The Board of Governors of the California Community Colleges

PRESENTED TO THE BOARD OF GOVERNORS
DATE: July 20, 2015

SUBJECT: Foundation for California Community Colleges – Strategic Plan Annual Impact Report		Item Number: 3.5	
		Attachment: No	
CATEGORY:	Foundation for California Community Colleges	TYPE OF BOARD CONSIDERATION:	
Recommended By:	*Keetha Mills* Keetha Mills, President/CEO	Consent/Routine	
		First Reading	
Approved for Consideration:	*Brice W. Harris* Brice W. Harris, Chancellor	Action	
		Information	X

ISSUE: This item will include a presentation and discussion of the Foundation for California Community Colleges (Foundation) progress against its long-range strategic plan guiding priorities through the year 2020. This item will include highlights from fiscal year 2015 and will preview the Foundation's fiscal year 2016 annual plan and budget.

BACKGROUND: This presentation provides information related to the Foundation's long-range and near-term goals, priorities and financial impact in providing direct support and savings to students, colleges, college foundations and the system. As June 30 marks the end of the Foundation's fiscal year, the presentation will include highlights from fiscal year 2015 as well as a summary of the upcoming year's plan and budget.

RECOMMENDATION: This item is presented for information and discussion.

ANALYSIS:

2015-2020 Strategic Plan Goals

The Foundation's programs and services are designed to support students, colleges, college foundations, and the System, helping to improve higher education opportunities throughout the state.

Goal 1: Students
Expand student access, success, and educational and career outcomes through the promotion of student-centered resources and tools.

Goal 2: Community Colleges
Strengthen Community Colleges by providing access to shared resources, simplified processes, and innovative, scalable, and sustainable programs, services, and solutions.

Goal 3: Community College Foundations
Promote collaboration among, and bolster the capacity of, Community College-based foundations to support local fundraising efforts.

Goal 4: The California Community College System
Further the missions and goals of the California Community Colleges and the statewide Chancellor's Office by expanding and diversifying resources.

Goal 5: Foundation Infrastructure
Foster a culture of excellence, integrity, shared leadership, and shared success to provide high-quality infrastructure, elevate the organizational profile, and exceed constituent expectations.

2015 In Review
The Foundation successfully increased overall year-over-year impact and beat or achieved virtually all annual plan metrics. Foundation programs and services are increasingly strategically aligned with System needs and priorities, relationships with key constituents continue to grow stronger, and new business opportunities are being pursued with a keener eye on ensuring the appropriate balance of cost recovery, reserve growth, and mission impact.

2015 Key Accomplishments

Students and Colleges

- **Increased support to veterans, foster youth, student mental health, air quality programs, student success, student mental health program initiatives, student scholarships, and workforce development programs**. Provided ~$10 million dollars of support in direct grants and other financial resources. Exceeded fundraising goals by securing over $12 million in new funding streams, in collaboration with the Chancellor's Office and the colleges, through almost 70 new funding streams with an 85% grant application success rate.

- **Bolstered student mental health support**. Provided training to over 100,000 students, faculty, and staff on campuses statewide.

- **Served more students and faculty through CollegeBuys**. Exceeded goals for students and faculty served through CollegeBuys of over 17,000 and 6,000, respectively, and exceeded aggregate cost-savings goals for colleges, students, faculty, and staff of $20 million.

- **Increased CollegeBuys grassroots marketing and constituent engagement**. Efforts include increased participation in the campus champion program, implementation of concierge services, increased campus visits, and the establishment of a statewide advisory committee.

