Planning years: 2020-21 through 2022-23
Plan Type: Program Plan

Title: Program Plan for Office of Philanthropy
OPR: Office of Philanthropy
Collaborative Group(s): Los Rios Colleges Foundation, Honors and Awards Committee, President's Cabinet, Staff/College Philanthropy Office, Los Rios Community College District Staff

Reference documents:

Plan Author: Dan McCarty
Date: 11/22/2019
REVIEW CYCLE: Three year

SECTION I: Overview & Strategic Information
Required update every three years. Next required update: 2020-23 Program Plans (note that those are submitted in 2019-20).

A. PROGRAM DESCRIPTION
Briefly describe your program and state the overall mission of the program and its role(s) across the college.

SCC Office of Philanthropy consists of interdependent programs and activities that seek to secure resources and funding that are essential to the achievement of SCC's mission and vision. The division/department consists of five carefully planned, well integrated, and effectively implemented programs and activities.

These include:
- Advancement services: operations, gift processing and acknowledgement, accounting/finance, database maintenance, administrative
- Development: major gifts/endowments, Promise scholarship fundraising, SCC Fund (former Annual Fund), special appeals, scholarships, department funding, planned giving, and special events
- Marketing and communications: print, Web, multi-media, social networking –Facebook, Instagram, Twitter and publicity to the community)
- Stewardship: acknowledgement, recognition, donor appreciation
- Alumni and emeriti affairs

The above five program areas are important in contributing to the advancement of Sacramento City College. If the purpose of SCC's Office of Philanthropy is to seek and secure essential resources, then the planning vehicle for organizing and delivering on this promise must be strategic in nature.

B. ENVIRONMENTAL SCAN
Provide an overview of the major factors affecting the work of the Program. (You may choose to describe the internal (within the college) and external (e.g. outside of the college) environment as they affect the program. Alternatively, you may organize the information by discussing the Program's strengths, weaknesses, opportunities, and challenges. Other formats may also be appropriate.)

a. *Competitive Environment*- The diversity of the city of Sacramento brings many educational possibilities for its residents. In the city of Sacramento there are over 30 colleges and universities which include four-year or private colleges, community colleges, trade schools, and online/distance learning schools. Each of these has some type of formal or informal fundraising component. All of these are located within a 30-mile radius.

- *All Community Colleges in the Sacramento area have advancement offices and/or foundations*: All four Los Rios District colleges, Sierra College, Yuba College, Delta College, and Woodland Community College.
- *Four-Year and Private Colleges in the Sacramento area have advancement offices*: California State University Sacramento, University of California at Davis, University of San Francisco, University of Southern California and University of the Pacific.
- *Trade Schools in the Sacramento area*: Universal Technical Institute, MTI College of Business and Technology, Western Career College, The Art Institute of California, Maric College, several cosmetology and nursing private schools, etc.
- *Online/Distance*: University of Phoenix, Golden Gate University, University of San Francisco, St. Mary's University, Chapman University, and Devry University. Advancement departments are located at each one of these universities.
- In addition to educational institutions of higher education, fundraising efforts take place in more than 2,000 charities in the Sacramento region competing for donations.

b. **Economic Environment** Donations to education are second only to donations to religious institutions. But seeking donors can be difficult because many donors believe all funds for education should come from governmental sources. Also, Sacramento does not have the same concentration of Fortune-500 headquarters that comparable cities around the country have, which impacts our ability to secure gifts from wealthy individuals as well as the corporations themselves. With the economic environment in the state and our region, Sacramento City College is needed more than ever to retrain, educate and give new job skills to those seeking employment.

c. **Political and Legal Environment**- Sacramento City College is located a few minutes from downtown Sacramento, where the state capitol is located. SCC is also part of a four-college district in addition to the statewide community college system and must abide by appropriate rules and regulations as designated by these systems.

d. **Technological Environment**- We continue to be concerned with the lack of technology in being able to offer online giving and hope the move to our new website will greatly improve the donor experience.

