

LETTER FROM THE EXECUTIVE DIRECTOR & BOARD CHAIR

As we reflect on an extraordinary year and what the SRJC Foundation has been able to achieve in this challenging time, we are inspired and grateful for the ways our community has continued to support Santa Rosa Junior College. In 2020–2021, donors like you contributed more than \$7 million to provide life-changing opportunities for all SRJC students, their families, and the community we share.

Throughout a year characterized by uncertainty, our commitment to our students remained constant. The SRJC Foundation awarded unprecedented levels of aid to struggling students and launched major fundraising efforts to support various programs and services of the College, including agriculture and natural resources, student housing, STEM, construction and trades, athletics, the Petaluma campus, and more. We could not make that impact without you.

Behind the scenes, the Foundation team experienced great change. New leadership, staff, and board members brought new energy and ideas to the organization. Together, the team worked hard to develop a mission, vision, values and strategic plan to guide us, as well as a logo and brand identity to represent us. We are excited to reveal the results in this report!

We are also enthusiastic to share with you the remarkable investment returns the SRJC Foundation portfolio experienced in fiscal year 2021. With continued oversight by Graystone Consulting, the Foundation portfolio grew to more than \$66 million with a 29.91% investment return. Total assets increased by \$16.6 million to nearly \$79 million on June 30, 2021. This significant investment growth will allow us to do so much more to support SRJC students and programs.

We look forward to welcoming you back to campus to see and experience the incredible progress being made to elevate our community to new heights through the power of philanthropy and the promise of higher education.

Thank you for joining us in this important journey and for your steadfast support along the way.

We acknowledge that we gather at Santa Rosa Junior College on the territorial traditional land of the Pomo People, past and present, and honor with gratitude the land itself and the people who have stewarded it throughout the generations. 🛇 Copyright 2021 Santa Rosa Junior College. All rights reserved

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SANTA ROSA JUNIOR COLLEGE FOUNDATION



J Mullineaux Executive Director



Steve Page Chair, Board of Directors



REACHING NEW HEIGHTS Strategic Plan 2021-2024

Change and challenge were hallmarks of 2020–2021 with the hardships of wildfires, social and political issues, and the global pandemic. However, some changes and challenges that developed during this time produced positive results, such as the new strategic plan developed by the SRJC Foundation Board. This plan not only defines a new mission, vision, and core values for the organization, it provides strength and direction to carry the Foundation through the coming years.

The Santa Rosa Junior College Foundation was established fifty-one years ago by past Superintendent/President Dr. Randolph Newman to advance educational opportunities by raising and stewarding funds for student scholarships, academic programs, and special projects of the College. Since 1969, nearly \$180 million has been received from our generous community of donors to help students achieve their academic and career goals. The SRJC Foundation is proud of our history created by generations of donors, Board volunteers and staff who were committed to helping students receive the financial assistance they needed to enhance their education.

The identity and reputation of the SRJC Foundation has been built upon the legacy of Frank P. Doyle who, upon his death in 1948, gave his majority interest in the stock of Exchange Bank to create the Frank P. Doyle Trust. Each year the SRJC Foundation receives quarterly distributions from the Doyle Trust to sustain the Frank P. Doyle and Polly O'Meara Doyle Scholarships. The first Doyle Scholarships were awarded in 1950 and since that time more than 135,000 Doyle Scholarships totaling more than \$89 million have been awarded. We are grateful to Frank and Polly Doyle and to Exchange Bank for continuing to steward the Doyle Trust for the benefit of SRJC students. Scholarships will always be a core part of the SRJC Foundation.

Our purpose is also to support the changing needs of our College and the evolving needs of our students. The 2017 wildfires brought more destruction to our community than we could have ever imagined. Nearly 1,000 SRJC students lost their homes. The trauma of those events, and the now on-going threat of wildfire destruction, affects our work. The outbreak of COVID-19 in early 2020 further highlighted longstanding systemic economic and social inequities in our community. The impacts of COVID have hit our students and their families hard. To ensure that students can stay in school and remain focused on their education, they will need more from us than scholarships.

