Introduction

The Lake Tahoe Community College (LTCC) Foundation began in 1995. It was created to provide scholarships, equipment and technology, opportunities for staff development, cultural opportunities and support an endowment fund for the purpose of promoting the general welfare of the students and programs at LTCC.

Program planning for the Foundation began in March 2003, and was completed in August 2003. This is the first formal review of the organization. Many of the traditional elements of the LTCC program planning report are not applicable to the Foundation.

The program planning team for the Foundation included:

Guy F. Lease, Superintendent/President

Anne Luerken, Foundation Director

Melonie Guttry, Foundation Assistant

Kurt Green, Faculty and former faculty representative to the Foundation Board of Directors

Sue Novasel, President of the Foundation Board of Directors

Kathy Cocking, Member of the Foundation Board of Directors
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Section A
Foundation
Mission Statement

The mission of the Lake Tahoe Community College Foundation is to work for educational excellence by assisting and encouraging investment in the development and growth of educational opportunities at Lake Tahoe Community College.

Section B
Foundation Office
History

Wanting to secure the financial stability of LTCC, the Foundation was created in 1995. A 501 (c) 3 corporation, the LTCC Foundation modified its by-laws in 1996 to increase the number of members of the Board of Directors from 15 to 25, which includes 20 members from the community-at-large. Presently there are 21 members (as two members resigned in April), including the Director of the Foundation. (The Director of the Foundation was a member of the Board of Directors before assuming the role of Director.)

Originally, part-time director Nina Thompson staffed the Foundation. A year after the Foundation was established, a part-time position for an assistant was created. The assistant position became full-time in summer of 1998, filled by Jean Proto. The Foundation director position became full-time in January 1999, filled by Carol Chaplin. Anne Luerken officially replaced Carol Chaplin in January 2000 as the Foundation Director, and Jean Proto returned to the position of Foundation Assistant in October, 2003.

The Foundation primarily raises funds through an annual campaign, the net proceeds from a spring Gala and bi-annual art auction, and occasional special events. Other Foundation supported events occur, usually with funds directed toward specific college programs. In addition, the Foundation accepts restricted special
gifts and scholarships. Chart 1 depicts the income from the Annual Fund Drive and net Gala revenue, and Chart 2 depicts the income of the Foundation and the cost to the District.
A Title III Grant provided five-year funding for the Foundation beginning in October 1998. The grant paid for half of the salary of the assistant, and a decreasing portion of the salary for the director. In addition to paying a portion of the salaries and some of the costs associated with the operation of the Foundation, the Title III Grant provided $230,000 for an endowment fund challenging the Foundation to raise $115,000. Now in the final year of the grant, the Foundation will have completed the Endowment Challenge by June, 2003 bringing the total deposits in the endowment account to approximately $435,000.

The Title III Grant encouraged the formation of an Alumni Association and grant writing as a Foundation activity. The Alumni Association is in the formation process, under the wing of the Foundation. The Foundation is beginning its role in grant writing. In 2000-01 the foundation director collaborated with two others on writing of a grant for the Culinary Arts program, and $90,000 was received. Recently a grant in the amount of $87,400 (to which an additional $25,000 was added) to support the ESL program at the college was received. The continuation of this grant was approved, as was a grant for an ESL Citizenship and Civics program in the renewable amount of approximately $92,000.

Since its inception, the Foundation has raised over $1,200,000, with a cost to the District of $390,000

The number of students attending LTCC on the Foundation for the Future Scholarship brought FTES into LTCC in the amounts of $47,000 for 2000-01, $79,900 for 01-02 and $122,200 for 02-03.

Section C
Foundation
Accreditation Self-Study and Report

In the 2000 Accreditation Self-Study, the Foundation was not included in the organizational chart. Its appropriate place would be with those who report to the President/Superintendent. The Foundation’s role
in providing financial support to the college was not mentioned, and there were no questions related to the Foundation in the surveys for the classified staff and faculty.

