





The Board of Governors of the California Community Colleges

PRESENTED TO THE BOARD OF GOVERNORS
DATE: September 18-19, 2017

SUBJECT: Foundation for California Community Colleges – Strategic Plan Annual Impact Report		Item Number: 4.6	
		Attachment: No	
CATEGORY:	Foundation for California Community Colleges	TYPE OF BOARD CONSIDERATION:	
Recommended By:	 Keetha Mills, President/CEO	Consent/Routine	
		First Reading	
Approved for Consideration:	 Eloy Ortiz Oakley, Chancellor	Action	
		Information	X

ISSUE: This item will include a presentation and discussion on progress of the Foundation for California Community Colleges (Foundation) against its long-range strategic plan, which guides priorities through the year 2020. This item will include highlights from fiscal year 2017 and will preview the Foundation’s fiscal year 2018 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 2017 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.

2017 In Review

The Foundation achieved significant growth over the past year, increasing overall year-over-year impact and exceeding virtually all annual plan metrics across a diverse portfolio of programs designed to serve students, colleges, foundations, and the System as a whole. The Foundation expanded and deepened its impact in all program and service areas through the launch of new programs and growth of others, while also making significant investments in back office infrastructure to support current and future growth needs. The Foundation continued to nurture relationships with key constituents, develop new business opportunities, and ensure alignment with and responsiveness to the needs of the System, partnering directly with the Chancellor to raise funds for a number of key system-wide initiatives, including the new Vision for Success. The following outlines key areas of accomplishment for Fiscal Year 2017.

2017 Key Accomplishments

Students and Colleges

- **Increased support for ongoing system-wide initiatives, including student success, workforce development, and equity.** Provided over \$22 million in resources through a variety of programs and services supporting student success, workforce development, and equity, achieving a 44 percent increase over prior year.
- **Served more students in work-based learning experiences.** Facilitated nearly 100,000 student training opportunities in healthcare, auto repair, and general work-based learning experiences through the Nursing Resource Center, LaunchPath, Career Catalyst, Smog Check Technician Training, the California Apprenticeship Initiative, and the Community College Linked Learning Initiative.
- **Increased cost savings for colleges, students, faculty, and staff through CollegeBuys.** Facilitated almost \$30 million in aggregate cost-savings, serving all 114 colleges, 10,500 students, and 3,800 faculty and staff. Achieved 38 percent growth over prior year.
- **Expanded and diversified CollegeBuys offerings to colleges.** Implemented 15 new product and service contracts for a total of 78 current CollegeBuys offerings.
- **Enhanced support services for historically unrepresented student populations.** Expanded the number of Fresh Success pilot sites to assist students experiencing food security challenges. Provided direct grants to colleges and training and support services to 14,000 faculty, staff, and students, in the areas of student mental health and foster youth support services. Launched the Crisis Text Line to provide free, 24/7 text-based, confidential assistance, to California Community College students at all 114 colleges who may be experiencing a mental health challenge.
- **Launched the non-partisan Civic Impact Project.** Recruited and selected 25 colleges, awarded \$10,000 mini-grants, and distributed 125 laptops and mobile internet devices to students to conduct peer-to-peer campus based civic engagement activities. Engaged over 160 student volunteers, registered 751 new voters, and hosted a Civic Impact Summit for 21 student leaders throughout the state.

Community College Foundations

- **Supported the Network of California Community Colleges.** Provided direct financial and staffing support, increased engagement of CEO and CBO college leadership in promoting the importance of fundraising at the local level through professional development, facilitated strategic conversations with Chancellor's Office leadership to encourage alignment of priorities, recruited two veteran fundraising leaders to the Network board, and invested in a new leadership staff position to increase our capacity to grow the Network's leadership and financial standing, overall effectiveness, and impact of organizational goals to enhance leadership, training,

networking, and advocacy opportunities at the local foundation level and to support statewide initiatives.

System

- **Secured new funding and enhanced collaboration to advance System priorities.** Worked directly with the Chancellor to secure new philanthropic funding to increase the impact of the Success Center, support development of the Vision for Success, launch the California Guided Pathways Project, enhance System initiative roll-out efforts, increase policy research and development support for the Chancellor's Office, and support the Governor's request for a fully online community college.
- **Increased alignment and partnership with the Chancellor's Office.** Increased involvement and leadership in program areas including: FUSION technology enhancements, the California Apprenticeship Initiative, the Step:Forward priority enrollment awareness campaign, GIS, Here to Career, Foster Youth, Food Security, Student Mental Health services, and communications strategies for statewide technology Initiatives.
- **Furthered support of workforce development initiatives.** Adapted Foundation tools, services, and resources to initiate development of the integrated Career Experience Suite in response to the System's Strong Workforce Program recommendations.
- **Supported System procurement needs.** Positioned CollegeBuys in a key partnership role with the Chancellor's Office to represent the System in the California Higher Education Strategic Sourcing (CHESS) intersegmental initiative. Transitioned 15 new agreements through the CHESS initiative, making these CSU and UC agreements available to the California Community Colleges, saving colleges an additional \$7.3 million in the past year.
- **Provided over \$210,000 in direct support of Chancellor's Office and Board of Governors strategic activities.**

Foundation Infrastructure

- **Expanded and refined internal support capacity.** Increased responsiveness to internal and external customers within Finance, Human Resources, Legal, Contracts, Office Operations, and Communications and addressed back-office needs related to new business obligations.
- **Developed leadership and core competencies of our employees.** Completed over 100 hours of professional development training by staff on the Professional Learning Network, supplemented by 10 in-person leadership training sessions.
- **Maintained high employee engagement, alignment, and overall morale.** Achieved average employee survey scores of 4 out of 5 across all scores.
- **Secured a record \$45 million in new multi-year funding streams.** The Foundation was awarded over 130 grant and contract proposals, with an average award of \$350,000 and a 91 percent

grant application success rate. Received a two-year \$14.5 million renewal of the Smog Check Referee contract.

