakeholder feedback. Governing Board approval will be sought in June.

B. Executive Committee

- i. [Action] Consider approval of recommendation to request legal services
- A motion made by Lisa Johnson, seconded by Halé Richardson and unanimously approved to issue a “request for proposals” for legal services to assist in reviewing and updating of operational documents, such as by-laws, policies, articles of incorporations, etc.

C. Finance Committee

- i. [Action] Consider approval of recommendation to change fund structure
- A motion made by Ruben Garcia, seconded by Lisa Johnson to open a second checking account at Seacoast Commerce Bank to house funds designated for a specific use otherwise known as restricted funds. The motion was approved with Melyn Acasio abstaining from conversation and vote.

D. Fundraising Committee

- i. Update on golf tournament
- A 32% profit is being shown thus far for this year’s golf tournament. Halé suggested that the Foundation invoice HomeFed in the amount of \$400 to purchase raffle “fillers.” Four golf foursomes are still available before the event is sold out.
- ii. Announce location and theme for Fall luncheon
- The fall luncheon will be held at Coasterra on November 4<sup>th</sup> and will be promoted as the “Annual Jaguar Award” in which an honoree will be selected for his/her contributions to the South Bay community.

5. GUEST SPEAKER

A. Caleb Henderson, Scholarship Recipient

Mr. Henderson's time was rescheduled for the May board meeting, however, Zaneta read some comments received from scholarship recipients as to how the scholarship has made a difference in their lives.

6. ANNOUNCEMENTS

None

7. ADJOURNMENT–Ricardo A. Macedo

The meeting was adjourned at 8:44 a.m.

Reviewed by Board Secretary on \_\_\_\_\_.

Signature: \_\_\_\_\_



SOUTHWESTERN COLLEGE FOUNDATION						
FUNDS SEGREGATION REPORT						
04/01/16 - 04/30/16						
	Account Name	Fair Market Value as of April 1, 2016	Inflow	Outflow	Gain/(Loss)	Fair Market Value as of April 30, 2016

# **SOUTHWESTERN COLLEGE FOUNDATION**

## **Statement of Financial Position**

**APRIL 2016**

**(UNAUDITED)**

### **ASSETS**

Checking/Savings			
Operating Account	\$	42,626.41	
Money Market Account		<u>45,577.82</u>	
Total Checking/Savings			\$ 88,204.23
Other Current Assets			
Undeposited Fund - Golf T. Credit Card		<u>500.00</u>	
Total Other Current Assets			500.00
Other Assets			
Marketable Securities			
Unrestricted		193,990.08	
Temporarily Restricted		<u>668,249.15</u>	
Total Marketable Securities			
Total Other Assets			<u>862,239.23</u>
<b>TOTAL ASSETS</b>			<b>\$ <u>950,943.46</u></b>

### **LIABILITIES & NET ASSETS**

Other Current Liabilities			
Unearned/Defrrd Rev - 2016 Fall Tea L.	\$	<u>2,500.00</u>	
Total Other Current Liabilities			\$ <u>2,500.00</u>
Total Liabilities			\$ 2,500.00
Net Assets			
Temp. Restricted Net Assets		732,680.76	
Unrestricted Net Assets		252,719.72	
Net Income		<u>-36,957.02</u>	
Total Net Assets			<u>948,443.46</u>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>			<b>\$ <u>950,943.46</u></b>