Section D
Foundation Evaluation

It is difficult to evaluate the effectiveness of the Foundation as there are few measurable indicators, and some measurements are intangible or not immediately realized. Knowing if the Foundation is reaching its target population, and if the achievements are the expected outcomes, are possible means to evaluate the effectiveness of the Foundation.

1. Is the Foundation's target population participating?

There are two target populations for the Foundation: the donors/supporters and the recipients of the Foundation's funds. There may be an overlap between the two groups. The entire community is the target population for the donor base for the Foundation, and the students, faculty and the community at large are the recipients.

The Foundation holds three primary fundraising events; the Annual Fund Drive, the Gala, and the Art From the Heart auction. Each event appeals to a different segment of the community. The number of sponsors/donors to the Annual Fund Drive has been decreasing since 2001, though first time donors continue to be added. The decrease in support the LTCC Foundation is experiencing is shared throughout college fundraising as "the ripple effects of the floundering stock market and the poor economy are finally hitting home" (Council for Aid to Education). At the same time, there has been an increase in the number of new attendees to the Gala and the Art Auction. Overall, there is an increase in the number of donors/sponsors to the Foundation.
It is of concern that the number of donors to the Annual Fund Drive is decreasing. There are several possible reasons.

- The Annual Fund Drive was changed by sending flyers instead of letters signed by individual board members, hoping to have more people read the information.
- Few of the board members are making personal contacts with donors
- The effects of 9/11 and a slowdown of the economy have affected the amount of donations available
- Limited support from faculty and staff

The primary direct recipients of the Foundation's awards are the students, as an unwritten policy states that half of the annual donations are to be used for scholarships. The Foundation for the Future Scholarship, beginning in fall 2000, given to local high school graduates is the largest of the scholarship programs. The number of students on this scholarship increases each year. With the increase in tuition beginning fall 2003, and the ever-increasing number of students receiving this scholarship, this will continue to be the greatest expense of the Foundation.
Two charitable remainder trusts that we know of have been established naming the Foundation as a recipient.

2. **Are the achievements the expected outcomes?**

   In addition to raising funds for the college, through community outreach the Foundation takes a role in “friend raising” for the college. Through these efforts goodwill and awareness of LTCC is increased, and new supporters are created. Outcomes from these efforts can take time to occur, and this lag time can pose a dilemma, as it is difficult to empirically measure how effective the social benefits of the Foundation are. The desired outcome is increased support for the college.

The revenue is expended once a year. The faculty and staff are encouraged to request funding from the Foundation. After review and prioritization from the LTCC administration, the Finance Committee makes its recommendation to the Foundation Board of Directors. In the past, the Foundation has helped with the equipment purchases the District has been unable to cover, which have not been high-priority items. As an experiment, certain necessary, important, high-profile
items will be set aside for the Foundation to purchase. It is hoped the community will respond to these needs, as it will realize its donations are purchasing much needed equipment.

Section E
Foundation
Evaluation of Survey Results

Surveys of the Board of Directors, LTCC employees and California Community College Foundations were completed, and the results are attached.

1. Eleven of the twenty-three members of the Board of Directors responded to the survey. The responses were positive. Almost all consider themselves to be active members, find the meetings informative, understand the Foundation’s role at LTCC, and consider themselves to be involved in the Foundation. Several expressed concern that not enough members were active in the Foundation.

2. Twenty-three staff, three administrators (two others responded to the Board of Director’s survey) and three faculty responded to the survey. Almost all know about the Foundation and its role at LTCC, most support the Foundation, and many have volunteered for events. Most of the comments were positive.
   a. The Foundation should increase its presence on the campus, giving frequent email updates of its activities.
   b. The Foundation Board Members need to show greater appreciation of the volunteers at events.

3. Twenty community college foundations responded to a survey emailed to them. The highlights are:
   a. Two-thirds have full-time directors
   b. Few of the foundations are self-supporting, some receive limited district funds, while others are supported by their district
c. The annual budgets vary from a low of $35,000 to a high of $600,000.

d. Annual Fund Drives vary -- one is limited to the Board of Directors, one is a very successful telephone effort, several foundations do not conduct annual fund drives, while several target restricted scholarships.

e. Concerning fundraisers, several foundations do not hold fundraisers as they believe they are not worth the effort. Others only hold "friend raisers." One foundation just hopes to break even in its fundraisers. The amount raised varies from $1,000 to $70,000, with most being under $10,000.

f. The Boards of Directors range in size from 17 to 35. About half report that the board is very involved, the other half stating the participation is minimal.

