

COASTLINE
COLLEGE



2019-2020
Annual Department Review

Foundation

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Section 1: Department Planning

Internal Analysis

The mission of the Foundation is to support students through scholarships, endowment and other financial programs to expand the capacity to meet the diverse needs of Coastline students and the community.

Since its establishment in 1984, the Foundation plays an important role within Coastline College by providing financial support for students, programs and services, as well as being a mechanism to raise the institution's profile in the community.

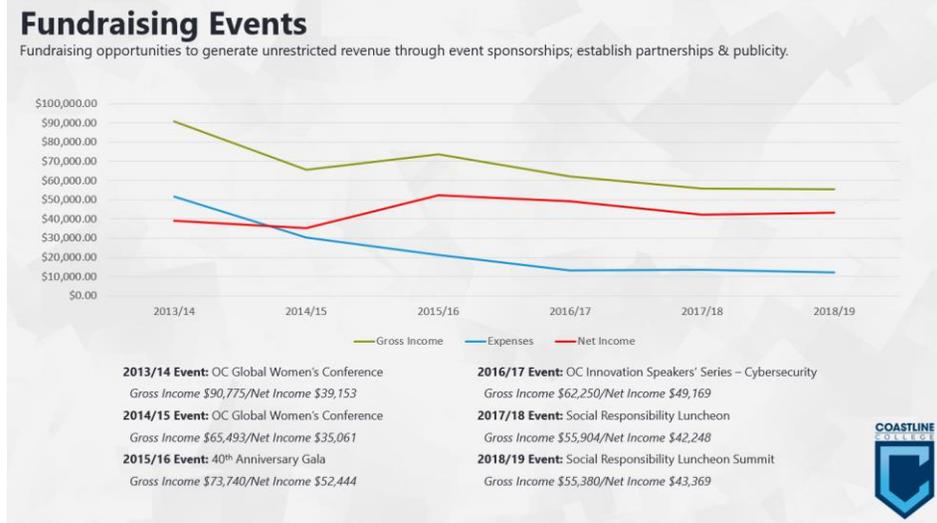
In the 2017-2018 fiscal year, the Foundation Board of Directors developed and approved the 2017-2020 Foundation Strategic Plan, to provide focus for goals and expectations of the Board of Directors and the Foundation department. The four Strategic Plan goals are:

1. Provide additional resources to college through fundraising campaigns
2. Strengthen quality volunteer leadership
3. Build community awareness of the Foundation
4. Provide donor recognition

In the Strategic Plan, each of the goals are expanded upon in greater detail to provide additional benchmarks for the Foundation:

1. **Goal 1:** The first Strategic Plan goal focuses on the fundraising abilities of the Foundation and Board of Directors. The Foundation hosts a variety of events and campaigns that are designed to generate unrestricted and restricted funding (in support of programs and scholarships). For many years, the Foundation galas acted as a mechanism to generate unrestricted support through sponsorships. Fundraising trends changed in 2010, therefore the Foundation modified their event planning to accommodate changes in corporate social responsibility frameworks. Corporations sponsored less galas and instead supported more meaningful causes that aligned with their own company social responsibility agendas (like diversity, community empowerment, the environment, etc.). The Foundation recognized these shifts, and in 2014/15 the Foundation offered the OC Global Women's Conferences that explored a variety of topics that touched upon the workplace diversity element in many CSR initiatives. Because of the cost and time required to host large-scale conferences, the Foundation modified its offerings to a condensed luncheon (such as the OC innovation Speakers' Series) to allow attendees to participate during their lunch hour instead of an all-day event. This also benefited the Foundation with less expenses to cover such as expanded hotel costs, materials and staffing hours. The Luncheons allowed the Foundation to explore expanded topics, such as philanthropy, cybersecurity, social responsibility that reflect important dialogues that are happening in current events and in community colleges. In 2019, the Foundation hosted the Social Responsibility Summit at the Westin South Coast Plaza. The event generated \$43,000 in net revenue (\$55K gross revenue, with minimal expenses at \$12,000). Hosting events such as the conference or luncheon allows the Foundation to continue to develop and strengthen strategic corporate partnerships, by offering valuable benefits to the corporations.