**SOUTHWESTERN COLLEGE FOUNDATION****Profit & Loss****For The Ten Months Then Ended April 30, 2016****(UNAUDITED)**

	<u>Apr'16</u>	<u>Year-to-Date</u>
<b>Ordinary Income/Expense</b>		
Annual Fund - Unrestricted	1,009.03	2,759.03
Dividend/Interest - Unrestricted	345.40	4,243.97
Dividend/Interest - Temporarily Restricted	1,230.24	14,659.91
Realized gain/loss - Unrestricted	965.17	-7,315.45
Realized gain/loss - Temporarily Restricted	4,246.99	-24,236.04
Direct Public Contributions- Temporarily Rest.	51.00	4,558.00
Direct Public Contributions- Unrestricted	960.00	13,687.39
<b>Total Income</b>	<u><b>8,807.83</b></u>	<u><b>8,356.81</b></u>
<b>Gross Profit</b>	<b>8,807.83</b>	<b>8,356.81</b>
<b>Expenses</b>		
On-Going Financial Comm. (Agreements)		
Students of Dist. Award (SODA)	0.00	15,000.00
Students Scholarship Awards	24,200.00	24,200.00
Bank Fees	0.00	739.27
Campus Activities/Events	0.00	47,792.99
Outside Services	0.00	9,824.00
Stipends	1,100.00	2,000.00
Community Events	0.00	100.00
Postage	0.00	42.92
Taxes and Fees	0.00	105.00
Investment Expense	2,632.25	10,758.41
Office Expense	135.84	135.84
<b>Total Expense</b>	<u><b>28,068.09</b></u>	<u><b>110,698.43</b></u>
<b>Net Ordinary Income</b>	<u><b>-19,260.26</b></u>	<u><b>-102,341.62</b></u>
<b>Other Income/Expense: Special Events</b>		
<b>2016 Golf Tournament</b>		
Income	14,500.00	<b>14,500.00</b>
Expenses	750.00	<b>750.00</b>
<b>Total 2016 Golf Tournament Income/Expenses</b>	<u><b>13,750.00</b></u>	<u><b>13,750.00</b></u>
<b>2016 Afternoon Luncheon</b>		
Income	0.00	<b>66,631.00</b>
Expenses	-	<b>14,996.40</b>
<b>2016 Afternoon Luncheon</b>	<u><b>-</b></u>	<u><b>51,634.60</b></u>
<b>Total Other Income/Expense: Special Events</b>	<u><b>13,750.00</b></u>	<u><b>65,384.60</b></u>
<b>Net Income / Loss</b>	<u><u><b>(5,510.26)</b></u></u>	<u><u><b>(36,957.02)</b></u></u>

Southwestern College Foundation  
Temporarily Restricted Funds Accounts Detail - 04/01/16 - 04/30/16

Scholarship Funds

Account Description	FMV - 04/01/16	Inflow	Outflow	Gain/(Loss) 0.008	FMV - 04/30/16
♦ Athletic Endowment - 061	\$14,299.13			114.39	\$14,413.52
♦ CAN Scholarship - 032	\$135,477.34		\$3,000.00	1,083.82	\$133,561.16
♦ Douglas Barnhart Scholarship - 059	\$39,197.27		\$1,000.00	313.58	\$38,510.85
♦ Eastlake Company - 058	\$28,151.64		\$2,500.00	225.21	\$25,876.86
♦ Garden of Giving -037	\$73,279.43		\$3,000.00	586.24	\$70,865.67
♦ Jean Wear Scholarship - 056	\$6,847.99		\$300.00	54.78	\$6,602.78
♦ McMillin Companies - 052	\$31,902.38		\$1,500.00	255.22	\$30,657.60
♦ Metallic Scholarship - 016	\$12,485.15		\$0.00	99.88	\$12,585.03
♦ M. Watkins Scholarship - 036	\$15,120.79		\$700.00	120.97	\$14,541.75
♦ Otay Mesa Child Development - 044	\$17,479.66			139.84	\$17,619.49
♦ Tantalio/Conti Scholarship - 033	\$47,046.12		\$2,500.00	376.37	\$44,922.49
♦ Sarah Riker Scholarship - 046	\$5,327.32			42.62	\$5,369.93
♦ Hayden Stewart Scholarship - 034	\$103,907.63	\$6.00	\$2,000.00	831.26	\$102,744.90
♦ Valenzuela Scholarship - 055	\$13,798.04		\$2,500.00	110.38	\$11,408.42
♦ WalMart Scholarship -060	\$10,576.33		\$500.00	84.61	\$10,160.94
♦ Luckman Scholarship -066	\$6,319.25			50.55	\$6,369.81
♦ Lassman Scholarship - 054	\$13,740.12	\$0.00	\$1,000.00	109.92	\$12,850.04
♦ Veterans Scholarship Fund - 062	\$14,957.77	\$20.00	\$700.00	119.66	\$14,397.43
♦ Carolyn Brady Fund - 053	\$94,038.15		\$0.00	752.31	\$94,790.46
<b>Totals</b>	<b>\$683,951.53</b>	<b>\$26.00</b>	<b>\$21,200.00</b>	<b>\$5,471.61</b>	<b>\$668,249.14</b>

