# SCCC Foundation Unit Review

# 2014-2015

Sylvia Diaz, Executive Director

Unit Name: SCC Foundation
Review Year:  2014-2015
Responsible Staff Member: Sylvia Diaz, Ph.D., LMSW

Administrative Support__ Educational Support  X   Community Outreach__

**Introduction**
The purpose of this document is to guide the unit through the process of evaluation. While the unit conducts regular assessment of outcomes and establishes plans based upon these results, the process requires the unit to take a broad and pervasive look at the impact, effectiveness, and opportunities for enhancement of services. This process is designed to take a full year and requires significant investment of all individuals within the unit. It is important to not only involve administrators, faculty, and senior staff, but also, where applicable, support staff. This is an opportunity for the unit to closely examine its impact on the college and complete involvement is key to its success.

**Section 1: History**

**Please provide pertinent historical information that will provide historical context to the report.**

The Suffolk Community College Foundation is a non-profit corporation formed to develop additional resources to enable the college to provide quality educational experiences for its students. Scholarship funds constitute the largest single use of the assets of the foundation. Minority scholarships, honors scholarships, and awards based on financial need and academic merit are funded by the Foundation.

Emergency student loans, special projects for professional staff development, support for unique academic enrichment programs, and efforts to enhance the community's awareness of the college and its services are also supported by Foundation resources.

The Foundation is governed by a Board of Directors representing many diverse constituencies. Men and women from the professions, business, industry, civic and social organizations, and college alumni serve without compensation to assist the college in its mission to provide the highest quality of academic service to the citizens of Suffolk County.  The leadership of the Board of Directors are selected from among the Board Members and include a Chairperson, First and Second Vice Chairpersons, a Secretary and a Treasurer.  The Foundation's By-Laws provide for the regular election of these officers, as well as the establishment and membership of several standing and ad-hoc committees.

At the most recent organizational meeting, Directors endeavored to select their leadership resulting in the election of Belinda Alvarez-Groneman, a former Trustee of the Community College, as the Foundation Board's Chairperson.  Effective September 1, 2015, officers include

Michael Grant, First Vice Chair; Kevin Rooney, Second Vice Chair; Robert Frey, Ph.D., Secretary and Brian Peterson, CPA, Treasurer. Members include Leslie B. Anderson, Esq., Edward Boughal, Felice A. Jones-Lee, RN, CPHQ, Randolph H. Manning, Ph.D., Eric S. Martinez, JD, CPA., Ernesto Mattace, Jr., Dr. Shaun L. McKay, SCCC President, Belinda Pagdanganan, Richard T. Powers, Gary Joel Schacker and Professor Charles T. Wittreich, Jr.

It is important to note that the Foundation has recently experienced changes in professional staffing in the past two years including a newly appointed Executive Director, Director of Development and Assistant Director of Development, following lengthy selection processes devised to identify and recruit candidates with outstanding experience in professional non-profit and higher education fundraising. There is currently one staff vacancy, College Gifts Coordinator, for which the recruitment and selection process continues. All professional staff report through an internal structure at the Foundation to the Executive Director, who in turn serves as a cabinet-level administrator reporting directly to the President of the College.

The Suffolk Community College Foundation was established on September 1, 1989 for the benefit of the College to serve as a means of organizing and effectuating a development program and to provide an organization for alumni engagement. Supporting the mission of the Foundation, the College agreed to avail the Foundation of records and information concerning alumni, which is used to maintain the Foundation's database for the purposes of executing its dual functions of development and alumni engagement.

On August 22, 1980 Suffolk County Community College Alumni Association was established by the College Board of Trustees. By September 1, 1989 the function of the Suffolk County Community College Alumni Association transferred to the newly formed Suffolk Community College Foundation.

In 1994, Suffolk Community College Foundation adopted a Statement of Investment Policy with a guiding philosophy for the professional management of the investment portfolio.

Suffolk Community College Foundation Board of Directors developed two strategic plans intended to guide both Board and Staff operations. Strategic Plan 2001 – 2003 approved May 2001 and Strategic Plan 2007 – 2011 approved May 2007.

Foundation operations were assisted by two consulting groups from 2007 to 2012. Clements Group, LC. was contracted starting in 2007 followed by Dini Partners which ended in 2014.

**Scholarship Development**

Current number of Active Scholarship Accounts (accounts with balances of $100 or more): 220

Most recent Disbursement: $650,000 Awarded in 2014-2015; $550,000 the year prior.