We continue to look for new ways to facilitate online giving, crowdfunding and social media marketing. In order to be a competitive fundraising office, we must continue to be savvy in using the latest technological innovations to raise money. E-blasts to donors, podcasting, online giving, and web/video have widespread use in fundraising strategies. We will be able to do video-based thank you emails using a technology called "Thankview" in spring 2020.

Staff Development provides training and support to SCC employees in the development of technology-related skills and knowledge that will lead to enhanced instruction and student success. Flex opportunities are excellent vehicles to hold workshops and disburse information about our office's processes and programs.

e. **Social and Cultural Environment**- Sacramento City College has experienced slow growth in enrollment. The college is well-known for having a diverse student body and encourages cultural democracy on our campus. As our community becomes more ethnically diverse, we realize that generic fundraising approaches are no longer effective. In our multicultural community we continue to gain a better understanding of the critical factors that motivates different ethnic groups to give. We are working with Student Equity on ways that we can recruit alumni to help with mentoring programs for underrepresented groups.

Many internal strengths and weaknesses can be identified relating to the office of Philanthropy at SCC :

Strengths

- Trusted institution in the community with a long history of over 100 years.
- Charging very low administrative fees on donations compared to our competitors.
- Office of Philanthropy has strong partnerships with helpful programs and services to students such as: Phi Theta Kappa, Makerspace, EOPS, CalWORKs, Job services, Disability Resource, Financial aid, ASI, Work Experience, Honors programs, MESA, RISE, Puente Project, UMOJA, Student Leadership and Development.
- Experienced staff with multiple years of experience in many facets of philanthropy work. Staff is highly networked into key campus constituencies and many classified employees allowing the office to get much done.

Weaknesses

- Lack of adequate staff and financial resources for accounting and financial management, prospect research, major gift development, printing, marketing, and training.
- Considered a small staff shop by other institution standards, ex; UCD has more than 250 development officers for SCC's one development officer.
- Continued need of campus leadership buy-in and partnership with the Office of Philanthropy.
- Inadequate time spent on fundraising goals and major gifts activities vs. college administration and activities.

C. MULTI-YEAR DIRECTIONS AND STATEGIES
Describe the general directions in which you see the Program moving over the next 3 years. Include any multi-year initiatives in your Program Plans. Describe how these directions and initiatives align with the College Goals. This information will be considered by the CSPC when they review the College Goals & Strategies each year and may lead to the development of new or revised college strategies.

SCC Goal A: Teaching and Learning—Deliver student-centered programs and services that demonstrate a commitment to teaching and learning effectiveness and support student success in

the achievement of basic skills, certificates, degrees, transfer, jobs and others student educational goals.

- While the Office of Philanthropy is not directly involved in teaching and learning goals, we do raise funds for the college for many programs such as Makerspace, mini-grants, nursing program, etc. that enhance the educational experience of our students. In addition, we have one of the largest scholarship programs in the district to aid students.

SCC Goal B: Student Completion of Educational Goals--Align enrollment management processes to assist students in moving through programs from first enrollment to completion of educational goals.

- The Los Rios Promise Program helps first-time, full-time students by waiving tuition fees. In addition, substantial funds have been raised by the Los Rios Colleges Foundation that will give scholarships to students with high financial need to help pay costs of their education. We will continue to support these efforts and many of our students will benefit from these scholarships. West Sacramento also has funded a Promise Program for the West Sacramento City College Center that helps to pay mandatory student fees and other costs for students.

- Our Hulda Mae Stone emergency fund/textbook program under the umbrella name of Panther Cares along with our efforts on raising funds for food insecurity are examples of programs that help to keep students enrolled in order for them to complete their education.

SCC Goal C: Organizational Effectiveness--Improve organizational effectiveness through increased employee engagement with the college community and continuous process improvement.

- A mini-grants program has been awarded to faculty for innovative projects. In 2019, over $65,000 was awarded to 37 recipients. This program allows faculty/staff to try new ideas which has the net result of increasing employee engagement and to create innovative new programs to improve the student experience.