- **Expanded and diversified CollegeBuys offerings to colleges.** Implemented ten new product and service contracts:

  o Carpet & Resilient Flooring (Gymnasiums, and Indoor Stadiums)
  o Synthetic Turf & Sports Flooring (Gymnasium, and outdoor Stadiums)
  o Sports Equipment (Indoor and outdoor Athletic Facilities)
  o Prefabricated Aquatic Pool, Components and Ancillary Parts (Aquatic facilities and accessories)
  o Enterprise Level Anti-Virus Software (following similar business model as current enterprise offerings through Microsoft and Adobe)
  o Adobe EchoSign – Electronic signature platform for increased workplace efficiency
  o iContracts – Document management system (to complement Adobe EchoSign agreement)
  o Link-Systems International – Preferred provider of online tutoring services for the CCC Online Education Initiative
  o Enterprise level digital time/clock provider contractor
  o Exterior LED Luminaires Agreements

- **Served more nursing students**. Exceeded nursing student clinical placement goals and met student internship goals of 70,000 students and 500 students, respectively. Expanded nationwide utilization of the Centralized Clinical Placement System (CCPS) technology tool

by hospitals and schools of nursing, added a new national market in South Carolina, and increased nursing student placements in clinical study environments.

- **Expanded work-based learning support**. Achieved significant increases and diversification of student work-based learning opportunities, employer engagement, and other partnership expansion, including high schools, colleges, workforce boards, and associations. Developed and implemented LaunchPath as a pilot program in the Sacramento Region – an innovative matching/badging student work-based learning technology tool designed to take high school and college work-based learning to scale throughout California.

- **Increased awareness of student success activities**. Launched the statewide Step:Forward campaign, in collaboration with the Chancellor's Office, including an integrated website, print materials, and complementary tools and resources that were provided to all 112 colleges to help raise awareness of new priority registration requirements.

- **Expanded training opportunities in the automotive industry**. Developed and implemented the Automotive Resource Center technology tool, which provides a wide range of tools and services for smog check professionals, employers, faculty, and students.

Community College Foundations

- **Supported the Network of California Community Colleges**. Provided direct financial and staffing support, increased membership engagement, increased attendance and California engagement at the national Conference for Community College Advancement, and supported the Network's goals to enhance leadership, training, networking, and advocacy opportunities at the local foundation level.

System

- **Positioned in a key leadership role representing the System in intersegmental (CCC, CSU, UC) initiative related to shared services**.

- **Increased fiscal sponsorship partnerships**. Currently supporting aligned organizations and projects such as the RP Group, California Acceleration Project, California After School Network, and Get Focused, Stay Focused.

- **Improved stewardship, engagement, and oversight of the Community College Scholarship Endowment Fund**. Specific improvements include cash on hand balances, donor compliance requirements at the local level, and investment management services.

- **Established the Success Center for California Community Colleges**, which will disseminate information, support implementation, coordinate entities, and promote a shared agenda supporting the statewide Student Success Initiative. Integrated and aligned the work of the

Success Center with the Chancellor's Office newly established Institutional Effectiveness division.

- **Increased alignment with Chancellor's Office efforts**. Growing integration and alignment of Foundation student services initiatives, including student mental health and foster youth programs, with the Chancellor's Office Student Services division.

- **Partnered with the System-wide Online Education Initiative**, creating cost savings opportunities through CollegeBuys for the preferred online tutoring technology tool. Onboarded personnel leadership for the Online Education Initiative and integrating Success Center professional development efforts within the Online Education Initiative infrastructure.

- **Furthered support of workforce development activities**. Actively participated with the Board of Governors *Task Force on Workforce, Job Creation and a Strong Economy*, including raising $100,000 of philanthropic support for Task Force town hall meetings. Growing integration and alignment of Foundation workforce development initiatives with Chancellor's Office Workforce Development division and the *Doing What Matters for Jobs and the Economy* initiative.

- **Enhanced career technical education support**. Implemented the Community College Linked Learning Initiative, in partnership with the Chancellor's Office and Los Rios Community College District, to facilitate the improvement of high school to community college transitions within key career technical education areas with a focus on expanding student work-based learning opportunities.

- **Provided ~$250,000 in direct support of Chancellor's Office and Board of Governors strategic activities.**

Foundation Infrastructure

- **Improved technology tool usage**. Made significant investments in the implementation of internal infrastructure tools to improve efficiency, effectiveness, productivity and customer service through the use of technology:
    o iContracts – document management system
    o Adobe EchoSign – electronic signature platform
    o Adaptive Planning - integrated financial budgeting and reporting tool
    o SalesForce – customer relationship management tool
    o PlanetBids – RFP management and e-procurement solution

- **Implemented Organizational Dashboard Reporting tools** to track, measure, and promote overall impact of Foundation programs and services.