Thanks to Measure H, passed by the voters of Sonoma County in 2014, there has been tremendous physical growth of the SRJC, and there is additional growth on the horizon. The College is building a new state-of-the-art STEM building; the Petaluma campus has gained a new science building and student engagement center; we are upgrading and expanding athletic facilities; and adding classrooms and teaching resources at Shone Farm. We are also building a new 352-bed housing facility to help address the challenges students face in finding affordable housing in Sonoma County. With this physical growth will come an expanded role for philanthropy in supplementing the equipment and programs within these new facilities.

Given the current environment, and with the arrival of the Foundation's new Executive Director, this was the right time to embark on a strategic planning process to help guide the Foundation over the next three seminal years. Part of this plan involved engaging CCS Fundraising to assess our past fundraising success and, through data analytics and benchmarking, make a series of recommendations regarding the Foundation's opportunities for future growth. Our work over the next three years will be to ensure that we become more proactive, and less reactive, in shaping the future of the Foundation.

We began our strategic planning process by identifying and defining key values of the Foundation, creating a vision statement, and rewriting our mission statement to help bring donor-investors, Board and other volunteers and staff closer to the mission of the Foundation.

Our new mission and vision have given us clarity of meaning and purpose, and our core values have defined how we will pursue our goals together.

"THIS PLAN GIVES US MORE THAN A FRAMEWORK – It gives us inspiration."

TERESA NORTON, BOARD VICE CHAIR



SANTA ROSA JUNIOR COLLEGE FOUNDATION

MISSION

We inspire investment in higher education to provide life-changing opportunities for all SRJC students, their families, and the community we share.

VISION

We elevate our community to new heights through the power of philanthropy and the promise of higher education.

CORE VALUES

IMPACT: We inspire philanthropy that leads to meaningful results of educational attainment and workforce development.

OPPORTUNITY: We secure resources that provide opportunities for students and donors to fulfill their dreams and make a difference in our community.

EQUITY: We work to ensure that all students have access to the resources they each need to succeed.

TRUST: We earn and ensure donor confidence that we will protect and grow their philanthropic investments to provide sustainable resources in support of SRJC.

COLLABORATION: We partner with donors to realize the power of philanthropy and with student and campus colleagues to enhance the college experience.

With the foundation in place, we built a framework of practical steps to reach our vision through strategic priorities and goals:

STRATEGIC PRIORITIES

Philanthropic Growth: to set and achieve philanthropy goals that support our mission.

- 1. Establish a process to identify, evaluate and communicate strategic funding priorities at SRJC.
- 2. Establish annual fundraising plan including a goal that demonstrates significant annual growth.
- 3. Develop and strengthen our collaboration with our college colleagues to build a Culture of Philanthropy.
- 4. Establish a discretionary fund to support the most pressing needs and emerging opportunities on campus.

Business Model and Structure: to establish a Culture of Philanthropy and the integrated structures and systems to support the culture.

- 1. Develop a revenue structure that sustains the Foundation.
- 2. Create approaches for assessment, research, and analytics.
- 3. Review and revise the investment policy to include impacts on social good in alignment with returns on investment.

Marketing and Communications: to build recognition, engagement, and affinity for the mission of the Foundation.

- 1. Rebrand the Foundation to better represent the personality and priorities of the organization.
- 2. Develop a strategy and implement an annual communication and marketing plan.

Governance: to enhance organizational efficiency and success through strong board governance and operational systems.

- 1. Ensure a Board of Directors that is diverse, engaged, informed and enthused to help fulfill the mission and vision of the SRJC Foundation.
- 2. Guide and partner with the Auxiliary Trusts (Petaluma, BCAT and AG) to enhance mutually beneficial relationship in support of the District.
- 3. Identify innovative strategies to modernize systems and structures for efficiency and impact.

Our revised mission, vision, and values are the legs that will carry us on the path forward and inform our work each and every day. Our strategic priorities and goals inform our annual operational plans that include specific tactics, metrics, and timelines to accompany and measure each goal along the way. We know that our objectives to inspire investment and elevate our community to new heights will require extraordinary work on the ground — we are excited to forge ahead and invite you to join us on this journey.



