

---

**Board of Directors Retreat Part 2**

Unadopted Meeting Minutes

**Thursday, October 15, 2020**

**Meeting 8:00 am to 10:30 am**

**Via Zoom**

**Members Present:** Steve Page – Chair, Teresa Norton– Vice Chair, Frank Chong – Secretary, Jeff Bricker, Dan Condrón, Maggie Fishman, Doug Garrison, Suzy Marzalek, Teresa Norton, Jorge Servin, Kris Shear, Carolina Spence, Bill Traverso, Shirley Ward

**Members Absent:** Scott Bartley, Kate Jolley – Treasurer, Lori Torkelson (Friends of Petaluma Campus Trust), Henry Beaumont (Ag Trust)

**Committee Representatives:** Brian Marvin (Bear Cub Athletic Trust)

**Staff:** J Mullineaux, Sarah Laggos, Breanne Beseda

**Guests:** Scott Ormerod– Leap Solutions; Judy Coffey – Leap Solutions; Clara Barnes – CCS Fundraising, Travis Carley– CCS Fundraising

**1. Call to Order and Introductions**

Called to order at 8:00 am

**2. Public Comment**

No public comments.

**3. Discussion– FBOD**

Scott’s team met to review notes and feedback. Foundation team reviewed values and notes as well, as did Strategic Planning Task Force. There are no changes in Values and Mission.

SRJC Foundation Values continue to be impact, opportunity, trust, collaboration, and equity. The Mission Statement is “We inspire investment in higher education to provide life changing opportunities for all SRJC students, their families, and the community we share”. The Vision Statement was reviewed during the first day of the retreat and is now “We elevate our community to new heights through the power of philanthropy and the promise of higher education”. Leading through the power of philanthropy specifies the role of SRJC Foundation and the promise is fulfilled by SRJC District. J reinforced that the Vision is aspirational. FBOD discussed how members would utilize the vision statement with prospects. Suzy and Shirley agreed that “elevating our community” will resonate with prospects. Brian stated that SRJC programs and events in the

community bring visibility to the Vision Statement. Scott O added that this is SRJC Foundation accountability statement.

#### 4. **Priorities, Goals, and Tactics**– Scott Ormerod and J Mullineaux

- **Business Model and Structure** – J Mullineaux
  - i. Develop a fee structure that sustains the Foundation.
    - Tactic 1.1: Benchmark against like organizations
    - Tactic 1.2: Analyze and forecast operational expenses to increase capacity
    - Tactic 1.3: Evaluate the current and alternative revenue sources and recommend options for Board of Directors consideration and approval
  - ii. Create approaches for assessment, research, and analytics.
    - Tactic 2.1: Engage consultant to conduct a development assessment and recommendations
    - Tactic 2.2: Evaluate and implement recommendations of consultant
    - Tactic 2.3: Build research and assessment into ongoing procedures for the organization
  - iii. Review and revise the investment policy to include impacts on social good in alignment with returns on investment.
    - Tactic 3.1: The investment consultant will educate the Investment Committee and Board of Directors about environmental, social, and governance (ESG) investing and impact investing
    - Tactic 3.2: The Investment Committee will review, investigate and evaluate options
    - Tactic 3.3: The Investment Committee will present recommendations to the Board of Directors for approval

Shirley asked when each goal is set to be accomplished. J stated that there will be dates added to the goals by November 19 meeting.

- **Philanthropic Growth**– Sarah Laggos
  - i. Establish a process to identify, evaluate and communicate strategic funding priorities at SRJC.
    - Tactic 1.1: Work with the District to assess and prioritize funding needs
    - Tactic 1.2: Establish criteria to evaluate priority needs and determine fundraising feasibility of priorities
    - Tactic 1.3: Communicate funding priorities with internal and external constituents
  - ii. Establish a discretionary fund to support the most pressing or emerging needs on campus.
    - Tactic 2.1: Focus the case development on opportunity funding needs
    - Tactic 2.2: Develop prospect plan and pursue philanthropic support for response to changing needs
    - Tactic 2.3: Establish criteria and implement process for fund application and distribution

- iii. Establish annual fundraising plan including a goal that demonstrates significant annual growth.
  - Tactic 3.1: Work with fundraising consultant to determine feasibility of reaching annual fundraising goal of \$10M
  - Tactic 3.2: Build the fundraising plan to identify new prospects, solicit and secure gifts and retain and grow existing donors through ongoing stewardship
  - Tactic 3.3: Develop compelling case(s) for support
  - Tactic 3.4: Engage with individuals, alumni, community organizations, foundations and corporate entities to give annual and planned gifts
- iv. Develop and strengthen our collaboration with our college colleagues to build a Culture of Philanthropy.
  - Tactic 4.1: Educate and engage the college community to reinforce partnership in fundraising process and understand the importance of philanthropy
  - Tactic 4.2: Develop an integrated partnership with Scholarship and Financial Aid departments to encourage donor and student success
  - Tactic 4.3: Grow employee and retiree giving

Maggie asked how they will implement these ideas, Sarah responded that there is a process of best practices other foundations have utilized and SRJC Foundation will be following some examples. Suzy stated the language in the second goal minimizes the intent of this goal. Goal number three was changed to a tactic. Bill asked if there are designated funds that will be utilized for programs. J stated majority of funds are already designated and there are few discretionary funds. Shirley suggested speaking to donors about converting some of the endowed funds to a discretionary fund. Brian stated that raising funds for programs has been challenging in the past.