Scholarships to Highlight:

Richard & Mary Morrison Hardship Fund – Over $10,000 in scholarships awarded in 2014 to students with financial hardships

Rotary District 7260 Sandy Relief Scholarship – Over $25,000 in scholarships awarded in 2014 to victims of Superstorm Sandy.  It is significant to note that funding was secured and directly distributed to students impacted by Superstorm Sandy.  The storm brought financial hardship and devastation to hundreds of Suffolk students who overcame the hardships associated with the storm's impact on the community with the assistance of hardship loans and scholarship support from the Foundation.

David M. Sperling DREAM Scholarship – Over $5,000 in scholarships awarded in 2015 to undocumented students.

The largest individual gift was unsolicited and secured in 2008. A $5 million dollar anonymous donation was intended to support women and minority students. The gift was developed into the "*Get There From Here*" Scholarship Program.

To this day the Foundation upholds its agreement to assist in advancing the development of the College by accepting and encouraging gifts to the Foundation, and by using such gifts to advance the educational objectives of the College. As the Foundation was charged with providing for the needs of alumni through an organization that furnishes educational, social, cultural and recreational activities, services and facilities, our alumni relations have consistently increased and improved in recent years.

**Section 2: Unit Overview**

This section asks the units to profile and discuss the operations of the unit. Please provide as much narrative as necessary, but rely more heavily on documentation of evidence to make the case. As part of the evidence, please provide copies of unit meetings, agendas, and notes to document involvement from all individuals within the unit.

Please include the unit's mission, goals, and student learning outcomes (SLOs)/support outcomes (SOs). Also indicate the last date that each of these were reviewed/revised.

**Mission**

The Suffolk Community College Foundation's (SCC Foundation) mission is to support student access to quality education and vocational skill training by providing scholarships, emergency loans and funding for program development. Additionally, the Foundation seeks to engage alumni to maintain their connection to the college, to support foundation events, philanthropy, student mentorship and internship opportunities.  (Revised 7/31/15)

**Goals and Outcomes**

See attached document "Foundation Staff  Planning Strategic Goals 2015-2018" (Approved 5/12/15)  The following Unit Goals and Outcomes align with the Foundation's strategic goals

and help prioritize which actions are engaged upon to help accomplish the unit goals and outcomes.

*Development and College Advancement*

**Goal**:  Improve access to and affordability of higher education to students at SCCC.

**Outcomes**:

- Increase the number of scholarships available and awarded to student through a target development approach.
- Increase total net dollars (Annual Campaign, Major Gifts and Event revenue) raised by the foundation year over year.

**Goal**:  Develop and implement an action plan for solicitation of grant proposals by the foundation

**Outcomes**:
- Increase the number of requests for grant funding to support educational programs and services at SCCC.
- Detail the impact of grants awarded to the foundation on programs and students.

*Alumni Affairs*

**Goal**:  Increase alumni engagement in support of the College's Mission.

**Outcomes**
- Provide College updates to alumni groups through electronic, in-person, telephone, and written efforts.
- Increase alumni awareness of existing scholarship recipients and opportunities to donate.
- Develop programming that would create opportunities for alumni to connect to the College, students and staff.

**Goal**:  Develop alumni volunteer opportunities in support of student success.

**Outcomes**
- Solicit alumni in support of student academic achievement opportunities (philanthropic support and participation in student activity programs).
- Solicit alumni in support of student career development opportunities (i.e. mentors, internships).

**What current institutional goals and measurable institutional objectives (MIOs) connect to the mission of the unit?**

<u>Institutional Goals</u>

The SCC Foundation exists to serve the institutional goal of access and affordability through its development and advancement work of fundraising for scholarships. Our goal of increasing the overall percentage of respondent donors and the amount of the average unrestricted gift through Direct Mail is supported by Alumni Relations' goal of increasing the number of alumni researched and addressable, thus broadening our potential donor base. The Foundation's goals to increase special event revenue and overall scholarship budget revenue as well as our goal of engaging the SCC Foundation Board in annual giving all serve to support the Foundation's mission of providing student access to a quality education. Moreover, our goal to create and maintain a comprehensive list of scholarships will allow more opportunities to be publicized for students, promoting access and affordability to education at SCCC.

SCCC's goals for student success are supported by the Foundation as well. Our goal of engaging faculty and staff in the culture of philanthropy will help to foster the development of programs and student services in needed areas. As faculty and staff members are in direct contact with our students and know their needs, they may contribute to fundraising initiatives to enhance student support in needed areas. Our goal of developing alumni volunteer opportunities supports student success as well by establishing a way of connecting alumni with students who may benefit from mentorship and internship programs.