Section F
Foundation
Goals and Recommendations

The committee reviewed the survey results and created the following goals and recommendations:

1. Increase participation of the Board of Directors in all Foundation activities
   a. Increase fund raising efforts by Board of Directors
      i. Raise at least $75,000 in annual fund drive each year
      ii. Return to the individual annual fund letters signed by the Board of Directors
      iii. Revise the Annual Fund to create a committee composed of members who are interested in working with community members to make personal contacts to achieve Annual Fund Drive Goal.
      iv. Revise Annual Fund to support high profile equipment purchases for LTCC, and mention the need for this equipment in the appeal.

b. Involve every Board Member in a committee

c. Hold annual retreat

d. Maintain 23 members on the Board of Directors
2. Increase staff and faculty knowledge of the Foundation and its functions
   a. Attend adjunct faculty and new faculty orientation, and classified staff meetings to
      inform groups of the Foundation, ways to make donations and how to request support.
   b. Add a page to the faculty handbook about the Foundation
   c. Become involved in Convocation activities

3. Increase community support to the Foundation through greater awareness
   a. Increase number of new supporters each year, bring back donors who have stopped
      supporting the Foundation, and maintain existing supporters.

4. Increase the endowment fund from $435,000 to a specific amount within a time frame to be
   determined by the Board of Directors at the September, 2003 retreat

5. Monitor effectiveness of Foundation for the Future Scholarship and publish results

6. Have a minimum of $500,000 pledged to support and build an Art Gallery by January, 2004
   a. Continue biannual art auction to support gallery exhibitions

7. Represent the Foundation at meetings, college and/or community events to support the attainment
   of Foundation and college goals.

8. Develop grant writing policy for LTCC

9. Increase grant writing efforts by working with departments and deans

10. Increase “friend raising” events
    a. When possible provide complementary tickets to Foundation events to certain community
        members to acquaint them with the college and Foundation
    b. Re-institute the “community breakfasts” to be held two times a year

11. Develop an information program for seniors, highlighting college and Foundation events, and
    ways in which to become involved.

To meet goals:

1. Personnel
a. The Director is a part-time position, which works well. Unless grant writing becomes a
major activity of the Foundation, increasing time for this position is unnecessary. The
assistant is a full-time position, and should remain so. At certain times of the year the
workload dramatically increases. Having the ability to hire part-time help for those periods
would greatly help.

2. Equipment
   a. Both computers need to be up-graded. The existing computers are “hand-me-downs” from
      other programs. They frequently crash and lack speed and memory.
   b. A digital camera belonging to the Foundation is needed. The Foundation is assuming an
      increasing responsibility for taking its own photos.
   c. A color printer or access to a color printer for photos to be used concurrently with the
      existing “hand-me-down” printer.

3. Space
   a. With its offices in the physical education building, there is storage space available to the
      Foundation in a lockable room shared by many. Having a lockable, secure area within this
      storage space is needed as often cases of wine; precious artwork and other valuable items are
      in the storage room.

4. Budget
   a. For many years the Foundation’s budget was $16,000 a year. The current budget crisis has
      reduced the budget to $6000 a year. It will be able to operate with this reduced amount for
      about two years, as Title III had picked up many of the expenses leaving a surplus in the
      Foundation’s account. The budget should be raised to a minimum of $12,000 a year.
   b. Additional training in maintaining and operating the database are needed for the assistant;
      approximately $1500 a year for the next 2 or 3 years is required.
Section G
Foundation
Appendix 1
Surveys and Survey Results

Survey for Foundation Board of Directors

1. How many years have you been a member of the LTCC Foundation Board of Directors?
   a. 1 year - 1
   b. 2-4 years - 2
   c. 4-6 years - 5
   d. Over 6 years - 3

2. Do you consider yourself to be an active, participating member?
   a. Yes - 10
   b. No - 1
   If no, why not?

3. What should be done in order for you to become a more active member?
   I feel I'm as active as I can be
   More activity on behalf of the other board members would help me do more
   Good food for p.m. meetings. I am often coming from a long day to the meeting
   A sabbatical to Hawaii or Tahiti might help!
   You could expand my time!

