

COASTLINE COLLEGE

2018-2019

Annual Department Review

Foundation

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Section 1: Department Planning:

Internal Analysis

In 2017-18 the Foundation developed and approved the 2017-2020 Foundation Plan with the following goals

Goal 1 Provide additional resources to college through fundraising campaigns

- Continue to host annual fundraising events, such as luncheons, conferences or galas
- Further develop Corporate Partnership Program
- Identify, cultivate prospective major gift opportunities
- Advance Coastline's Scholarship Program by building resources and awareness
- Enhance and build Coastline's President's Circle Program
- Develop & Implement Coastline's College Promise Campaign

Goal 2 Strengthen quality volunteer leadership

- Continue to identify, recruit, recognize, and retain quality volunteer leadership on a continual basis
- Involve Board & committee members, as appropriate
- Communicate with Board & committee members on a regular basis
- Recognize Board & volunteer leaders, as appropriate

Goal 3 Build community awareness of the Foundation

- Assist Coastline with its general community outreach efforts
- Work with Public Relations on community outreach efforts, and effectively advertise & market fundraising campaigns, events, etc.
- Devise an updated communication plan
- Verify that the Foundation is prominently featured on the website, publications, Annual Reports, e-newsletters, etc.
- Become involved in local communities (Newport Beach, Westminster, FV, Garden Grove)

Goal 4 Provide donor recognition

- Continue to recognize donors in a manner that will communicate the Foundation's appreciation for their support, as well as encourage their continued relationship with the Foundation
- Send meaningful acknowledgement letters to donors within one week of gift
- Follow through on all promised recognition on a timely basis
- Conduct an annual appreciation event for donors contributing \$250 and above

Table 1 *Revenue Generated*

Academic Year	2015-16	2016-17	2017-18
Annual Foundation Revenue	838,480	899,092	849,283

In 2017-2018, the Foundation decreased its revenue by 5.5%.

Table 2 *Foundation Partnerships*

Partnerships and Community Engagement	2015-16	2016-17	2017-18
Foundation Partnerships	12	20	18

In 2017-2018, the Foundation partnerships decreased by 10.0%.

Service Area Outcomes (SAOs)

Table 3 *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 100,000 dollars in scholarships annually

SAO 1. In 2017-2018, the Foundation hosted three events. Based on the findings SAO 1 has been met

SAO 2. In 2017-2018, the Foundation hosted three campaigns (Giving Tuesday, Faculty Staff, and Scholarships). Based on the findings SAO 2 has been met.

SAO 3. In 2017-2018, the Foundation disbursed \$260,292 scholarships to Coastline students at the 2017-2018 Scholarship Awards Ceremony. Based on the findings SAO 3 has been met.

Progress on Initiative(s)

Table 4 *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. The Foundation will be partnering by focusing heavily on fundraising specifically for this project to help ensure its success and sustainability.	Completed/ Ongoing	The BOD has agreed to contribute \$100,000 annually to support the Promise Program for the next three years.	2016-17 Approx. 60 students enrolled in the college promise program 2017-18 Approx. 80 students enrolled in the college 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/ Ongoing	The college hosted an innovation focused event in June 2017 CSR event was hosted in 2017-18	2016-17: 280 participants attended the conference 2017-18: 200 participants attended the conference
Increase financial resources to advance student support services and 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, such as the Innovation Speaker’s Series.	In-Progress	The position was not funded, however funds and request for FWS student workers was used.	While the positions were filled, due to turnover there is still a need for a permanent position
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 and the Staff Assistant complete her fundraising certificate	Through the restructure the department was able to decrease costs which earing close to similar funds from the previous year

Department Planning and Communication Strategies

- The Board meets quarterly, and the executive board meets bi-monthly. Primarily information is distributed via email and is shared during the board meeting.
- The department works with marketing for social media, email, and visual displays to attract students.
- There are weekly department meetings to discuss operations and planning.
- Donors are communicated through social media, email, and direct mail.

Implications of Change

The implementation of the new 2017-2020 Foundation Plan grates the opportunity for establishing and scale a Coastline Alumni Program. Recently, Coastline had 1,599 graduates in 2017-18 and as the college continues to increase the number of graduates, there is a opportunity to foster a new network of potential donors/contributors/partners.

Section 2: Human Capital Planning

Staffing

Table 5 *Staffing Plan*

Year	Administrator	Management	F/T Faculty	P/T Faculty	Classified	Hourly
Previous year 2017-18	College President	Executive Director			Staff Asst. 1 1	
Current year 2018-19	College President	Executive Director			Staff Asst. 1	
1 year 2019-20	College President	Executive Director			Staff Asst. 1 Staff Specialist .5	1 hourly
2 years 2020-21	College President	Executive Director			Staff Asst. 1 1Staff Specialist .5	1 hourly
3 years 2021-22	College President	Executive Director			Staff Asst. 1 1Staff Specialist .5	1 hourly

The Foundation is requesting a part-time permanent Staff Specialist (19.5) position to assist with clerical tasks relating to fundraising projects, such as the annual fundraising events, like the OC Innovation Speakers Series, and the Coastline College Promise initiative.