Program Accounts Pilot Program

Account Description	FMV - 04/01/16	Inflow	Outflow	Gain/(Loss)	FMV - 04/30/16
♦ SWC Retirees Scholarship Fund	\$1,750.00	\$0.00	\$0.00	\$0.00	\$1,750.00
♦ Micro Enterprise Family Child Care Program	\$1,250.00	\$0.00	\$0.00	\$0.00	\$1,250.00
♦ Norma Cazarez Scholarship Fund	\$4,670.00	\$0.00			\$4,670.00
♦ Raise the Paddle Afternoon Louncheon '15	\$9,675.00	\$0.00			\$9,675.00
♦ Presidents Circle	\$1,000.00	\$0.00	\$0.00	\$0.00	\$1,000.00
♦ SWC Sun	\$1,375.00	\$25.00	\$0.00	\$0.00	\$1,400.00
<b>Totals</b>	<b>\$19,720.00</b>	<b>\$25.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$19,745.00</b>

Item #4.A.i

Board Member Application for Heather Daud Rubio

May 24, 2016



## **BOARD APPLICATION AND POSITION DESCRIPTION**

### **Overview**

The Southwestern College Foundation Board of Directors governs the overall execution of the Foundation's mission. Principally, the Board manages organizational finances and sets long term priorities for increasing private philanthropy to Southwestern College. Southwestern College Foundation is dedicated to raising friends and funds that support all aspects of educational advancement at Southwestern College.

The Board of Directors has no less than 14 directors. Terms are for three years and officers are elected annually.

Board Member responsibilities include attendance at nine in-person meetings per year, as well as participating on one board committee. In some years the Board has held additional meetings. Board members also hold a fiduciary responsibility for management of organizational capital and ensuring appropriate filings with federal, state, and local authorities consistent with the Foundation's status as a 501(c)(3) nonprofit organization. A board member may be considered for removal if three meetings are missed without notice.

### ***Declaration of Candidacy***

Board positions require a time and energy commitment that should not be underestimated. Candidates are urged to consider personal priorities for the next year as well as the ways they can contribute to the development of the Foundation.

Resources available to prospective members:

- Current members, of the Board of Directors are listed at: <http://www.swccd.edu/index.aspx?page=1859>
- Email the Executive Director ([zencarnacion@swccd.edu](mailto:zencarnacion@swccd.edu)) with questions or if you would like the contact information for the current Nominating Committee chair.

To apply:

- Submit the Board Application and your résumé / CV to: Zaneta Salde Encarnacion, [zencarnacion@swccd.edu](mailto:zencarnacion@swccd.edu) PLEASE PLACE "SWC FOUNDATION BOARD APPLICATION" in the subject line.
- Copies of the application will be distributed to the nominating committee and SWC President/Superintendent and will aid in understanding how you would like to contribute to the Foundation's work.

### ***Time and Financial Considerations***

#### **Meetings:**

- Board meets September through May on the fourth Tuesday of every month at 7:30 a.m.
- Committees meet at the discretion of the Committee Chair.
- Board Retreat is scheduled in the summer months (date varies).



**SOUTHWESTERN COLLEGE FOUNDATION**

**Events:** As part of good stewardship, members are encouraged to donor and stewardship events and are expected to participate in every fundraising event.

**Donations:** As with any Board, members will be solicited for a cash or in-kind donation; 100% participation is sought; the minimum annual amount is \$250.

***Application for Board Candidacy***

Name	Heather Daud Rubio
Business/Organization	Christy White Associates
Current Occupation	Audit Partner at CPA Firm
Contact Details	
Address	[REDACTED]
Telephone	[REDACTED]
Cell Phone	[REDACTED]
E-mail	[REDACTED]

Please answer the following questions. Address and contact information will not be distributed to the selection committee. Please also send your resume to Zaneta Encarnacion, [zencarnacion@swccd.edu](mailto:zencarnacion@swccd.edu)

- Why are you interested in committing your time and energy to the Foundation?

I believe that education is key to change, progress and growth in society. Not everybody has access to a higher education or fits into the four year liberal arts model. The community college model allows for a greater number of people to have access to nontraditional educational opportunities.

Also I have had the privilege to attend board meetings for other community college foundations across the State and have seen many presentations on the types of programs that the Foundations support. I would love to be part of that.

What do you think are the characteristics of a great board member?