4. Do you find the board meetings to be informative?
   a. Yes - 9
   b. No - 1  Somewhat - 1

5. Do you receive enough information prior to the meetings?
   a. Yes - 9
   b. No - 1  Sometimes - 1

6. Is there additional information you would like to receive?
   a. Yes - 4
   b. No - 7
   If yes, what information would you like to receive?
   Better financial information
   Financial reports should be mailed and we can ask questions at the meetings
College information updated; enrollment figures, etc. quarterly; new class information, etc.

7. Do you find the board meetings to be worth your time?
   a. Yes - 8
   b. Rarely
   c. Most of the time – 1  **Some of the time - 1**

Any comments?
We need more frequent meetings to get more members involved and constantly aware of what's going on
Most of the time, some of the time

8. Do you regularly attend board meetings?
   a. Yes - 7
   b. No - 3

If you don’t regularly attend, why?
**Generally calendar conflicts**
The day and time keeps changing

9. What do you enjoy most about the board meetings?
   **Progressive reports on the Foundation and college projects**
   Being with people I respect and like. Working together on a very worthwhile community program
   **Planning the future of the college**
   Seeing people
   The food
   Seeing progress made
   Seeing friends
   **Camaraderie**

10. Do you understand the Foundation’s role at LTCC?
    a. Yes - 10
    b. No - 1

11. Are you satisfied with the camaraderie and esprit of the Board?
    a. Yes - 6
    b. No – 4  **Somewhat - 1**

If no, why not?
I feel some members avoid their financial and time contribution responsibilities
We don’t do much socially
We need more active members who are willing to commit more time and money to the Foundation
I have fun
We do need a retreat to set annual goals, short term/long term, etc. A January retreat would be good.

12. Do you attend all of the Foundation events?
    a. Yes - 7
    b. No - 4

If no, why?
**Conflicting engagements**
Most of the cool ones
Generally, conflict of schedule
Sometimes I am out of town

13. Do you invite friends or colleagues to attend LTCC Foundation events?
   a. Yes - 11
   b. No

14. Are you actively involved in any LTCC Foundation committees?
   a. Yes - 10
   b. No - 1

15. Is there anything special you would like to be involved in with the Foundation?
   Recruitment of the future board members
   Art gallery
   Scholarships, art gallery/library, gala

16. Honestly now, do you ever see yourself personally asking at least 5 people every year to make a
donation to the LTCC Foundation?
   a. Yes - 7
   b. No - 4

   If no, what do you think would make you more comfortable asking?
   I don’t know that anything would make me more comfortable except writing a
   personal note on requests. If people don’t respond to that note, I feel very
   pushy calling them to follow up. I think that giving is a very personal thing.
   I prefer to ask Barton for a donation and make a personal donation.
   Honestly, I don’t see it. One maybe, two’s a stretch!
   I want more information in black and white, also a donation list, etc.

16. What other groups/charities do you support?
   “Gradnite,” high school boosters, sports teams: baseball, softball, soccer,
   volleyball, football, etc. High school and junior high band, Babe Ruth
   baseball, T.A.P., Cancer League, many more
   St. John’s Church, The Barton Foundation, Christian Children’s Fund, Breast
   Cancer Research, MADD, MS Association, Police League, Barton Auxiliary.
   I sponsor two kids with the Christian Children’s Fund
   Many, mostly community groups, events and activities
   Church, Rotary
   Various – mostly non-profits and education/sports groups
   Barton, ski foundation, schools for kids, alumni schools, Soroptimist, Optimist,
   church
   ACLU, United Negro College Fund, Sloan Reterting, March of Dimes, March of
   Dollars, Southern Poverty ____, Museum of Tolerance, El Dorado
   Community Foundation, M.S., The Attic, South Tahoe Little League, South
   Tahoe High School, Douglas High School, Whittell
   Church, Barton Hospital Foundation
   Schools, foundation, church
17. Do you donate more time or money to the other groups than you do to the LTCC Foundation?
   a. Yes - 3
   b. No - 6