- Our office has helped to coordinate the Celebration of Excellence Awards with the Honors and Awards committee to recognize outstanding faculty.

SECTION II: Review and Plan

Required update every three years. Next required update: 2020-23 Program Plans note that those are submitted in 2019-20).

A: REVIEW OF ACCOMPLISHMENT OVERTHE PREVIOUS PLANNING CYCLE

Briefly state the objectives you worked on last year and the progress you have made on those objectives since the last time the plan was updated.

Outcome (AUO/ SLO)	Expected Results	Progress to Date
SCC Goal A: Deliver student-centered programs and services that demonstrate a commitment to teaching and learning effectiveness and support student success in the achievement of certificates, degrees, transfers, jobs and other goals.		
1. Expand new opportunities and appeals for the SCC Fund. (Former Annual Fund). Align these funds with greatest need of the college by working collaboratively with the District foundation, senior leadership, and shared governance committees with budget discretion. 2. Develop appeals for departments to fund innovative needs of the new campus facilities. (Naming opportunities-Hughes Stadium, Student Services and Performing Arts). 3. Increase donation opportunities for 30,000 Alumni and 270 Retirees, by connecting them to the college through events, social networking and print materials. 4. Provide a marketing/outreach tool for Alumni to connect with the college and current students.	1. Increasing revenue to $55,000 and a 5% increase in participation. Enhanced alignment with college processes and a new distribution model of the Annual Fund dollars. 2. Developed a Shakespeare Online Giving Appeal. Developed materials for Naming Opportunities and sponsorships for Athletic facilities. 3. Working with current Emeriti members and Alumni groups, such as the Nursing Alumni 4. Provided Alumni stories both in the City Advantage that reaches over 150,000 community members and hosted Alumni Facebook page.	1. Obtained revenue goal but did not substantially increase participation. 2. Gave out $65,000 for SCC Fund to faculty/staff for mini grants. 3. Funds were raised for two new art scholarships for Russ Solomon fund. Did not create a Shakespeare online giving form but we did create a Flipcause site for choir, food insecurity and Makerspace. Did not secure any naming opportunities although worked with a major gift prospect for library naming rights. 4. Worked with Michele Steiner at CRC to launch 360 Alumni software package. Supported nursing luncheon. Retiree events continue to lack participation. 5. Launched new 360 alumni website.
SCC Goal B: Align enrollment management processes (college programs, schedules and services) to meet the needs of a diverse college and community. "Enrollment management" refers to the processes that assist students in moving through programs from first enrollment to completion of educational goals.		

1. Provide funding for equipment and technology that helps maintain the quality and effectiveness of the physical plant in order to support access and success for students.	1. All equipment that was needed and budgeted was purchased	Completed.
2. Provide resources to departments through Foundation Funding that address basic skills competencies/ strategies for improving student preparedness for degrees and/or certificates.	2. Provided mini grants for basic skills program.	Mini-grants awarded in 2019 ($65,000 to 37 awardees.)
3. Increase funding to create new partnerships in programs, such as green technology, journalism, the arts, environmental control technology, digital media, and ongoing athletic programs.	3. See Annual Funds Mini-grant awards: • Green Chemistry • Clickers in the Classroom • Kondos Art Gallery • Writing Pens- digital	Helped fund Makerspace, re-emerging scholars program for formerly incarcerated youth, MESA scholarships. Continued to work closely with Men's baseball on fundraising.
4. Improve donor & alumni relationships and enhance major partnership opportunities through cultivation and stewardship.	4. Held numerous events-PAC Opening, Hughes Stadium, donor dinners and ongoing cultivation.	Selected high prospect donors for planned giving meetings with Thomson and Associates. Kept our scheduled slots full over the course of the year which resulted in known planned gifts of over $4million.
1. Improve staff processes including those for hiring, orientation, training, customer service, evaluation and professional development by attending conferences both external and internal.	1. Attended CASE conferences for professional development in Advancement activities.	Completed last year
2. Track and improve department/area fundraising by providing training and support through implementing "Fundraising Guidelines" for all campus departments utilizing flex workshops. Implement campus events that have institutional wide focus.	2. Held two flex workshops for staff and faculty on the "Fundraising Guidelines." 3. Hold numerous campus events: groundbreakings, dedications, open houses, employee recognition and PTK inductions.	Rebecca and Dan completed course on major gifts with Veritas Group. Dan also conducted flex training on how to build a Flipcause site for faculty programs. Focus on events has diminished due to lack of funds being raised from events. We have found our time to be better used with one-on-one meetings with major donor prospects.