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 of staff has served the Foundation for many years providing solid knowledge and expertise.

The College is currently funding one Foundation Staff Aide position. To prevent the depletion of Foundation's unrestricted funding, the second Staff Aide position was eliminated. This reduction of this second Staff Aide position would increase the administrative workload for the Foundation Director and

the remaining staff member, taking focus away from critical fundraising. While annual gifts are the backbone of fundraising they make up the smallest goal in the Foundation’s fundraising plan. Major gifts are more difficult to attract and require seasoned fundraisers to cultivate and solicit. The gifts are best solicited by the Foundation Director and the College President, along with Board members when appropriate. These gifts provide financial stability to the Foundation. These gifts are also the springboard to Legacy gifts, which can provide long term funding for scholarships, programs and departments long after the initial gift is made. Major and Legacy gift solicitation is where the majority of the Foundation Director’s time should be spent to get the most return on investment.

In addition to external support, the Foundation has implemented a number of programs on campus that provide an opportunity for our internal constituents (managers, faculty and staff) to support specific programs through payroll and annual contributions. We are currently reviewing the President’s Circle and will be changing the structure to more closely align it with the desires of the individuals who are contributing. In addition, the function of the Employee Giving Campaign will be changing to align itself with the new Coastline Promise. It is impossible to project future growth, because the added administrative burden due to the lack of staffing is relatively new.

Professional Development

Table 6 *Professional Development*

Name (Title)	Professional Development	Outcome
Miriam Khosravani	CASE, College Promise, Non-Profit Management	Learned about new marketing and engagement strategies
Ashley Lopez	CASE, Obtained Fundraising certificate from Humboldt State University	Obtained skills I fundraising strategies

The focus on the upcoming year for professional development is to support of the Foundation Strategic Plan by having the Foundation Staff Assistant 1 to attend the 2018 CASE conference and participate in trainings to strengthen cultivation and proposal writing skills.

Section 3: Facilities Planning

Facility Assessment

The overall work environment of the department is effective and aligns with the goals of the Facilities Master Plan, however, there needs to be a designated space for storage of event supplies and materials.

There is a need for the Foundation to have an easily accessible area for storage, given an increasing demand for event supplies from both within and from outside the Foundation. The development of a centralized storage location will ensure the area surrounding the Foundation offices is both organized and uncluttered. Nothing has been done to help secure storage space.

Section 4: Technology Planning

Technology Assessment

In 2017-18, the department is using iWave and Razors Edge. The future plans include updating Razors Edge (RE NXT) to support mobile capabilities and advance donor communication and engagement capabilities. The new system will provide the department the ability to maintain relevancy with data and contact information through data cleanses.

Section 5: New Initiatives

Initiative: Increase operational effectiveness in support of garnering new partnerships and financial resources.

Describe how the initiative supports the college mission:

It will continue Coastline's mission of providing access and resources to support student success.

What college goal does the initiative support? Select all that apply

- 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).

What evidence supports this initiative? Select all that apply

- Service Outcome (SAO) assessment
- Internal Research (Student achievement, program 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:

19.5 part-time employee

What is the anticipated outcome of completing the initiative?

Increase operational effectiveness

Provide a timeline and timeframe from initiative inception to completion.

Fund the position in summer 2019, hire in early fall 2019.

Section 6: Prioritization

List and prioritize resource requests that emerge from the initiatives. For full-time positions, include a Coast District approved job description

Initiative	Resource(s)	Est. Cost	Funding Type	Health, Safety Compliance	Evidence	College Goal	To be Completed by	Priority
Increase operational effectiveness in support of garnering new partnerships and financial resources.	19.5 part-time employee	50,000	Ongoing	No	Internal Research	Access and Student Support; Fiscal Stewardship, Scalability, and Sustainability	2019-2020	1

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 learning 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

Data Glossary

Enrolled (Census): The official enrollment count based on attendance at the census point of the course.

FTES: Total full-time equivalent students (FTES) based on enrollment of resident and non-resident students. Calculations based on census enrollment or number of hours attended based on the type of Attendance Accounting Method assigned to a section.

FTEF30: A measure of productivity that measures the number of **full-time faculty** loaded for the entire year at 30 Lecture Hour Equivalents (15 LHEs per fall and spring terms). This measure provides an estimate of full-time positions required to teach the instruction load for the subject for the academic year.

WSCH/FTEF (595): A measure of productivity that measures the weekly student contact hours compared to full-time equivalent faculty. When calculated for a 16 week schedule, the productivity benchmark is 595. When calculated for an 18 week schedule, the benchmark is 525.

Success Rate: The number of passing grades (A, B, C, P) compared to all valid grades awarded.

Retention Rate: The number of retention grades (A, B, C, P, D, F, NP, I*) compared to all valid grades awarded.

Fall-to-Spring Persistence: The number of students who completed the course in the fall term and re-enrolled (persisted) in the same subject the subsequent spring semester.

F2S Percent: The number of students who completed a course in the fall term and re-enrolled in the same subject the subsequent spring semester divided by the total number of students enrolled in the fall in the subject.