   If yes, why do you donate more to those groups than you do to the LTCC Foundation?
   **Although I put in a lot of time with Rotary, but not as much**
   **money**
   **Religious faith**
   I donate several days a month on a foundation because it is focused and not a social gathering. I donate much more to other charities

18. What do you like most about being a member of the LTCC Foundation Board of Directors?
   **The friend raising and fund raising successes that allow for college scholarships**
   **Being part of the future of LTCC**
   **That I am helping the college**
   **Positive involvement with the local college**
   **Get to work with Anne and Melonic**
   **The power!**
   **Being productive**
   **I believe in the college**
   **Making a difference for students and our community**

19. What do you like least?
   **Lack of contribution by many board members**
   **Board members who do not attend meetings or participate as they should**
   **Limited resources. We have to say “no”**
   **It’s tough to ask others for money**
   **Having to say “no” to worthy requests for support!**
   **Not having enough time to devote to the Foundation**
   **That we have not launched a capital campaign for an endowment**

20. Do you read the Foundation’s newsletter??
   a. Yes - 9
   b. No - 1

21. What do you think the primary role of a member of the Board of Directors should be?
   **Raise money**
   **To assist in raising funds; to raise awareness of the college and its programs**
   **Primarily – fund raising**
   **Plan the future**
   **To raise money for college/promote college and its events**
   **A “cheerleader” for this school, financial supporter, attend many of the functions – not just the board meetings**
   **Raise money and awareness of LTCC in the community**
   **Be productive for the good of the Foundation**
   **Long-term planning and endowment building**
To promote LTCC and the Foundation; to inform others of LTCC and the Foundation; to support Foundation events and get others involved to attend meetings/events

24. What are the major strengths of the Foundation?
   Creating awareness, providing scholarships, providing needed classroom materials
   Great director and assistant; Dr. Lease is a real asset
   The Foundation for the Future program and our staff
   It helps the college
   Tied closely to school
   Not sure
   The college
   The caliber of the college and the President, Guy Lease plus Anne and Melonie

25. What are its greatest weaknesses?
   Lack of ability to motivate all board members
   A board that is basically inactive
   Lack of attendance
   Needs active members
   Not sure
   Lack of focus
   Members of the board who are rarely in attendance – do nothing

26. Are you a member of any other board (charitable or otherwise)?
   a. Yes - 9
   b. No - 2
   If yes, would you be willing to share some of the tools which help make their fund raising successful?
   c. Yes - 5
   d. No - 1
   If yes, please explain:
   I've already done this
   They use fundraisers as main way to get money
   Acknowledge donors, published lists, etc., fundraising, get something for donation

27. If you could change one thing about the Foundation, what would it be?
   Be very clear when extending invitations to new members to join about what the expected time/commitment is
   Change the board make-up; more members invited to join based on how hard they are willing to work, not on who they know.
   A culture in which board members accept and welcome the opportunity and responsibility to raise funds for the Foundation. The things we support are too valuable to continue to rely solely on the Foundation Director and two or three board members.
   Attendance
   Nothing I haven’t already mentioned
   The fact that we are not an independent Foundation
   Regular meeting day and time, more publicity/PR
Survey to LTCC Employees

Survey for Foundation Program Plan

To: Administrators, full-time and adjunct faculty, and classified staff

The Foundation Office is undergoing program-planning review. To help us evaluate the Foundation office, please complete this survey with a No. 2 pencil using the attached NCS answer form and return the form to the Superintendent/President’s office by Friday, May 9, 2003.