1. Focus on Community and being a "Servant Leader" – A Board Member should want to serve, strengthen and the transform the entire community.
2. Motivation and Interest – I think a Board Member has to have a genuine interest in the cause and the motivation to follow.
3. Experience and Professional Skills – I believe an effective Board Member should have an understanding of the Organization



SOUTHWESTERN COLLEGE FOUNDATION

- Fundraising is a significant obligation of board service. Board members are expected to contribute \$250 annually and attend/support major fundraising events. Can you tell us about your experience in fundraising?

I have been part of multiple organizations. I currently am the Associate Member of the San Diego Imperial County Section of the California Association of School Business Officials. My role in this organization requires me to approach and reach out to vendors to donate gifts, donate scholarships and participate in vendor shows. I also am active in the Ladies of Hope an organization with my church which requires soliciting donations.

- Would you be willing to attend a lunch with the E.D. in which the goal was to make a major donor ask?

Yes, I would be willing to attend and ask for a worthwhile cause.

- Board members bring experience, wisdom, strategic thinking, and their networks. What networks and expertise are you willing share?

My firm specializes in the audits of local governments and non-profits. I have supervised audits of community college foundations in California. I also have audited community colleges and schools districts. I can share knowledge and contacts from similar foundations along with my accounting and auditing background.

- What kind of autonomy do you have over your calendar?

I am a partner at the firm and do have a busy schedule, but with advance notice I could make it to key events and all meetings.

Signature: \_\_\_\_\_

*Leah Ruben*

Date: \_\_\_\_\_

*5/3/16*

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### Volunteer Experience

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- ASSOCIATE MEMBER – CALIFORNIA ASSOCIATION OF SCHOOL BUSINESS OFFICIALS
- JUNIOR ACHIEVEMENT – SCHOOL EDUCATION VOLUNTEER
- FOSTER YOUTH MENTOR PROGRAM
- LADIES OF HOPE

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### Education

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UNIVERSITY OF CALIFORNIA — SANTA BARBARA (1998-2002)

**B.A., Business Economics with an Emphasis in Accounting**

**B.A., History**

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### Work Experience

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CHRISTY WHITE ASSOCIATES — SAN DIEGO, CA

**Principal/Shareholder 8/2006 to Present**

I have the ability to analyze problems and recommend and implement effective solutions, research and evaluate data, develop administrative recommendations and make presentations to individuals and groups. I am also skilled in analyzing and interpreting laws, compliance regulations and reporting rules. Compiling and analyzing budgetary information and financial data, preparing comprehensive reports, and communicating effectively orally and in writing.

#### Key Functions:

- Consult with Local Education Agencies regarding accounting, finance, budgeting, legislation, cash flow, fund balances, payroll, commercial warrant requirements and third party audits
- Plan and supervise numerous Non-Profit, Charter Schools and K-12 LEA audit engagements in accordance with GAAP, GAAS, GAGAS, State Education Code and fiscal policy
- Provide guidance and develop proper internal control procedures and policies in the areas of cash receipts, cash disbursements, payroll, information systems, inventory, budgeting, and closing procedures
- Prepare and present financial statements and reports to various entities and the boards of education
- Develop fixed assets and long-term debt schedules for General Obligation Bonds, Capital Appreciation Bonds, Certificates of Participation, capital and operating leases along with posting GASB 34 entries
- Extensive single audits of federal funds in compliance with OMB circulars including ARRA funding
- Extensive auditing in the areas of Revenue Limit, Federal and other Categorical Programs including reconciling State calculations with school district calculations for major reports
- Provide training to clients and staff on proper internal controls

Item #4.B.i  
Grant Application to Union Bank





## **Board Agenda Item 4.B – Grant Application Approval**

### **Background:**

The SWC Small Business Development Center is requesting approval of a grant application to Union Bank with SWC Foundation as the applicant. The grant will support the SBDC's efforts to provide additional one-on-one counseling service for San Diego region small businesses to assist them in starting and growing their businesses.

The application is requesting \$250,000 (\$75,000 per year for three years).

MUFG Union Bank, N.A., is committed to supporting the development of small businesses. To help small businesses grow and thrive, the MUFG Union Bank Foundation is pleased to announce a multi-year grant initiative, Advancing Communities Forward Program (ACFP). Launching on May 10th, ACFP provides special funding for small business technical assistance providers doing work in California and Washington. ACFP is one component of the 2016 – 2020 Community Service Action Plan (CSAP), the formal roadmap to the reinvestments we will make in our communities over the next five years.