- **Marketing and Communication/Branding** – Breanne Beseda

- i. Rebrand the Foundation to better represent the personality and priorities of the organization.
  - Tactic 1.1: Develop new mission, vision and values
  - Tactic 1.2: Work with consultants to assess and develop updated brand identity including logo and brand standards
  - Tactic 1.3: Engage internal and external constituents for input and feedback
  - Tactic 1.4: Develop marketing materials to reflect and reinforce the new brand
- ii. Develop a strategy and implement an annual communications and marketing plan.
  - Tactic 2.1: Analyze and assess marketing channels, various audiences and engagement opportunities
  - Tactic 2.2: Develop and implement criteria and process to communicate and promote funding priorities and achievements, ensuring celebration of the BIG
  - Tactic 2.3: Complete a comprehensive revision of the Foundation website and social media platforms to align to the Culture of Philanthropy

The ultimate goal is to have a strategic plan in order to facilitate being proactive and consistently communicate SRJC Foundation mission statement. There will be a criteria and

process followed in order to clearly communicate fundraising priorities and achievements. Media resources will also be used in this new marketing strategy.

- **Governance** – J Mullineaux and Steve Page
  - i. Ensure a Board of Directors that is diverse, engaged, informed and enthused to help fulfill the mission and vision of the SRJC Foundation.
    - Tactic 1.1: Develop an on-going board recruitment and retention plan focused on board growth, diversity and composition of skills and experience
    - Tactic 1.2: Prepare a comprehensive board orientation and on-boarding program to ensure all board members are set up for success
    - Tactic 1.3: Establish a dashboard of strategic plan metrics and a Board monitoring process to ensure achievement and desired outcomes
  - ii. Guide and partner with the Auxiliary Trusts (Petaluma, BCAT and AG) to enhance mutually beneficial relationship in support of the District.
    - Tactic 2.1: Develop an on-going committee recruitment and retention plan focused on committee growth, diversity and composition of skills and experience
    - Tactic 2.2: Grow Trust reputation in their respective communities to encourage donor interest and giving
    - Tactic 2.3: Develop memorandums of understanding between the Trusts and the Foundation
    - Tactic 2.4: Bring all three Trusts together to build mutual understanding and support of collective goals and strategies
    - Tactic 2.5: Partner with the Trusts to evaluate current fundraising events and practices for return on investment, sustainability and growth
  - iii. Identify innovative strategies to modernize systems and structures for efficiency and impact
    - Tactic 3.1: Review and assess available technology solutions for donor systems including credit card processing, online giving, crowdfunding, and more
    - Tactic 3.2: Collaborate with District departments to reduce paper processing and identify online or automated solutions to accounting practices
    - Tactic 3.3: Enhance account access and functionality for endowed funds and non-endowed fund tracking and reporting

Steve stated that FBOD goal is to ensure a board of directors that is diverse, engaged, informed, enthused that will help perform SRJC Foundation mission. FBOD candidates will have met the skills criteria and reflect the diverse SRJC community. J stated that goal 2 is to guide and partner with auxiliary trusts to develop MOUs and share knowledge/resources to enhance a mutually beneficial relationship in support of the District.

## **5. Next Steps and Closing Comments– FBOD**

The group discussed the steps to finalize the plan for board approval on November 19. Board members are asked to provide any additional feedback on this draft of the plan by October 21. Next Strategic Planning Task Force meeting is Friday, October 23. The group reviewed the

approach to obtain the stakeholder input on the strategic plan. J and Steve thanked FBOD for their participation.

**6. Presentation, CCS Fundraising –Travis Carley and Clara Barnes**

CCS, founded in 1947 and specializing in fundraising, was brought on as consultant to analyze data and process and provide recommendations for donor prospects and operational strategies. Travis thanked J, Breanne, Sarah and Rebecca for the data they provided. CCS spoke to 23 internal community members and SRJC Foundation staff in order to process the fundraising report and recommendations. Steve asked for an example of what hiring staff and raising funds would look like. Travis stated it should cost approximately .20 cents in order to raise a dollar per year - the SRJC Foundation cost to raise a dollar is currently at .14 cents, so there is some room to fill new fundraising positions in order to achieve \$10M goal. The presentation included the database analytics work done by CCS to identify new prospects and ended with eight preliminary recommendations made by CCS to increase the fundraising capacity of the Foundation. A final, comprehensive report with recommendations will be presented to the executive committee on December 16.

**Upcoming Meetings/Events:**

Thursday, November 19, 2020 4:00pm to 5:30pm Foundation Board of Directors meeting, via Zoom