1. What is your employment status?
   a. Classified staff  - 18
   d. Classified director  - 2
   e. Full-time faculty  - 3
   f. Adjunct faculty  - 4 (Including 2 Classified)
   g. Administrator  - 3

2. How many years have you been employed with LTCC?
   a. 1-2  - 4
   b. 2-5  - 8
   c. 5-10  - 3
   d. 10-20  - 11
   e. 20+  - 3

3. Are you aware that LTCC has a Foundation?
   a. Yes  - 29
   b. No

4. If yes, do you know who the Foundation Director and Assistant are?
   a. Yes  - 28
   b. No  - 1
   FTF  I knew a board governs the Foundation, I did not know there were 23 members

5. Are you aware that a 23 member Board of Directors governs the Foundation?
   a. Yes  - 20
   b. No  - 9

6. Do you know who the Board of Directors are?
   a. Yes  - 1
   b. No  - 4
   c. I know who some of them are  - 24

7. Do you understand the Foundation’s role at LTCC?
8. Are you aware that the LTCC Foundation provides funding for college programs, staff
development, scholarships, and cultural activities and supports an endowment fund?
   a. Yes - 27
   b. No - 2

9. Have you ever applied for funding from the Foundation?
   a. Yes - 12
   b. No - 17

   If no, why not?

   C Since I do not work in an instructional position, I feel it would be a waste of
time; I don’t think anyone on the board would be very excited about
donating to our department.

   C To date, my program needs have been met through the college budget.

   C I wasn’t sure that I could

   FTF It seems to sponsor only certain events/programs

   FTF Did not know what the Foundation provided funding for

   FTF I usually get projects, equipment, etc. funded through vocational monies
   that are available.

10. Are you aware of the Foundation for the Future scholarship given to local high school students
    attending LTCC?
    a. Yes - 21
    b. No - 8

11. Are you aware the Foundation has money available for emergency student needs?
    a. Yes - 12
    b. No - 17

12. Have you ever attended a Foundation sponsored event?
    a. Yes - 20
    b. No - 9

    If yes, which event and what was your perception of the event?

    C Art From the Heart, great event!

    C First Gala – very nice, well attended. Art From the Heart – excellent event,
    but I couldn’t afford it this year (for two)

    C Not personally, but my wife has attended a couple of them. I heard it was a
    well-organized event. My wife was treated as a VIP by the college president
    and administrators.

    C The art shindig, Ernie’s – Excellent!

    C Gala – very nicely done!

    C Several events – all very well organized and enjoyable

    C Too expensive, my perception is that the events are mostly for high dollar
    donors

    C Time conflicts

    C Art auction at Edgewood – nice!
C Ernie's Night  
C Too elitist and really not worth the money  
C Galas – excellent!  
C Art From the Heart – great!  
CAF Every Gala – wonderful event, Art From the Heart – also great event  
AF Unaware  
FTF Events often too expensive to attend  
FTF Ernie's Night – it was okay, a bit chaotic  
FTF Art From the Heart – fun, but too stiff

13. As the fund raising entity for LTCC, we understand Foundation sponsored events can sometimes be expensive to attend. Are you aware that payroll deductions are available to pay for event tickets, helping to spread the cost over a year?

   a. Yes - 5  
   b. No - 24

   No, and I don’t think this is a good idea! It wouldn’t be financially responsible for us to encourage the practice of employees who cannot afford to pay the ticket price at once and need to spread the cost out over this length of time.

14. Would you take advantage of a payroll deduction plan to attend an event?

   a. Yes - 6  
   b. No - 28

   C It depends on the event  
   FTF Too many budget cuts already  
   FTF Sliding scale, suggested donations would allow more people to support events

15. Have you ever volunteered to help at a Foundation sponsored event?

   a. Yes - 17  
   b. No - 12

   If yes, which event, and what was your perception of the event and your experience as a volunteer?

   A All of them – all well done  
   A Gala – outstanding!  
   A Gala, Art From the Heart, various other events – all are well planned and organized and represent the college to the community in a positive manner

16. Do you financially support the Foundation?

   a. Yes - 20  
   b. No - 8 Sometimes - 1

   If no, why not?