UNIT OUTCOMES: ADMINISTRATIVE UNIT OUTCOMES (AUOs) or STUDENT LEARNING OUTCOMES (SLOs) FOR THE PLANNING CURRENT CYCLE
List the AUOs and/or SLOs that will result from the work of the program in the planning year. These outcomes should align with and support the College Goals. Most Program Plans will have only AUOs. Others will have a mix of AUOs and SLOs.

Outcome (AUO) 1: To provide advancement services to both ongoing donors and potential new prospects.

- Expected Outcomes/Measures of Merits-

  o Number of Gifts processed
  o Scholarship data
  o Raiser's Edge Reconciliations and Reports

Outcome (AUO) 2: Provide additional scholarships and department funding for SCC by increasing donations.

- Expected Outcomes/Measures of Merits-
  o Increase in donations for scholarships and department funds:
  o Number of donor contacts
  o Dollars raised for scholarship/endowment funds
  o Dollars raised for ongoing department funds
  o Planned gifts, number of asks and number of gifts received
  o Number of prospects for major planned gifts

Objective 3: To produce advancement publications, media, web, social media, to provide donors and potential new prospects with fundraising information and opportunities to increase donations and prospects.

- Expected Outcomes/Measures of Merits-
  o Website hits
  o Facebook likes and activity
  o Evidence of collateral material produced for all fundraising activities

Objective 4: Implement stewardship tactics to SCC Donors

- Expected Outcomes/Measures of Merits:
  o Increase in returning donors.
  o Number of donor contacts made-direct visits
  o Number of donor contacts made-letters, cards, and acknowledgments sent
  o Events held for donor recognition

Objective 5:   To increase involvement and giving by Alumni

- Expected Outcomes/Measures of Merits:
  o Funds raised through Alumni.
  o Nursing Alumni Association needs to be reinvented. We will work closely with the Nursing College and Dean of Allied Health and Science on a plan to attract new members. Measure increase in Nursing Alumni Association members.
  o Work with Student Equity on a mentoring program measured by number of mentors assigned to students.

Objective 6: To maintain a vibrant Emeriti community.

- Expected Outcomes/Measures of Merits:
  o Increase in membership in Emeriti and increase in donations.

Objective 7: To develop and implement a plan for a Promise Program under direction with District Office

- Expected Outcomes/Measures of Merits:
  o Donor contacts
  o Dollars raised for scholarship funds for Promise Program

SECTION III: ANNUAL PROCEDURES AND RESOURCE REQUESTS FOR THE PLANNING YEAR:
Required annually

Procedures: Explain the overall procedures that the program uses to fill its purpose and implement its objectives. List the timeline and responsible persons for procedures.

Review of last year's resource use: Briefly explain how resources were used last year to support the work of the plan.

Resource needs for the coming planning year: State the resources (human, financial, facilities, and IT) needed to implement program objectives.