The goal of increasing alumni events creates opportunities for alumni to reconnect with the college, and events provide a platform for student-alumni interaction that can led to partnerships and employment opportunities for our future graduates, thus serving the institutional goals of community development and societal improvement through supporting the provision of an educated workforce. Developing partnerships with corporations and industries benefits this institutional goal as well as student success by creating relationships with entities that may provide internship and employment opportunities to our students, and may contribute funding to support and develop academic programs and student support services.

The SCC Foundation also strives to support the institutional goal of transparent and effective communication within the college community and between the college community and external constituencies. Within the college community, the creation and maintenance of a scholarship database will enable the Foundation to communicate current scholarships that can be offered to students and which enrollment management can advertise. The SCC Foundation's goal of improving communication between the scholarship committee and Foundation will provide for more comprehensive support services when students are seeking scholarships to finance their education.

By increasing efforts to communicate our mission within the college community, the SCC Foundation will inherently raise awareness of its work so as to cultivate the support of faculty, staff and students toward carrying out our mission. The new online relationship management platform will be an effective way to communicate within the college community via email and

online community. The relationship management platform and communication tool will also help to strengthen relationships with external constituencies, such as corporate, foundation and individual donors. Communication between the Foundation and its donors is crucial to the success of the institution. Our goal of maintaining updated contact information will assist in sustaining effective communications.

With regard to supporting the institutional goal of transparent communications, the Foundation has also established goals of creating increased transparency of the financial information available on our website, in addition to the creation of an annual report to be used for internal and external constituents. Both financial operational goals serve the institution's goals for communications with internal and external constituents, which will ultimately contribute to increased support in the area of student success.

Finally, the SCC Foundation contributes to the college's goal of institutional effectiveness through consistent consultation with the Foundation's Board of Directors, which ensures our continuous improvement in achieving our mission in support of the college.

**Measurable Institutional Objectives Supported by the Foundation**

**1.0 Student Success:**
To foster the intellectual, physical, social, and civic development of students through excellent and rigorous academic programs and comprehensive student-support services.

The Foundation aligns with the measurable institutional objective (MIO) 1.0 through its comprehensive development efforts to support student services.

**2.0 Community Development/Societal Improvement:**
To promote the social and economic development of the community we serve.

2.1 The College will enhance the local workforce by increasing partnerships with key employment sectors and offering programs to address the employment skills gap in Suffolk County. The Foundation supports this goal by forging relationships with local workforce partners to fund student learning and internship opportunities and scholarships.

2.2 The College will expand targeted outreach to non-traditional constituents to increase the number of non-traditional students served through continuing education and traditional academic programs.  The Foundation continues to identify funding opportunities to support non-traditional students and key constituencies like veterans, single parents, LGBT and minority students.

2.3 The College will enhance community enrichment through increased participation in social and cultural events, initiatives, and activities conducted by the College or in partnership with external stakeholders.  The Foundation represents well the College at community events and engages external stakeholders in support of the College.

2.4 The College will expand partnerships with local high schools, school districts, and other higher education institutions to ensure successful and smooth transitions from high school to college.  The Foundation works hand-in-hand with higher education partners to identify and secure funding in support of the many student pipeline opportunities to advance higher education goals through seamless transfer and mutual admission policies.

**3.0  Access and Affordability:**
To provide access to higher education by reducing economic, social, geographic and time barriers.

3.3 The College will reduce the economic barriers to higher education associated with limited financial aid by increasing the number of applications for and awards of both merit- and need-based scholarships, as evidenced by Foundation update reports, by Fall 2017.   This MIO is a central mission of the Foundation as staff and lay leaders continually identify and solicit support for student scholarship development.

**What are the primary functions and services this unit provides to Suffolk County Community College?**

The Suffolk Community College Foundation is a non-profit corporation formed to develop resources to enable the college to provide quality educational experiences for its students. Scholarship funds constitute the largest single use of the assets of the Foundation and include grants for designated purposes, as well as awards based on financial need and academic merit. Foundation resources also support emergency student loans, professional staff development and initiatives to enhance community awareness of the college's services.