   C I have bought items at Foundation sponsored events. I do not donate through payroll deduction.  
   C I have supported the Foundation through volunteering  
   C I feel that the way that the Foundation goes about fund-raising activities and developing priorities is sometimes frustrating. Would it be possible to use a more pro-active approach in the decision-making process? Rather than depending upon applications for funding, perhaps participation in the
budget development process would provide some insight into additional areas of need.

CAF Haven't gotten around to it – sorry
AF Not usually, cost
FTF Already many deductions taken out of paycheck
FTF I'm not real comfortable with the idea of giving part of my salary back to my employer
FTF I need to!

17. If yes, is it through payroll deduction?
   a. Yes - 17
   b. No - 12

18. Do you contribute to other charitable organizations?
   a. Yes - 25
   b. No – 2 Sometimes – 1 No one's business – 1
   C This is really no one's business but mine
   FTF Sometimes cancer societies

19. Are you aware the Foundation has an eScrip program, which doesn't cost you anything, but the Foundation earns money from the groceries you purchase at Safeway and items from other retail stores?
   a. Yes - 19
   b. No - 10

20. Are you a member of the eScrip program?
   a. Yes - 7
   b. No - 22

21. Are you aware the Foundation researches and obtains grants for LTCC?
   a. Yes - 24
   b. No – 4 Maybe – 1
   C Maybe – do you mean that Foundation staff does this work on a continuous basis or is it on a request basis?

22. Are you aware LTCC has an Alumni Association?
   a. Yes - 23
   b. No – 5 Not sure – 1
   C Not sure – is this an active organization?

23. Do you receive enough information about the Foundation?
   a. Yes - 22
   b. No - 7

24. What is the best way for the Foundation to notify you of upcoming activities and events?
   a. E-mail - 24
   b. Mailbox - 3
   c. Voice mail - 1
25. What is one suggestion you would make to improve the Foundation at LTCC?

A Complete the donor wall
A Keep up the outstanding work
A Vary the major event — that is, the Gala — do something different. Focus fundraising efforts on a singular activity (such as art gallery) and prominently put that forward as the focus of the fundraising efforts (as WNCC did for their observatory). Focus on fewer, but more prominent, interest-catching events — big ones — the ones that one dare not miss because it sounds so different, interesting, exciting!
C Anne and Melonie do a wonderful job! Maybe a flyer or some other type of information on Foundation programs to better inform everybody.
C Be generous to those who help support your efforts in ways other than cash contributions.
C Keep the staff, they are very competent, professional, and is efficiently run!
C You all are doin’ an excellent job! Keep it up!
C You’re doing a great job!
C Cut down or somehow improve on the appearance of constantly asking employees for donations of time and money. I’ve heard a lot about the fact that we have less than 100% employee support of the Foundation, but not much recognition of employee support. I used to volunteer my time — it’s a lot easier to write a check! It often feels like a non-stop barrage of being asked for more and more: volunteer hours, ski tickets, payroll deductions, e-scrip, donations for raffles, the holiday party (thank you for not doing it this year!), Ernie’s etc. It just seems to never stop! Does the Foundation hit up community members this frequently? If so, they must be sick of us!
C Work better with other departments at LTCC and have better lines of communication to all members of the LTCC family
C Pay the employees out of the LTCC Foundation/donations they received. Have the District kick in an equal amount to what the LTCC Foundation gets from the LTCC general fund.
C Overall, Foundation is run well
C Needs more support from the Administration and the community so that it can grow and reach its true potential. Because of the times (war — economics) this may not be a good time to gain more donors, but it is a good time to plan and brainstorm for new events (just a few big events each year) that will bring community together and show off the college
CAF Organization is probably one thing all our departments need to work on. Trying to get a print shop owner on the board would be helpful too — maybe we could cut costs of our printing and get better service!! Personally, I would like to work a little closer with the Foundation on projects so I would know what is coming up and can plan for it. I am trying to do a Master Schedule so we won’t experience the delays through my department that we have in the past. Meetings with Anne and Melonie would help with that.
CD Maybe more information to the general community about your function, goals, accomplishments, etc. Many people don’t understand what distinguishes the foundation from the college — an informational P.R. Campaign — there may be donors out there who would like (and are able) to contribute smaller amounts.
CAF Publicize events better
AF   Provide overview purposes/policies through the e-mail
FTF  Go for corporate money, sponsors for the new buildings that will be named after the corporation