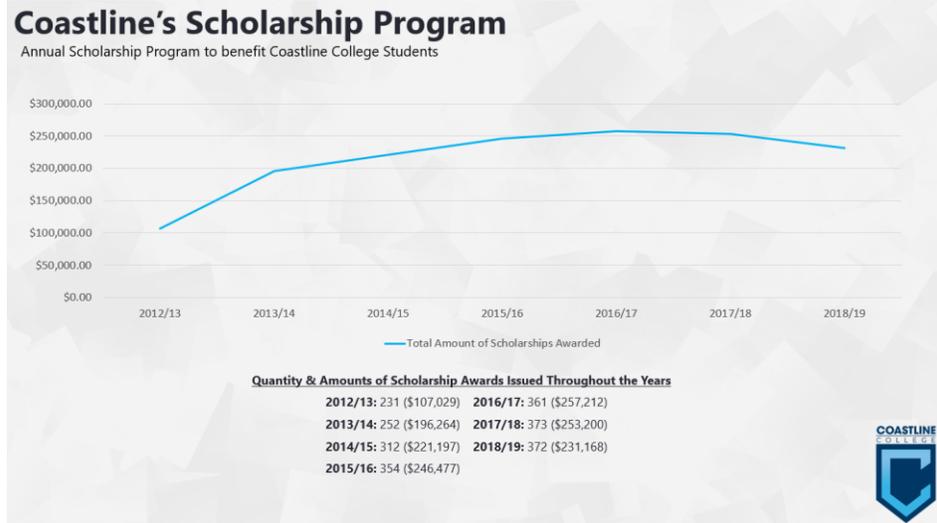
Table 1.1 Internal Analysis



Above is a graph representing fundraising revenues from 2013/14 fiscal year to present. The red graph line represents the net revenue; The blue line represents decreased expenses, thus increasing the net revenue (red line).

Other fundraising mechanisms are utilized by Coastline College Foundation, including individual fundraising campaigns for scholarships, as well as faculty & staff campaigns and social media campaigns. In the last five years, the Foundation has seen a significant increase in scholarship offerings to Coastline College students. Primary reasons for this are because the Foundation has seen an increase in scholarship donations from faculty & staff (through the encouragement of various faculty & staff fundraising campaigns), as well as the interest income generated from the investment of \$500,000 into scholarship endowments (both internal & external). An additional factor includes an increase in Coastline students receiving external scholarships.

Table 1.2 Internal Analysis

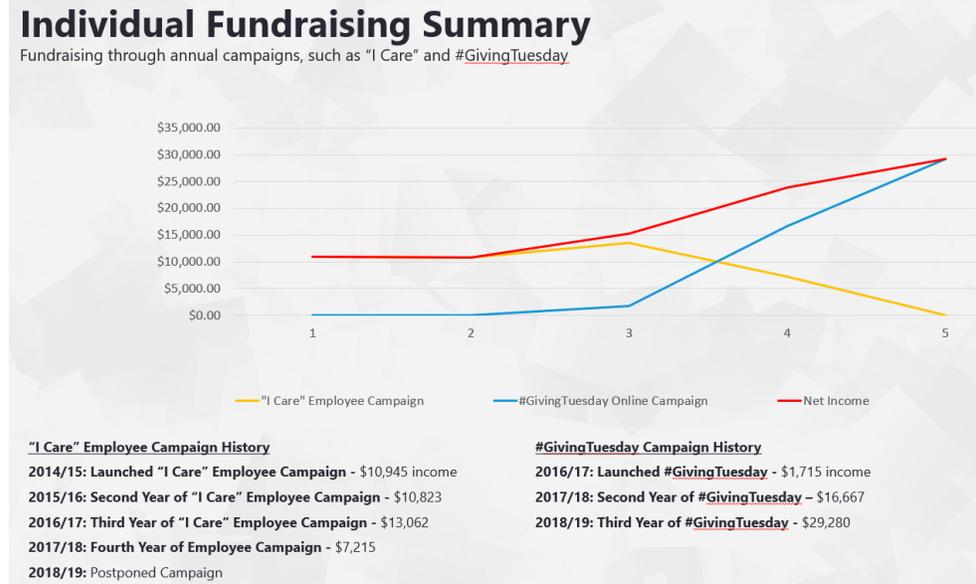


The above graph represents the increase in scholarship offerings to Coastline College students in the last five years.