**Please identify the unit's reporting structure and processes for ensuring quality communication (include a unit organizational chart as an appendix).**

All employees of the SCC Foundation serve the college under the guidance and supervision of Executive Director, Dr. Sylvia A. Diaz. Dr. Diaz is assisted by Principal Clerk, Nora Adams. Director of Development, Christopher Williams, Esq. reports directly to Dr. Diaz; Assistant Director of Development, Renee Ortiz, MPS, reports to Christopher Williams. Financial Specialist, Lauren Liburd, MBA reports directly to Dr. Diaz. Professional Assistant Kristie David, MPA, reports to Dr. Diaz. Russell Malbrough, MA, College Director of Development and Alumni Relations reports to Dr. Diaz; College Aide, Sandra Czybora, MA, reports to Russell Malbrough. It is significant to note that the College Gifts Coordinator position was vacated in Spring 2015 and remains vacant. This position reports to the Director of Development. Processes for ensuring quality communication include weekly one-to-one meetings between staff members and those to whom they directly report, as well as alternating bi-weekly staff and development staff meetings for discussion of current business and progress toward goals. The Executive Director and staff consult bi-monthly with the SCC Foundation Board of Directors to ensure that the Foundation remains true to its mission.

*See Appendix B for Organizational Chart*

**Please identify the strengths, weaknesses, opportunities, and threats that will impact your unit over the next seven years**

*See Appendix C for SWOT Analysis completed by the Office of Planning and Institutional Effectiveness*

The Foundation is well positioned to meet its mission "to develop additional resources to enable the college to provide quality educational experiences for its students." Staff expertise and a growing alumni donor database assure its ability to provide scholarships for affordable student access to education. The local proximity of alumni to the college is a strength that offers a solid base for cultivation of philanthropy. Moreover, as a result of new leadership, along with a well-educated and dedicated staff, the SCC Foundation is experiencing a higher profile in recent days, and this is likely to continue.

The Foundation is not without its challenges. Historically understaffed, operational "gaps" extending for more than twenty years, lack of communication with its Board, and frequent leadership turnover have presented challenges within the organization. Likewise, an evolving political climate and negative press present challenges from outside the organization. In particular, as discussion continues on the topic of "free" community college tuition, the public may be confused or misunderstand the proposal, assuming that the college's financial needs have been met, thus moving their philanthropic activities elsewhere. Moreover, the negative and perennial perceptions of community college—13th grade, high dropout rates, low graduation rates—add to the challenges of this office. Nevertheless, the SCC Foundation is prepared to meet these challenges via greater marketing opportunities, partnering opportunities, industry innovation and increased communication.

At every level, new marketing opportunities abound. As a result of President Obama's State of the Union address, the national debate surrounding community colleges provides greater visibility to the public. Similarly, at the state and SUNY levels, positive press resulting from STEM to STEAM (Science, Technology, Engineering, Art, and Math) partnerships has the potential to shine light on our initiatives. At the college level, the commencement of vendor-contract negotiations holds the promise of greater revenue for the SCC Foundation. At the departmental level, the office looks forward to launching a new capital campaign, with the promise of "rebranding" our purpose and engaging college faculty and staff.

The Office is poised to pursue new "partnering" opportunities both outside and within the college. As SUNY's largest community college, the SCC Foundation offers SUNY and Suffolk County a willing and able partner with a large student/alumni and labor base. Within the college, partnering opportunities exist with our Public Relations Office, to the benefit of both units, as well as with private business, non-profits, alumni "affinity" areas, and the SCC Foundation Board—all of which have not been fully explored. Most importantly, each of these opportunities provides the chance for our office to reach out and educate our partners and the community at large about what we do and why we do it.

Industry innovations, in particular those offered by the Council for the Advancement of Support for Education (CASE), provide materials and opportunities to increase revenue through supporting innovations in fundraising (outreach) and operations. Further, new software products that facilitate online communication, provide "giving" tools, and track scholarship applicants and recipients hold the promise of greater stewardship opportunities.

For the reasons presented above, the future looks bright for the SCC Foundation. A historically strong philanthropic base supports the unit's mission to provide access to higher education, especially for those who would otherwise be excluded. As Chancellor Zimpher challenges SUNY not only to be a beacon of access and affordability, but to foster student success, we stand ready to assist with these challenges by fundraising that provides for both scholarships and innovative programs that support student success. The office benefits from a highly educated and dedicated staff, ready and willing to meet these challenges.

**Final conclusions and recommendations will be requested at the end of this document, however, please discuss, as a unit, both of these in respect to unit operations.**

The Foundation is well positioned to achieve the goals and realize the outcomes anticipated by this success as a result of recent changes in professional staffing, an organized effort to align strategic goals of the Foundation with the institutional goals and measurable objectives of the College, and a strong Board of Directors who are engaged with the Foundation's professional staff and the leadership of the College. The Unit recommends filling any staffing vacancies that currently exist to ensure a comprehensive team approach to development and college advancement.

**Section 3: Staffing**

As part of the unit review process, the unit is asked to examine staffing levels, impact of leadership, and the ability to effectively achieve a unit's mission as a result.