SANTA ROSA JUNIOR COLLEGE FOUNDATION



LAUNCHING A NEW LOOK

We're proud to announce the release of an updated brand identity to symbolize and communicate the purpose and personality of the **SRJC Foundation.**



For decades the Foundation has been represented by a blue stylized font logo. But, in recent years we have grown and evolved with new leadership, new mission, vision and values, and new approach to developing a culture of philanthropy on campus and in the community. With input and ideas from our Board, staff, colleagues, and constituents, we have created a new logo to reflect who we are today and to represent our promising future.

Our design goal was to create something that appeared modern, bold, simple and connected. It was important that we coordinate with the look and feel of the District logo and honor our connection to the College with consistent use of established SRJC colors (red and blue), approved fonts, and imagery (acorn). We were intentional about giving the name of the College equal size and space within the new Foundation logo, and the icon was developed from the acorn image taken directly from the SRJC District logo.

FOR OUR COLLEGE, OUR COMMUNITY, OUR FUTURE

SANTA ROSA JUNIOR COLLEGE FOUNDATION

SANTA ROSA JUNIOR COLLEGE **FOUNDATION**

The small seed of a mighty oak symbolizes the start of something amazing – perseverance, achievement, strength and potential – all of which we recognize in the students and programs we work to support. The blue detailing below the acorn was added to symbolize our everchanging environment and the ripple effect of our impact, expanding from our students to their families and the community we share.

We are excited about this new look and feel for the SRJC Foundation. You will see our logo change immediately in our digital presence including our new website, and we are updating all of our physical collateral and communications materials as well. Changing a logo is a process that can involve many steps and take some time - if you have used the Foundation logo in any of your marketing materials, please assist us in updating them. Contact us for more details, including a comprehensive set of identity guidelines with specific fonts, color codes, space instruction, photography direction, creative styling and more.



BUILDING OPPORTUNITIES New Affordable Student Housing



concern for SRJC, and the results of a 2018 feasibility study performed by Scion Advisory Services showed strong demand for student housing on the Santa Rosa campus. In the meantime, the community has continued to contend with crises, including devastating floods, blackouts, more wildfires and evacuations, and now the immeasurable consequences of a global pandemic.

In order to expedite the project and provide the necessary financing, SRJC chose to pursue a public-private-partnership (P3) model with Servitas Collegiate Real Estate Services as the student housing developer partner and National Campus and Community Development Corporation (NCCD) as the tax-exempt borrower. The project was carefully vetted over two years and was in final review by the California Division of the State Architects. However, local fires caused escalation in construction costs and the project stalled once the original budget was surpassed. Efforts were made to reduce costs through value engineering, but a significant gap remained. The grant from KP came at a pivotal time and had an enormous impact, allowing the project to move forward.

An official groundbreaking ceremony took place in October 2021 where the project was celebrated by the campus and entire community in anticipation of planned opening in August 2023.

In late 2020, in the midst of great struggle and uncertainty, SRJC received a gift that was truly a testament to the power of philanthropy and commitment to community. The national Board of Directors of Kaiser Permanente (KP) awarded a grant of \$1,000,000 to Santa Rosa Junior College to support the new Affordable Student Housing project on the Santa Rosa campus.

The goal of the SRJC Affordable Student Housing project, a 352bed residence set to open in Fall 2023, is to specifically address housing insecurity issues for low-income students, prioritizing the following students enrolled for at least 6 semester units and maintaining good academic standing: low-income and first-generation college students, current and former homeless students, foster youth, disabled students, active military, and veterans.

This project was initiated by Santa Rosa Junior College following the 2017 Tubbs fire that devastated Sonoma County destroying over 5,000 structures and affecting nearly 1,000 SRJC students who lost homes, exacerbating the struggles of the community already dealing with exorbitant housing prices and widespread homelessness. Student housing insecurity became a major





Now that the capital cost and financing of the project are covered and construction is underway, the SRJC Foundation has launched a fundraising effort to create a new Student Housing Endowment to help low-income student residents with rental assistance and other basic needs. There are a number of naming opportunities in the new building ranging from \$10,000 - \$1,000,000 for donors who contribute to the Student Housing Endowment.