Funding sources: State the sources of funds that are applicable to your program. If your program is externally funded (by grants, categorical funds, CCCCO allocations, etc.) include information on how your program can be institutionalized if the external funding source ends. If your program is internally funded by district or college funding, include information on any plans to seek external funding in the future. The format of this section is up to the plan writer; you may wish to use a table like that below:

PROCEDURES:
The next section explains the procedures we use to carry out our day to day operations and activities to meet our goals. We have five major areas, each with specific procedures to be successful in securing gifts for the college. Here is basic information about the duties of each of these areas:
- Advancement Services (These are primarily administrative tasks including Operations and Planning, Finance, Database, Research)

- Fundraising (Promise Program, Mohr Hall Capital Campaign, Food Insecurity, major gifts, planned giving, SCC Fund and donor events)
- Marketing and Communications (Print, Web, Multi Media, Social Media and Publicity)
- Stewardship (Acknowledgement, Recognition, Cultivation, Donor Appreciation)
- Alumni and Emeriti Affairs

ADVANCEMENT SERVICES PROGRAM					
Objective	Procedure	Timeline	Responsible person	Resource Requirement	Funding Sources
Objective 1: To provide advancement services to both ongoing donors and potential new prospects.	OPERATIONS/ PLANNING FINANCE: • Gift processing • Budgeting/ Accounting- Requisitions and Deposits • Reporting and monitoring Funds • Scholarship and program funds • Account Management	Ongoing	Admin Assistant, College Relations Specialist, Director of Donor Relations	Staffing only	OCB
	DATABASE: RAISER'S EDGE ENTRY & MAINTENANCE • Donor detailed information Philanthropic Information	Ongoing	Admin Assistant, Director of Donor Relations, College Relations Specialist	Staffing only	OCB

Objective 1 cont'd	Procedure	Timeline	Responsible person	Resource Requirement	Funding Sources
	RESEARCH/ PROSPECTING Work with LRCF on Prospect Profiles	Ongoing	Donor Relations Specialist	Staffing and District expense	OCB

Objective 2:	Procedure	Timeline	Responsible person	Resource Requirement	Funding Sources
Provide additional scholarships and department funding for SCC by increasing donations	SCHOLARSHIP PROGRAM: 300 donors and 250 students funded each year. Continue to market scholarship program to prospective donors. Student Administration • Marketing and Training Workshops for students • Continue to refine our processes with Academic Works software including adding donor profiles • Send out Scholarship Donor Establishment Forms Web information uploaded by PIO Scholarship fund administration Appeal Recognition Training for Reviewers	Ongoing	Admin Assistant, College Relations Specialist, Director of Donor Relations	Print Materials: Student Postcards- Donor Recognition Materials (Picture Portfolios) -	**OCB AND ADV. OP PRINTED COSTS - $3,000** **- $2,000** **TOTAL-$5,000**

MARKETING AND COMMUNICATIONS FOR DONOR CULTIVATION

Objective	Procedure	Timeline	Responsible person	Resource Requirement	Funding Sources
Objective 3: To hold events and produce advancement publications, media, web, social media, to provide donors and potential new prospects with fundraising information and opportunities to increase donations and prospects	SPECIAL EVENTS: ☐ Celebration of Excellence/Golden Achievement-COLLEGE ☐ Scholarship Recognition ☐ NCCCF or CASE Conference PRINT:	Ongoing	College Relations Specialist, Director of Donor Relations	Special Activities	OCB-Staffing President's Special Activities Budget Adv. OP **Printing: $5,000**

	Scholarship Materials: Program, Postcard, Save the date ☐ Office of Philanthropy Brochure(s) ☐ Letterhead ☐ Emeriti Mailings and Materials ☐ Alumni Mailings ☐ Event invitations- WEB: ☐ Work toward Online Giving for ALL funds ☐ Continue updates to the Office of Philanthropy web page ☐ Develop collateral for all Appeals ☐ Scholarships info/postcards for students. ☐ Department Fundraising Appeal Brochures				**Total-$5,000**