In 2014, Coastline Foundation implemented the “I Care” Faculty & Staff Campaign after learning more about the added importance of having the internal support of employees. The ‘buy-in’ from internal constituents is an added benefit for securing major gifts, grants and support in capital campaigns. The

first “I CARE” Campaign was very successful with 172 employees participating, thus generated nearly \$11,000 in donations. Each year, donors increased their gift or new donors participated. In 2016, the Foundation joined the annual #GivingTuesday movement, which is a national day of giving that takes place immediately after Thanksgiving. Each year, the Foundation invested more energy and effort, resulted in increased giving. In 2018 the Foundation partnered with Coastline’s Marketing department to expand the Giving Tuesday campaign efforts and generated more than \$29,000 in donations.

Table 1.3 Internal Analysis



Above is a graph representing individual fundraising campaigns in the last 5 years.

2. The second 2017-20 Strategic Plan Goal is to “Strengthen quality volunteer leadership.” In recent years, the Foundation worked diligently to elevate its own profile, both internally and externally, by recruiting quality Board members from local organizations and corporations. Hosting events, such as conferences and luncheons that feature cutting edge topics and speakers are designed to generate revenue, but also provide publicity to Coastline College and make connections to potential Board members and/or establish partnerships for the college. In the past five years, the Foundation has recruited 10 new Foundation Board Members through connections made within the community. During the 2018-19 fiscal year alone, the Foundation recruited four new Board members: Lanae O’Shields (SoCalGas Co); Scott Gayner (Western Community Housing Inc); Alex Accetta (Alex Accetta & Associates, Inc) and Debbie Killey (Republic Services).

3. The 3rd goal of the Strategic Plan is to build community awareness of the Foundation. With the hiring of a new Marketing Director, Dawn Willson, the Foundation saw an increased marketing partnership in the 2018/19 fiscal year. This is apparent with the support and quality of design, web content and social media coverage provided by the Coastline Marketing department in campaigns, such as Giving Tuesday and the Social Responsibility Summit Luncheon. Also, the Foundation Board of Directors and Executive Director established additional strategic partnerships with community organizations, such as Orangewood Foundation, Hyundai through their Hopes on Wheels event, and Fountain Valley Rotary Club, to name a few.

Table 1.4 Internal Analysis

2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
- Asian & Pacific Islander American Scholarship Fund (APIASF) AANAPISI Scholarship Program: APIASF	- Asian & Pacific Islander American Scholarship Fund (APIASF) AANAPISI Scholarship Program: APIASF	- Asian & Pacific Islander American Scholarship Fund (APIASF) AANAPISI Scholarship Program: APIASF	- Asian & Pacific Islander American (APIA) Scholarship Fund	- Asian & Pacific Islander American (APIA) Scholarship Fund
- Edison International: STEM Scholarship Program	- Edison International: STEM Scholarship Program	- Edison International: STEM Scholarship Program	- SCE/Edison International: STEM Scholarship Program	- Assistance League of Huntington Beach Edison International (SCE): STEM Scholarship Program
- AT&T	- AT&T	- AT&T	- AT&T	- Comerica Bank
- Comerica: EOPS Program	- Comerica	- Comerica	- Comerica	- Comerica Bank
- Commonwealth Land Title	- Commonwealth Land Title	- Commonwealth Land Title	- Commonwealth Land Title	- Commonwealth Land Title
- Fountain Bowl: Scholarship	- Fountain Bowl: Scholarship	- Fountain Bowl: Scholarship	- Fountain Bowl: Scholarship	- East West Bank
- Fountain Bowl: Scholarship	- GST Inc.	- GST Inc.	- Haynes Boone	- Fountain Bowl Scholarship
- Rainbow Environmental	- Haynes Boone	- Haynes Boone	- Kirksey & Company	- Fountain Valley Chamber of Commerce
- RVCA : Art Gallery	- Kirksey & Company	- Kirksey & Company	- Rutan & Tucker	- Fountain Valley Rotary Club
- School's First: Scholarship	- Rutan & Tucker	- Rutan & Tucker	- School's First	- Hyundai Hope on Wheels
- SoCal Gas Company	- School's First: Scholarship	- School's First	- SoCal Gas Company	- Kirksey & Company
- Union Bank	- SoCal Gas Company	- SoCal Gas Company	- Union Bank	- Oranewood Foundation
- US Bank	- United Education	- Union Bank	- U.S. Bank	- P2S, Inc.
- Wells Fargo	- All.	- Wells Fargo	- Wells Fargo Bank	- Rutan & Tucker
- West Group Designs	- Union Bank	- West Group Designs	- West Group Designs	- School's First FCU
	- Wells Fargo			- SoCal Gas Company
	- West Group Designs			- Union Bank
				- U.S. Bank
				- Wells Fargo
				- West Group Designs
				- Western Community Housing, Inc.
				- WRCCDC
14	17	19	15	22