- **Established a new team of workforce development experts** within the Foundation's workforce development department, leveraging new grant opportunities to further the Foundation's work-based learning initiatives.

- Initiated efforts to **enhance the CCPS nursing clinical placement technology tool**, with additional funding from the Gordon and Betty Moore Foundation, to ensure ongoing effectiveness, impact, market competiveness, sustainability and growth.

- **Prepared for move to new office location**. In collaboration with the Chancellor's Office, executed new office lease and developed new space plan designed to improve teamwork, productivity, efficiency, and collaboration.

- **Grew brand recognition and organizational reputation for financial prudence, innovation, and action**:
    o Saw an increase in unsolicited requests to lead, partner, collaborate, and/or provide fiscal sponsorship services for a number of projects, programs, and initiatives.
    o Expanded philanthropic funder contacts and demonstrated ability to highlight unmet needs for funders.
    o Increasingly becoming the 'go-to' organization for system-wide procurement and project-based technology needs.

- **Expanded grant development strategies**, securing a record number of diverse grants and contracts. Secured almost 70 new funding streams with an 85% grant application success rate.

- **Improved employee engagement, alignment, and overall morale** as evidenced by higher employee survey scores – all scores averaged above 4 out of 5.

- **Carried out the initial year of the newly approved five-year strategic plan**. The strategic plan has been fully integrated into Foundation operations, culture and accountability metrics. Aligned employee evaluation process with newly approved strategic plan initiatives and goals.

- **Implemented amendments to Foundation Bylaws designed to improve Board engagement, effectiveness, and diversity**. On-boarded two new Board of Governors members to the Foundation board.

- **Generate ~$30 million in total revenue with over 85 cents of every dollar directly supporting program and service delivery, while continuing to increase unrestricted operating reserves.** Unrestricted reserves total over $2.3 million as of June 30, 2015.

2016 Plan Summary

Students and Colleges

- Grow, diversify and increase utilization of CollegeBuys offerings.

- Build and grow student work-based learning opportunities and improve employer engagement. Increase utilization of Career Pathway and LaunchPath tools and services.

- Maintain nursing placements and ensure ongoing constituent input and feedback throughout Nursing Resource Center technology enhancement project.

- Maintain and grow utilization and overall impact of Automotive Resource Center.

- Streamline, update and seek out new services to colleges for special student populations

Community College Foundations

- Increase capacity-building support for the Network of California Community College Foundations to improve overall effectiveness and impact of organizational goals (dedicated staffing, website and online presence, advocacy efforts, etc.)

System

- Pursue additional opportunities to build on past system-wide communications and technology accomplishments.

- Better integrate workforce and student services programs with fiscal sponsor programs and the Success Center.

- Seek out philanthropic and other outside support for the implementation of Workforce Development Task Force Recommendations.

- Enhance leadership role representing the System in intersegmental (CCC, CSU, UC) initiative related to shared services and identify opportunities for collective procurement.

- Strengthen relationships with new Board of Governors member and Chancellor's Office leadership to ensure ongoing alignment, enhancement and relevant benefit is provided to accelerate key initiatives, programs, and priorities.

- Provide $250,000 in direct support of Chancellor's Office and Board of Governors strategic activities.

Foundation Infrastructure

- Ensure full implementation and utilization of new infrastructure technology tool investments, including scaling adoption and utilization of Customer Relationship Management software.

- Enhance and leverage organizational brand, reputation, and positioning as the 'go-to' hub for financial prudence, innovation, and action.

- Pursue strategies to leverage Foundation expertise in areas such as investment management.

- Maintain high employee morale ensuring proper incentives to retain and promote employee excellence.

- Manage smooth transition to new office location, minimizing cost and operation disruption. Ensure prudent utilization of Foundation reserves to facilitate office relation efforts.

- Onboard and orient new board members and nurture tenured board members promoting healthy board engagement and effectiveness.

- Generate ~$30 million in total revenue with over 85 cents of every dollar directly supporting program and service delivery.