A = Administrator
C = Classified Staff
CAF = Classified Adjunct Faculty
CD = Classified Director
AF = Adjunct Faculty
FTF = Full Time Faculty
## Survey to from California Community Colleges

**Survey Results from CA Community Colleges**

20 colleges responded

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is Director Full or Part-Time</td>
<td>80%, 75%, Also Dean of Student Affairs, Part of development office duties, No director operated by board, Also Director of Institutional Advancement, Contracted yearly-4 days a week, No, 12 Full-time</td>
</tr>
<tr>
<td>Number of people on Foundation staff</td>
<td>4 + 2 students, 10 FTE's, 3, 2, None-but PI handles newsletter, 1, None, 1.6, 3.5, 5 + 10 part-time telephone callers, 2 paid by District, 2 paid by foundation plus student and hourly as needed, 1.8, 1 full-time, 1 part-time, 1 contracted planned giving, 3 full-time, 1-¾ time, Part of me, full-time accounting clerk, part-time accounting clerk; part-time resource development, full-time secretary, 2</td>
</tr>
<tr>
<td>District funds all Foundation expenses (salary, benefits, and general expenses)</td>
<td>½ Director’s salary, 25K of Director + benefits, Benefits only for ex Asst, All-annual giving, benefits for Development Asst, $30,000+benefits Director of Special projects, Not part of college—all fundraising private, Foundation pays accountant, District pays all the rest, 3 full-time and all office expenses, Utility and rent only, Some expenses, Not all, No District funds needed as no employees. Foundation pays 20% of salaries for PIO, 50%, Salaries and benefits, None, District funds the majority, District funds the accounting supervisor and provides office space. Foundation raises $ for EX salary, and all general expenses</td>
</tr>
<tr>
<td>Amount of district contribution</td>
<td>50K, 150K, 24K</td>
</tr>
</tbody>
</table>
| Amount from Annual Fund in 2001, 2002 | **201**,876  
| | 50% of Director's and Assistant's salary  
| | None. Foundation provides $100,000 to District. District provides accounting services to Foundation  
| | None  
| | $140,000 (this covers half my salary- District pays other half as Ex Director of Institutional Advancement)  
| | $91,800  
| | $100,000- within 5 year period ending 2004 we are to be self-sufficient. We will accomplish this by giving $100,000 to the college designated to specific equipment, remodeling, program enhancement, etc  
| | $100K  
| | District provides office space, telephone, utilities |

| Does foundation raise more $ through AF and events than costs district? | **Yes**, if not include in-kind (rent, utilities)  
| | AF and special events = <1% of income, most restricted scholarships  
| | Most donations are restricted − 2.1 M  
| | Yes, if not include in-kind (rent, utilities)  
| | No, however AF and events are only part of fund raising efforts – In all foundation raises more than twice District budget allocation  
| | Yes  
| | Yes  
| | Yes and from personal solicitations which account for majority of fundraising. Last year raised 450K not including 160K in in-kind donations for new teaching winery (over 610K of in-kind)  
| | Do not do fundraising events  
| | Yes  
| | Yes  
| | We don’t do fundraising events  
| | Yes |

| What is annual budget? -Without personnel | **230**K  
| | **277**K  
| | **600**K  
| | **35K** per project  
| | **250**K  
| | **100K**-Development expenses, 75K –general expenses  
| | **203**K  
| | **500**K  
| | **70**K  
| | **130**K  
| | **525**K  
| | **300**K  
| | **84**K  
| | **63**K  
| | **35**K  
| | **112**K  
| | **125**K |

| Does Foundation pay or reimburse for rent and utilities | **1 partial**  
| | Pay 36.5K to District, not just for rent and utilities, just off-setting income  
| | Yes utilities, Xerox rental, audi, print shop etc  
| | Rest said No |