Staff from SWC SBDC will be present to answer any questions.

Item #4.D.i  
2016–2017 Budget



## Annual Development Plan and Timeline (2016-2017)

**Historic View** (data source: Annual Financial Statements and Independent Auditor's Report FY ending 6/30)

	2013	2014	2015
<b>Total Revenue</b>	<b>255,717</b>	<b>252,524</b>	<b>150,880</b>
Scholarships & Awards	32,300	37,400	57,108
RFF	29,545	84,305	21,337
<b>Subtotal (SWC benefit)</b>	<b>61,845</b>	<b>121,705</b>	<b>78,445</b>
Fundraising/Administrative Expenses	97,494	80,628	38,446
<b>Total Expenses</b>	<b>159,339</b>	<b>202,333</b>	<b>116,891</b>
Increase in Net Assets	96,378	50,191	33,989

### Financial Goals:

- Create sustainable and consistent growth in revenue and net assets
- Hold fundraising and administrative costs on course to be no more than 10%
- Grow SWC benefit through increased scholarships, RFF awards and donations

### Foundation Priorities & Goals:

1. Fully staff SWC Foundation Department
2. Purchase, transition, integrate and train on comprehensive **CRM** (Blackbaud Raiser's Edge and Financial Edge)
3. **Update** all governing documents, policies and contractual agreements
4. **Transition** scholarship funds from Financial Aid (and other program accounts as requested) to the Foundation.
5. Plan, implement and promote comprehensive annual fund program
  - a. **Employee Giving Campaign**
  - b. **President's Circle**
  - c. **Individual Giving (Alumni & Friends)**
6. Plan and implement comprehensive donor and prospective donor **communication and appeal strategy**
7. Recruit sponsors, donors and attendees for two special events (**Jaguar Award Luncheon and Golf Tournament**)
8. **Build and grow** alumni and retiree database
9. **Begin planning** Alumni & Friends and Golden Jaguars programs and giving strategies



SOUTHWESTERN COLLEGE FOUNDATION

## **Priority 1: Fully Staff SWC Foundation Department**

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### **Strategies**

- Work with Human Resources and interview panel to evaluate and select qualified applicant for Fund Specialist position.
- Governing Board Approval at the June board meeting

## **Priority 2: Purchase, transition, integrate and train on comprehensive CRM (Blackbaud Raiser's Edge and Financial Edge)**

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### **Strategies**

- Work with Blackbaud consultants to transfer old data into the new system.
- Work with Blackbaud consultants to configure system and contact data for SWC Foundation needs.
- All staff to receive group, individual and self-led training from Blackbaud
- Add all fund and financial data to system and configure reporting parameters
- Configure event module, train and be ready to use for Fall Luncheon
- Configure alumni tracker and train
- Create online donation form and add to website

## **Priority 3: Update all governing documents, policies and contractual agreements**

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### **Strategies**

- Contract with legal counsel to review and make recommendations for revisions
- Ensure stakeholder feedback
- Approval by foundation board (and governing board, if applicable) of all final documents
- Board development retreat in summer
- Review Investment Policy Statement
- Contract with consultant to review all finances and make recommendation

## **Priority 4: Transition scholarship funds from Financial Aid (and other program accounts as requested) to the Foundation.**

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### **Strategies**

- Complete and consistent scholarship fund agreements
- Scholarship and criteria inventory and assessment in partnership with Financial Aid
- Contact all scholarship fund advisors to notify them of transition
- Enter all scholarships and criteria into Foundation system
- Develop scholarship fund reports (disbursement, recipients, etc.)