STEWARDSHIP

Objective	Procedure	Timeline	Responsible	Resource Requirements	Funding Sources
Objective 4: Implement stewardship tactics to SCC Donors	GIFT ACKNOWLEDGEMENT; Track and create: Thank you letters Work with President's Office on a President's Circle to acknowledge major donors RECOGNITION OPPORTUNITIES; Special Event recognition for Legacy (Planned Giving) donors CULTIVATION ACTIVITIES; Track: Receptions Breakfast/Lunches/Dinners Tours Send Birthday, Get-well, and Sympathy cards to donors. Provide follow-up letters and donor visits re: fund balances for scholarship accounts	Ongoing		Event cost for President's Circle Event cost for Legacy Planned Giving event Costs for cultivation activities	OCB & ADV OP **Event Cost-$2000** **Event Cost-$2000** **Cultivation-$3000** **Total-$7,000**

ALUMNI AND EMERITI

Objective	Procedure	Timeline	Responsible Person	Resource Requirement	Funding Sources
Objective 5: To increase involvement and giving by Alumni	Data Warehousing: Alumni Relations-Building a new database in our new software for alumni management called 360 Alumni	Ongoing	Donor Relations Specialist, Admin Assistant		OCB and ADV OP
	Facebook /Social Networking Maintain Facebook, Twitter, Instagram alumni page		PIO Office and Donor Relations Specialist		
	Direct Mail Mail two print pieces to approximately 9,000 alums without email addresses.			Cost of Direct Mail	**Print $3,000**
	Special Event SCC Nursing Alumni Luncheon –third year of hosting event. More than 100 alumni attend the event.			Food and décor offset by ticket price.	**Cost- $2,000**
					TOTAL COST: $5,000

Objective 6:					
To maintain a vibrant Emeriti community.	Emeriti Relations and Membership Outreach Quarterly Events Membership & Scholarship Appeal	Ongoing	Donor Relations Specialist, Director of Donor Relations	Cultivation and Special Events $3,500 Logo/letterhead design and printing $250 Two luncheon invitation design and printing $250 Annual newsletter $1,200 Four scholarships $150 Photos	OCB and ADV OP
		-			**Grand Total Cost:$5,350**

Promise Program

Objective	Procedure	Timeline	Responsible person	Resource Requirement	Funding Sources
Objective 7: To develop and implement a plan for a Promise Program in conjunction with District Office	Obtain guidance and leadership for Promise Program from District Office • Our role is to support district efforts as they are in the lead and we will take a support role	Fall 2020 to Spring 2023	**Resource Team Members** Admin Assistant, Donor Relations specialist, Director, District Office staff	Staffing	Adv Op OCB

Conclusion

The Office of Philanthropy program plan is a living document, designed to be flexible enough to adapt as the college, community environment and student needs change. The college will update the plan on an annual basis, and will adjust where necessary based on changing environments (fiscal, social, etc.). Fundraising research, college goals, the planning cycle, student needs, District, and statewide priorities will determine the objectives and goals of the advancement plan. With these objectives, strategies, and recommendations, Sacramento City College is well-positioned by its fundraising office to move forward toward fulfilling the mission, vision and goals for bringing additional resources to the college.

Our primary initiatives that need to be funded for 2020-2021 are centered on major gifts, planned giving, engagement of alumni and renewal of existing organizations such as Emeriti and the nursing alumni. Below is a chart that summarizes funding requests beyond the OCB budget.

Program Activity	Administrative Unit Outcome	Funds Requested
Advancement Services	AUO 1	OCB only
Development (Scholarship/Endowment Fundraising)	AUO 2	OCB and $5,000
Marketing and Communications	AUO 3	OCB and $5,000
Stewardship/Cultivation	AUO 4	OCB and $7,000
Alumni	AUO 5	OCB and $5,000
Alumni and Emeriti Affairs	AUO 6	OCB and $5,350
Development	AUO 7	OCB only
	Total	OCB and $27,350

Sacramento City College has one of the most compelling stories to tell in all of higher education in the Sacramento Region. And we are clearly no less capable than our University colleagues of establishing and nurturing close and personal relationships with our stakeholders, be they alumni, faculty (both current and retired), business and civic leaders, or other special friends. Clearly, we are well positioned to raise substantial amounts of money.