4. The final goal of the 2017-20 Strategic Plan is to provide donor recognition. The Foundation finds meaningful ways of showing appreciation for a donor's support, and to also encourage continued relationships with Coastline College and the Foundation. Each gift will provide the donor with a tax acknowledgement letter. The Foundation also hosts an annual donor appreciation reception at the Newport Beach Campus. In July 2018, the Foundation hosted an evening reception, complete with Italian-themed entertainment and a Tuscan themed meal. Other meaningful recognition includes naming opportunities as a benefit for donors who contribute unrestricted gifts to the Foundation

(\$2,000 and up), as well as special plaques for President’s Circle members. The Foundation also lists all donors in the Annual Report and online for those who contribute \$25 or more.

Survey Results

During the 2018-19 fiscal year, the Foundation did not have an opportunity to conduct surveys to employees or students.

Service Area Outcome(s)

After conversations with the Department of Institutional Effectiveness, the following Service Area Outcomes were established in coordination with the Foundation’s Strategic Plan:

Table 1.5 Service Area Outcomes (SAOs)

SAO	ASSESSMENT MEASURE /TARGET
Build, support and grow community awareness of the Foundation.	Measure: Count of foundation events Target: Host three events annually
Provide additional resources for the college by conducting annual fundraising campaigns.	Measure: Host annual campaign Target: Meeting annual financial commitment determined by Foundation Board of Directors.
Advance scholarship awareness and resources.	Measure: Amount of scholarship money disbursed Target: Provide an average of 200,000 dollars in scholarships annually

SAO 1: In 2018-2019, the Foundation hosted three events, such as the *Social Responsibility Summit*, *Under the Tuscan Sun* Appreciation Reception and the 2019 Scholarship Ceremony with the intention to build, support and grow community awareness of the Foundation. *Based on the finding, the SAO 1 was met.*

SAO 2: In 2018-2019, the Foundation provided additional resources for Coastline College by conducting annual fundraising campaigns. The Foundation held the #GivingTuesday social media campaign in November 2018 that included contributions from Coastline employees, Board members and the community. The campaign generated \$29,280 in donations to support various Coastline causes. *Based on the finding, the SAO 2 was met.*

SAO 3: In 2018-2019, the Foundation set a goal of disbursing \$200,000 in scholarship awards annually to Coastline College students. The Foundation disbursed \$231,168 to Coastline College students, which is a 15% increase of the \$200,000 goal. *Based on the finding, the SAO 3 was met.*

Progress on Initiative(s)

The Foundation has the following ongoing initiatives:

Table 1.6 Progress on Forward Strategy Initiatives

Initiative(s)	Status	Progress Status Description	Outcome(s)
The Coastline Promise –This initiative was inspired and built on a variety of local, state, and national programs that support college access, academic persistence, and completion. Coastline’s President’s Council is spearheading the initiative, with the support of the Foundation Board of Directors, who will focus heavily on fundraising specifically for this project to help ensure its success and sustainability.	Ongoing	The BOD has agreed to contribute \$100,000 annually to support the Promise Program for three years. The Foundation Board of Directors will address the future of their contribution during the 2019-20 fiscal year.	2017-18: Approx. 60 students enrolled in the Coastline Promise program 2018-19: Approx. 80 students enrolled in the Coastline Promise program 2019-20: Approx. 72 students enrolled in the third year of the Coastline Promise program
To connect with global leaders by promoting practices of innovation, and support professional learning internally and externally through hosting local and regional-level events, such as the OC Innovation Speaker’s Series.	Completed	2016-17: The college hosted an innovation-focused event in June 2017 2017-18: Social Responsibility Luncheon event was hosted in 2017-18 2018-19: Social Responsibility Luncheon event in relation to community college students	2016-17: 280 participants attended the conference 2017-18: 200 participants attended the luncheon 2018-19: 165 participants attended the luncheon
Increase Foundation staffing to assist in providing additional resources (i.e. to advance student support services, increase opportunity for student achievement by garnering additional funds through outreach and development). This position will also help support events and projects, such as the College Promise and annual fundraising events.	Not started	The position was not funded or fulfilled. The Foundation will continue to request FWS student worker positions to assist the department needs. However, frequent turnover of student workers proves there is still a need for a permanent position.	The request for part-time permanent employment was not met.
Strengthen the department members’ knowledge and abilities by increasing participation in professional associations, attending training/seminars in fundraising.	Completed/ Ongoing	The department staff attended CASE Conference for Community College Advancement in October 2018. The Foundation will pursue additional skill-building opportunities to remain current in fundraising trends	In prior year, department reorganization decreased professional development costs which earing close to similar funds from the previous year; the Foundation will seek professional development to attend skill-building workshops/conferences
Increase operational effectiveness in support of garnering new partnerships and financial resources.	Ongoing	The Foundation continues to explore new fundraising event mechanisms and	The Foundation recruited four new Board members in 2018/19 fiscal year:

		recruit additional Foundation Board members on a continual basis	<ul style="list-style-type: none"> - Lanae O'Shields (SoCalGas Co) - Scott Gayner (Western Community Housing Inc) - Alex Accetta (Alex Accetta & Associates, Inc) - Debbie Killey (Republic Services)
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Response to Program/Department Committee Recommendation(s)

Table 1.7 Progress on Recommendations

Recommendation(s)	Status	Response Summary
Review and present qualitative and quantitative return on investment for initiatives and departmental plans.	In-progress	The Foundation is always assessing fundraising strategies for events and campaigns to ensure increased ROI
Consider conducting a Comprehensive Department Review in three years based on the organizational shift of the department.	Not started	Need to do a year of assessment
Provide a timeframe on the reorganization of the department.	Addressed	Information included in the 2017-18 annual department review

Department Planning and Communication Strategies

The following are the communication methods and interaction strategies utilized by the Foundation:

- The Foundation Board of Directors meets quarterly (January, April, July, October) to conduct business and provide reports. Meanwhile, the Foundation Executive Board meets bi-monthly (February, March, May, June, August, September, November) to ensure that business continues efficiently. Reminders and other communications occur through email and is shared through scheduled Board meetings.
- Foundation Board of Directors are recommended to network with their social and professional circles to share and/or recruit potential Board members, community partners and donors.
- The Foundation works with the Marketing Department for social media, email and visual communications to attract donors, community partners and alumni.
- The Foundation employees connect weekly to discuss operations and planning needs.
- Donors are communicated through social media, the college website, email and direct mail.

Coastline Pathways

Coastline College Foundation plays an indirect but integral part in the success of the Coastline Pathways initiative. Coastline Pathways is an equity-based mindset and practice institution-wide to facilitate student success. The model is designed to provide clear, coherent and structured educational experiences for students so that they can attain their educational and career goals efficiently and effectively. The pathway follows four components: *to clarify the path, enter the path, stay on the path and ensure that students are learning.*

The Foundation secures partnerships and funding that are strategic in ensuring student success, by providing fiscal support to the college programs that play an integral part in the Coastline path. For example, in 2017-18,

the Foundation secured additional supplemental funding for the Open Education Resources (OER) initiative, to assist with faculty in transitioning their online course offerings to a non-textbook course to help students save money. These OER course shells were impactful, because they are utilized as templates for other faculty members to use, as well. This investment in OER has impacted hundreds of students per semester with no-cost alternatives to courses that would otherwise force costly textbooks on them. Textbooks are often the largest barrier for students when enrolling in college courses, this eliminates the obstacle and allows the students to “*enter the path.*”

Another example is Foundation funding secured from U.S. Bank in 2018/19 in support of Coastline’s NextUp and Guardian Scholars programs. The funding was intended to provide former foster youth (who do not have the financial and emotional support of family) additional financial resources to help overcome obstacles that would normally prevent them from continuing in school. For these students, their barriers are much-needed living expenses and other financial obligations that force them to drop out of school before the semester is complete. Because of Coastline Foundation’s partnership with U.S. Bank, the Foundation was able to provide four former Foster Youth students with specialized funding to help them “*stay on the path*” to completion to graduation.

Finally, the Coastline Foundation Board of Directors committed to supporting the Coastline Promise for three years (until the spring of 2020) by providing up to \$100,000 (each year) to help support the Coastline Promise program. Coastline Promise is designed to ensure that freshman from local high schools receive financial and academic support to acclimate them to a successful first year of college. The Promise covers the cost of tuition and textbooks (up to \$1,000 per student for fall and spring semesters), aside from student success coaching, additional academic counseling and tutoring. Again, this support helps students to “*enter the path*” that they may not otherwise be able to afford.