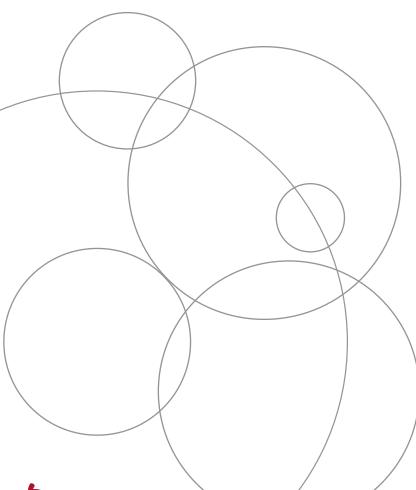
- Gifts to the Student Housing Endowment allow for named spaces that will be recognized by student residents and visitors to the building for generations to come. More importantly, those gifts will help to fulfill the promise of higher education and provide opportunity for immediate impact in the lives of students and the community we share.
- For a full list of Student Housing naming opportunities and ways to support the Student Housing Endowment, contact Executive Director J Mullineaux at 707-527-4797 or jmullineaux@santarosa.edu.



PRESIDENT'S CIRCLE GIVING SOCIETY

Thank you to the 2020/21 members of the President's Circle. We are deeply grateful to these donors whose generosity, leadership and deep belief in the College provided vital operational support to the SRJC Foundation, enabling our work to generate resources for students and areas of greatest need at Santa Rosa Junior College.





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We are honored to recognize these donors who have generously included Santa Rosa Junior College in their estate plans. Named for the late Dr. Randolph Newman, second president of Santa Rosa Junior College, the SRJC Foundation established the society to recognize individuals who reflect Dr. Newman's exemplary leadership, dedication and philanthropic commitment to the college.

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FINANCIAL REPORT Fiscal Year July 1, 2020 - June 30, 2021

We are proud to share the audit report for the fiscal year ended June 30, 2021 below. The SRJC Foundation remains among the largest of the 116 California Community Colleges for scholarship awards to students; last year we awarded more than \$4.3 million to deserving students from its endowment, non-endowed funds, and the Doyle Trust Scholarship Fund. The invested portfolio managed by Graystone Consulting returned a record 29.91%, representing an extraordinary gain of approximately \$15 million. With your help, we are ensuring that all students have access to the resources they each need to succeed.

As we continue to implement our new strategic plan and live into our core values of impact, opportunity, equity, trust, and collaboration, we recognize the importance and significance of our donor-investors. We not only thank you for your generous contributions, but also for your trust and confidence that we will protect and grow your philanthropic investment to provide sustainable resources in support of SRJC.

STATEMENT OF REVENUES, EXPENSES, & CHANGES IN NET POSITION

	2020-21	2019-20	2018-19
REVENUES AND SUPPORT			
Contribution Revenue	\$7,125,621	\$6,141,917	\$6,269,243
Investment Revenue	15,209,826	2,855,043	1,362,034
Other Income	326,486	371,154	269,818
Total Revenue	22,661,933	9,368,114	7,901,095
EXPENSES			
Scholarships	4,364,163	4,692,942	4,299,391
College Support and Events	568,055	869,676	820,264
Operations	1,082,588	1,116,821	1,025,517
Total Expenses	6,014,806	6,679,439	6,145,172
INCREASE IN NET POSITION	16,647,127	2,688,675	1,755,923
NET POSITION, Beginning of year	62,284,557	59,595,882	57,839,959
NET POSITION, End of year	\$78,931,684	\$62,284,557	\$59,595,882



\$4,364,000+ distributed to student scholarships



\$1,990,000+ received for College programs

FOUNDATION BOARD & STAFF as of December 31, 2021









leff Bricker

Scott Rartia



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