SOUTHWESTERN COLLEGE FOUNDATION

## **Priority 5: Plan, implement and promote comprehensive annual fund program**

### **Strategies**

- **Employee Giving Campaign** (Fundraising Goal \$15,000 Year – Split \$10k unrestricted, \$5,000 restricted)
  - Survey all staff
  - Identify and invite employees from all constituent groups for focus group
  - Develop program including incentives based on giving level
  - Launch program
  - Promote program at Opening Day, campus committees, constituency groups, new hires
  - Host cultivation event
- **President's Circle** (Fundraising Goal \$20,000)
  - Develop program including incentives based on giving level (standardized sponsorship model)
  - Identify prospective members
  - Meet one-on-one for early commitments
  - Hold a launch event on campus
  - Implement program
- **Individual Giving** (Fundraising Goal \$10,000)
  - Online appeals and donations
  - Prospect research
  - Alumni research (Blackbaud and Admissions)
    - Research FERPA requirements and ensure compliant
  - Giving Tuesday
  - Graduation Giving
  - Bi-Annual Magazine to top 20%
  - One-on-One Meetings
  - Host cultivation event

## **Priority 6: Plan and implement comprehensive donor and prospective donor communication and appeal strategy**

### **Strategies**

- Investigate volunteer or pro bono marketing and branding support
- Contract with graphic designer to create general foundation, employee giving, planned giving and President's Circle promotional material consistent with branding
- Contract with consultant to conduct website analysis and recommend changes
- Create template design and content for bi-annual magazine
- Create template design and content for quarterly newsletter and electronic appeal
- Purchase branded incentives for employee, alumni and friends giving and President Circle members
- Design and print donation envelopes



SOUTHWESTERN COLLEGE FOUNDATION

- Contract with videographer to film stories (scholarships recipients, employee givers, legacy donors, corporate sponsors, model/successful programs, etc.) and provide final in multi-media format
- Create an editorial calendar to increase social media presence
- Annual appeal letter (end of school year)

**Priority 7: Recruit sponsors, donors and attendees for two special events (Jaguar Award Luncheon and Golf Tournament)**

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**Strategies** (Fundraising Goal \$125,000 – Golf @ \$50k, Luncheon @\$75k)

- Save-the-Dates no less than six months in advance
- Research and identify prospective sponsors
- Annual sponsorship opportunities to sponsors with benefits to prospective sponsors in July (fiscal year) and in January (calendar year)
- Annual auction/raffle donation opportunities to sponsors with benefits to prospective sponsors in July (fiscal year) and in January (calendar year)
- Form event committees of board and community members
- Invites no less than two months prior

**Priority 8: Build and grow alumni and retiree database**

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**Strategies**

- All staff will be involved in at least one campus committee and one community organization
- Work with admissions and student services to identify alumni
- Work with human resources to identify retirees
- Incorporate self-identify opportunities in all communications and events

**Priority 9: Begin planning Alumni & Friends and Golden Jaguars programs and giving strategies**

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**Strategies**

- Survey Golden Jaguars (retirees)
- Meet with Golden Jaguar committee members – focus group
- Survey Alumni
- Identify alumni to invite for small focus groups



**July**

**August**

**September**

**October**

**November**

**December**

**January**

**February**

**March**

**April**

**May**

**June**



### SWC Foundation Budget 2016-2017

REVENUE	Budget
<b>SCB Unrestricted General Fund</b>	
*Employee Giving	10,000
Individual Giving	10,000
Golf Tournament	60,000
Jaguar Award Luncheon	100,000
<b>Subtotal unrestricted</b>	<b>180,000</b>
<b>SCB Restricted Program / Special Initiatives</b>	
*Program Accounts	2,500
*Scholarships	2,500
Projects/Initiatives - President's Circle	20,000
Grants	
Transfers from Investment/Unrestricted (Scholarships, based on previous year)	24,200
<b>Subtotal unrestricted</b>	<b>49,200</b>
<b>TOTAL</b>	<b>229,200</b>

EXPENDITURES	Budget
<b>SCB Unrestricted General Fund</b>	
Administration	2,000
Legal	10,000
Accounting Transition	3,000
Audit	6,500
SCEDC Membership	350
Golf Tournament	10,000
Jaguar Award Luncheon	25,000
Annual Fund Program	5,000
<i>Transfer to Savings/Reserve (5% of unrestricted)</i>	9,000
<b>SCB Restricted Program / Special Initiatives</b>	
Program Accounts	
Scholarships	24,200
Projects/Initiative	
Grants	
Mini Grants (RFF) Fall	30,000
Mini Grants (RFF) Spring	30,000
SODA Scholarship Awards	20,000
<b>Total</b>	<b>175,050</b>
<b><i>Increase to Net Assets</i></b>	<b><i>54,150</i></b>

\*Revenue/Expenditure projections do not include new scholarship funds, grants or investment earnings.