Implications of Change

Coastline College Foundation is in a continual state of evolution to remain a step ahead of donor trends and economic changes. In January 2019, the United States underwent tax law changes that many non-profit organizations anticipated negative effects on individual giving. It was anticipated that individuals will donate less (due to a decrease in tax benefits) and that corporate donations required more accountability. Thankfully, the Foundation did not notice a significant change and continues to monitor and cultivate to ensure that the donor receives benefits that are attractive to encourage continued gift-giving.

The Foundation acknowledges that the outlook for the economy is mixed. In early 2019, there was unanticipated consumer spending causing growth, despite economists’ reports indicating market slow-down due a decrease in manufacturing, inflation and growing trade tensions. Coast Community College District is also anticipating budget cuts from the State of California due to the overpromising of funds allocated for education and recent changes in the community college funding formula for outcomes-based performance, etc.

The Coastline College Foundation Board of Directors serve as stewards of the Foundations assets and investments. In the past five years, the Foundation’s assets have steadily increased due to the investment its three endowments – the General, Long Term and Scholarship Endowments, which are all managed by Churchill Management Group through Charles Schwab. The total value of the Foundation’s investment has reached \$2.3 million during the 2018/19 fiscal year. The Investment Committee continue to keep monitor the market with the intention to improve the Foundation’s investment strategies.

For the Foundation to continue to grow, it must grow its donor base. The Foundation aims to incorporate the following fundraising strategies in the future year:

- To establish a mechanism to cultivate alumni for stewardship and giving potential
- To expand annual giving campaigns to include retirees
- Utilize technology to update and expand donor lists
- Continue to increase number of Board members
- Increase corporate partnerships

Section 2: Human Capital Planning

Staffing

Table 2.1 Staffing Plan

Year	Administrator /Management	F/T Faculty	P/T Faculty	Classified	Hourly
Previous year	Foundation Executive Director	n/a	n/a	Foundation Staff Assist I	3 FWS Work Study
Current year	Foundation Executive Director	n/a	n/a	Foundation Staff Assist I	1-3 FWS Work Study
1 year	Foundation Executive Director	n/a	n/a	Foundation Staff Assist (1); PT Staff Aide (.5)	1-3 FWS Work Study
2 years	Foundation Executive Director	n/a	n/a	Foundation Staff Assist (1); PT Staff Aide (.5)	1-3 FWS Work Study
3 years	Foundation Executive Director	n/a	n/a	Foundation Staff Assist (1); PT Staff Aide (.5)	1-3 FWS Work Study

Currently, the College is funding the positions of the Foundation Executive Director and a Foundation Staff Assistant after removing a Staff Aide position in the 2017/18 fiscal year in order to preserve unrestricted funds raised for the Foundation’s operational needs. The reduction of the third position decreased the Foundation’s focus away from critical fundraising (such as annual gift campaigns) in order to complete administrative or clerical duties. Annual gifts are the backbone of fundraising; they make up the smallest goal in the Foundation’s fundraising plan and require more clerical support to complete direct mailings, fundraising activities, etc. These gifts provide financial stability to the Foundation and are often the springboard to legacy gifts, which can provide long-term funding for scholarships, programs and departments long after the initial gift was made. Major gifts are more difficult to attract and require seasoned fundraiser to cultivate and solicit. The gifts are best solicited by the Foundation and College President, along with Board members when appropriate. Major and legacy gift solicitation is where most of the Foundation Director’s time should be spent to gain the most return on investment.

The Foundation will continue to request a part-time permanent Staff Specialist (19.5 hrs/week) position to assist with clerical support for fundraising projects, such as annual giving campaigns, fundraising events and additional funding opportunities. The Foundation acknowledges that in 2019/20, that employment requests will be unfulfilled, however, we will continue to request in hopes that the item will continue to carry over in future years when the outlook is more hopeful.

If granted, the Foundation has potential from a human capital perspective to meet its vision and aspirations for the future and effectively implement its strategic plan. A dedicated and committed core staff has served the Foundation for many years providing solid knowledge and expertise.

Professional Development

Coastline Foundation staff must remain relevant in fundraising technologies and trends in order to continue growing its assets in support of Coastline College. To accomplish this, employees participate in professional development opportunities, such as conferences, workshops and additional educational opportunities. Each year, Foundation employees participate in an annual development conference hosted by the Council on the Advancement and Support of Education (CASE). Professional development is beneficial to the Foundation to seek new ways of donor engagement, as well as ideas to improve or expand campaigns, fundraising events, etc.