- **Generated over \$36 million in total annual revenue.** Increased revenue is an indicator of program impact and partner confidence in the organization's financial prudence. Total annual revenue represents a 23% increase over prior year, with over 85 cents of every dollar directly supporting program and service delivery, while continuing to increase unrestricted operating reserves. Unrestricted reserves total \$4.3 million, 10% of annual operating budget.

2018 Annual Plan Summary

The Foundation is budgeted to achieve another year of significant growth over 2018. Over the coming year, the Foundation will focus its efforts on refining strategies to help accelerate the Vision for Success, System Goals, and Guided Pathways frameworks, while continuing to enhance infrastructure to support growth and opportunity to further expand Chancellor's Office capacity through the Foundation. The following outlines key areas of the Foundation's 2018 Annual Plan.

Students and Colleges

- Increase support for system-wide initiatives in alignment with the Vision for Success, System Goals, and the Guided Pathways frameworks.
- Integrate and expand programs and services for students and colleges, including programs emphasizing special student populations, to align with the Vision for Success, System Goals, and the Guided Pathways frameworks.
- Build and grow student work-based learning opportunities and develop an integrated Career Experience portal designed specifically to support the California Community Colleges and address Strong Workforce recommendations.
- Attract resources to expand college services designed to support students that face historical or other barriers to economic mobility
- Leverage the statewide reach of the California Community Colleges to operate community outreach projects that benefit colleges and students.
- Grow, diversify, and increase utilization of CollegeBuys offerings strategically leveraging the Chancellor's leadership to enhance and expand partnerships with K-12, UC, and CSU systems.

Community College Foundations

- Develop a strategic plan for the Network of California Community College Foundations to improve overall effectiveness and impact related to professional development, advocacy, networking, and overall fundraising capacity.
- Engage and leverage the Network, in alignment with the Chancellor's priorities, to develop statewide strategies for alumni engagement, implementation of College Promise programs, and other statewide initiatives involving local college foundations.

System

- Strengthen communication, lead-development, and strategic partnerships with Board of Governors members to ensure ongoing alignment, enhancement, and relevant benefits are provided by the Foundation to accelerate key priorities.
- Engage Chancellor's Office leadership to orient new staff to Foundation programs and services, create robust champions to promote and integrate the Foundation's work, and enhance partnerships exploring opportunities to further expand Chancellor's Office capacity through the Foundation.
- Create a flexible meeting and workspace for the Chancellor's Office to support stronger collaboration with system initiatives and projects—maintaining a new physical presence that will serve as a flagship gathering place for innovation.
- Through the Success Center for California Community Colleges, provide support and attract additional funding for system initiatives, including Vision for Success, System Goals, and Guided Pathway. Enhance system initiative roll-out efforts, increase policy research and development capacity support for the Chancellor's Office, and support the Governor's request for a fully online college.
- Support the California Higher Education Shared Services Initiative (CHESS), a California public higher education business collaboration, by maintaining a leadership position guided by the California Community Colleges Chancellor's Office, identifying challenges to collaboration, leveraging Chancellor relationships, exploring legislative language that promotes increased inter-segmental partnerships, and increasing adoption of new intersegmental contracts.
- Pursue opportunities to build on past and current system-wide communications and technology enhancements, and pursue integration opportunities with system-wide initiatives.
- Provide \$300,000 in direct support to Chancellor's Office and Board of Governors strategic activities.

Foundation Infrastructure

- Review the Foundation's 2020 Strategic Plan for refinement, as appropriate, to support the Vision for Success, System Goals, and Guided Pathways frameworks, and other priorities of the Chancellor and Board of Governors.
- Build on our 20-year anniversary and growing brand recognition to enhance and leverage organizational brand, reputation, and positioning as the 'go-to' hub for financial prudence, innovation, and action, with a heightened focus on alignment with the Vision for Success, System Goals, and Guided Pathways frameworks.
- Achieve significant progress toward full implementation, increased utilization, cross-departmental integration, and return on investment related to recent internal infrastructure technology tool investments.

- Implement a new risk management program, including information governance practices, utilizing the organization-wide evaluation, gap-analysis, and strategic roadmap recently developed by our information governance consultant.
- Manage third floor office space expansion, leverage vendor partnerships to create an efficient workspace, and relocate appropriate internal departments, with an eye toward maintaining collaboration, open communication, and interaction throughout our expanded office space.
- Maintain high employee morale, ensuring proper incentives and professional development opportunities are available to retain and promote employee excellence.
- Utilize outside expertise to deploy Board member self-assessments and other governance tools designed to ensure ongoing evolution of the Board commensurate with evolving organizational needs and enhance healthy Board engagement, professionalism, and overall effectiveness.
- Generate at least \$42.8 million in total revenue, 18% growth over prior year, and \$0.9 million in net income, 2% of revenue, with 85 cents of every dollar directly supporting program and service delivery. Grow operating reserves to total over \$4.5 million, 10% of total operating budget.