In 2018/19 fiscal year, both Foundation staff members attended the CASE Conference for Community College Advancement in Palm Springs, CA (in October 2018). The conference topics included new ways to engage donors, College Promise programs & scholarships; foundation board membership & engagement; new & effective online campaign strategies; workshops on planned giving, grants; strengthening alumni participation, engaging students; marketing & communications for fundraising, etc. The Foundation used the knowledge to improve upon its social media and Giving Tuesday campaign in 2018, where the Foundation was able to recruit more students in storytelling and engage more employees to participate.

The Foundation's focus for professional development in 2019/20 fiscal year is to support the Foundation Strategic plan by seeking out new conference opportunities for the Foundation Staff Assistant and Executive Directors to strengthen Board member cultivation, major gift strategies and additional fundraising marketing/writing skills. The Foundation is seeking an alternative conference or workshop in 2019/20 fiscal year, due to conflicts in event planning schedule.

Table 2.2 Professional Development

Name (Title)	Professional Development	Outcome
Ashley Lopez (Foundation Staff Assistant I)	CASE Conference for Community College Advancement (Oct. 2018)	Learned about new fundraising and marketing strategies for donor stewardship, Giving Tuesday, annual giving, etc.
Mariam Khosravani (Foundation Executive Director)	CASE Conference for Community College Advancement (Oct. 2018)	Learned about new non-profit management trends and Board member cultivation and growth strategies

Section 3: Facilities Planning

Facility Assessment

All departments and services located at the Administrative Services building in Fountain Valley are transitioning to accommodate construction for a new building, with anticipated ground-breaking scheduled during the 2019/20 fiscal year. In order to prepare for groundbreaking of the new building, all departments who are not student-serving were transferred to the Annex building on Newhope Street – this included the President’s Office and support staff. The Foundation remains located on the second floor, since it continues to serve internal and external scholarship recipients. The Foundation now shares office space with the Student Services Department administrators and support staff, as well as the Director of Public Safety. The former President’s Office now serves as a smaller conference room, primarily for the Associated Student Government. These changes are temporary, until the new building is constructed.

In previous department reviews, the Foundation documented a need for ample, centralized and secured office and/or event supply storage. The need remains more than ever, so that the Foundation can secure its assets and for office organizational purposes. Also, the student must accommodate staffing shortcomings and accommodate up to 3 work study students, therefore requires the additional desk space.

Section 4: Technology Planning

Technology Assessment

The Foundation continues to operate using fundraising technology, such as Blackbaud’s Raiser’s Edge (donor and event management software) and iWave Prospect Donor Research software. The Foundation secured a smaller desktop printer in late-2018 (with the movement of staff and office space). Currently, the Foundation PC’s and monitors need to be updated, due to outdated technology and hardware issues, etc.

Section 5: New Initiatives

Initiative #1: To increase Foundation staffing to provide additional fundraising support and resources with the purpose of increasing gifts, sponsorships, outreach and partnerships for Coastline College. The staff member will also provide support for events and projects, such as faculty mini grants, scholarships, College Promise and annual fundraising events. (i.e. to increase opportunity for student achievement by garnering additional funds through outreach and development advance student support services, scholarships, etc.).

Describe how the initiative supports the college mission:

The Foundation needs additional permanent staff support to assist with fundraising initiatives. In order to provide resources to programs and departments who offer services to student success

What college goal does the initiative support? Select one

- Student Success, Completion, and Achievement
- Instructional and Programmatic Excellence
- Access and Student Support
- Student Retention and Persistence
- Culture of Evidence, Planning, Innovation, and Change
- Partnerships and Community Engagement
- Fiscal Stewardship, Scalability, and Sustainability

What Educational Master Plan objective does the initiative support? Select all that apply

- Increase student success, retention, and persistence across all instructional delivery modalities with emphasis in distance education.
- Provide universal access to student service and support programs.
- Strengthen post-Coastline outcomes (e.g., transfer, job placement).
- Explore and enter new fields of study (e.g., new programs, bachelor's degrees).
- Foster and sustain industry connections and expand external funding sources (e.g., grants, contracts, and business development opportunities) to facilitate programmatic advancement.
- Strengthen community engagement (e.g., student life, alumni relations, industry and academic alliances).
- Maintain the College's Asian American and Native American Pacific Islander Serving Institution (AANAPISI) designation and pursue becoming a designated Hispanic Serving Institution (HSI).

How does this initiative play a part in Coastline Pathways?

By providing additional foundation staffing support, the Foundation has an increased ability to provide resources to students and college programs to provide additional tools to aid in student retention and goal completion.

What evidence supports this initiative? Select all that apply

- Service Area Outcome (SAO) assessment
- Internal Research (Student achievement, department performance)
- External Research (Academic literature, market assessment, audit findings, compliance mandates)

Describe how the evidence supports this initiative.

The workload has increased and there has been a consistent rate of student worker turnover

Recommended resource(s) needed for initiative achievement:

Hourly staff and/or permanent part-time staff.

What is the anticipated outcome of completing the initiative?

The anticipated outcome in completing this initiative is increased operational effectiveness.

Provide a timeline and timeframe from initiative inception to completion.

Fund the position in summer 2020, hire in early fall 2020.

Initiative #2: To provide Foundation staff professional development opportunities to remain current on fundraising trends and implement new strategies to increase revenue for scholarships and programs.

Describe how the initiative supports the college mission:

Innovative fundraising mechanisms means increased funds for student success initiatives.

What college goal does the initiative support? Select one

Student Success, Completion, and Achievement

Instructional and Programmatic Excellence

Access and Student Support

Student Retention and Persistence

Culture of Evidence, Planning, Innovation, and Change

Partnerships and Community Engagement

Fiscal Stewardship, Scalability, and Sustainability

What Educational Master Plan objective does the initiative support? Select all that apply

Increase student success, retention, and persistence across all instructional delivery modalities with emphasis in distance education.

Provide universal access to student service and support programs.

Strengthen post-Coastline outcomes (e.g., transfer, job placement).

Explore and enter new fields of study (e.g., new programs, bachelor's degrees).

Foster and sustain industry connections and expand external funding sources (e.g., grants, contracts, and business development opportunities) to facilitate programmatic advancement.

Strengthen community engagement (e.g., student life, alumni relations, industry and academic alliances).

Maintain the College's Asian American and Native American Pacific Islander Serving Institution (AANAPISI) designation and pursue becoming a designated Hispanic Serving Institution (HSI).

How does this initiative play a part in Coastline Pathways?

By providing additional professional development opportunities for Foundation staff, the Foundation has an increased ability to provide resources to students and college programs to provide additional tools to aid in student retention and goal completion.

What evidence supports this initiative? Select all that apply

Service Area Outcome (SAO) assessment

Internal Research (Student achievement, department performance)

External Research (Academic literature, market assessment, audit findings, compliance mandates)

Describe how the evidence supports this initiative.

The Foundation has documented success for each new fundraising campaign introduced to internal constituents; need to remain current to ensure positive outcomes and increase in revenue.

Recommended resource(s) needed for initiative achievement:

Professional development funds up to \$5,000 for conferences and workshops for non-profit organizations and community college advancement offices.

What is the anticipated outcome of completing the initiative?

The anticipated outcome in completing this initiative is increased operational effectiveness and increase revenue.

Provide a timeline and timeframe from initiative inception to completion.

Fund professional development in summer 2020, increase professional development activities from 1 to 3 per employee.

Section 6: Prioritization

Initiative	Resource(s)	Est. Cost	Funding Type	Health, Safety Compliance	Evidence	College Goal	To be Completed by	Priority
Increase financial resources to advance student support services and increase opportunity for student achievement.	Part-time Hourly Staff Assistant	35,000	Ongoing	No	Internal Research	Student Retention & Persistence; Partnerships and Community Engagement; Fiscal Stewardship, Scalability, and Sustainability	2020-21	
Strengthen the department members' knowledge and abilities by increasing participation in professional associations, attending training/seminars in fundraising.	Professional Development Funds	5,000	One-Time	No	SAOs, Internal Research	Culture of Evidence, Planning, Innovation, and Change	2020-21	

Prioritization Glossary

Initiative:	Provide a short description of the plan
Resource(s):	Describe the resource(s) needed to support the completion of the initiative
Est. Cost:	Estimated financial cost of the resource(s)
Funding Type:	Specify if the resource request is one-time or ongoing
Health, Safety Compliance:	Specify if the request relates to health or safety compliance issue(s)
Evidence:	Specify what data type(s) supported the initiative (Internal research, external research, or service outcomes)
College Goal:	Specify what College goal the initiative aligns with
To be completed by:	Specify year of anticipated completion
Priority:	Specify a numerical rank to the initiative