**Historically, how has the unit sought to determine the appropriate staffing levels necessary to meet the mission? If there have been recent efforts, please highlight these as well.**

The growth of the Foundation endowment has historically been driven by the prudent management of its investments supplemented by the support of its two key fundraising events, the annual Salute to Excellence Gala and the annual Golf Classic. As the Foundation positioned itself to answer the call for greater support for SCCC students, the staffing requirements expanded as well.

In the last five years, staffing transitioned in the following ways:

- Executive Director; Director of Alumni Affairs; College Aide, Alumni Affairs; Special Assistant to the VP of Institutional Advancement; Principal Clerk
- Executive Director; Director of Alumni Affairs; College Aide, Alumni Affairs; Principal Clerk; Professional Assistant; Specialist

- Executive Director; Director of Alumni Affairs; College Aide, Alumni Affairs; Professional Assistant; Specialist; Director of Development
- Executive Director; Director of Alumni Affairs; College Aide, Alumni Affairs; Principal Clerk; Professional Assistant; Specialist; Director of Development; College Gifts Coordinator
- Executive Director; Director of Alumni Affairs; College Aide, Alumni Affairs; Principal Clerk; Professional Assistant; Specialist; Director of Development; College Gifts Coordinator; Assistant Director of Development

The staffing expansion has been one of the critical actions taken to move the Foundation forward in its efforts to engage with community and industry to further the college's mission to "promote intellectual discovery, physical development, social and ethical awareness, and economic opportunities for all through an education that transforms lives, builds communities, and improves society." Calling on the expertise of a newly formed development staff, with a proven track record in donor stewardship and cultivation, the Foundation has worked to acquire the necessary skill set required to successfully increase the resources available to the faculty, staff and students of Suffolk County Community College. Although there is no established formula for effectiveness of development operations based upon staffing levels, best practices reveal that institutions with comprehensive development and advancement operational units excel when staffing levels are increased. The theory that "more hooks in the water catch more fish" is one that resonates in development. Take for example the SUNY Stony Brook model wherein development operations require over 100 staffers with direct assignments to academic departments, athletics departments and specialized programs, as well as a core of specialists whose duties focus on specific development roles such as planned giving, alumni affairs, major gift development, annual fund, special events and operations. Community colleges throughout the SUNY system wrestle with development staffing levels that are profoundly lower than their four-year equivalents, not to mention the development operations of regional private colleges and universities that compete for philanthropic support of higher education.

**Do your current staffing levels and qualifications enhance or detract from the unit's ability to achieve its stated mission? Please provide a detailed explanation.**

The SCC Foundation is composed of people who bring a broad range of professional experience and talent to the table which serves to enhance the unit's ability to achieve its mission and goals. While these qualifications certainly enhance the Foundation's ability to develop support for the College, the limited staffing level of only seven (7) full-time professionals and one (1) part-time support staffer detract from the Foundation's ability to compete with efforts of neighboring colleges and universities whose staff provide specialized functions with expertise and roles limited to specific functions such as planned giving, major gifts, special events, alumni affairs, annual fund, foundation and government relations.

Industry best practices recognize that additional development staff, especially during times of focused campaign-oriented fundraising like *Vision 2020*, undoubtedly results in the realization of higher levels of gifts and charitable donations.

*The Foundation's Current Professional Staffing*

**Dr. Sylvia A. Diaz, Executive Director of the Foundation** is a development professional who offers twenty years of progressive experience in the field, including ten years leading the regional office of one of the top ten "not for profits" in the country and raising more than $30 million dollars during her tenure. A passionate, transformational and holistic leader, Dr. Diaz has adapted her approach to integrate an understanding of the behavioral traits of her team members and constituents with knowledge of their motivational needs to achieve consistently better results. She believes that success in academic and mission driven environments lies in a leader's ability to foster self-determination among team members which is strongly associated with goal attainment and success.

An energetic leader, advancement professional, teacher and lawyer, **Christopher Williams, Esq., Director of Development** brings a unique blend of talent, skill and experience to his key role at the Foundation. New to our team, Chris comes to us with thirteen years of experience in higher education development and professional fundraising and close to twenty-five years' experience as a professional fundraiser and public agency administrator.  A practicing attorney and specialist in non-profit law, taxation and charitable giving, Chris provides insight and guidance to the professional team.

**Russell Malbrough, Director of Development and Alumni Relations** brings over fifteen years of professional experience in non-profit organizations related to education and healthcare to this role. Russell has a proven track record of increasing alumni participation in Ivy League universities, large public research universities, public high schools and start-up non-profit organizations.

**Renee Ortiz, Assistant Director of Development** has come to the Foundation with extensive experience in government relations and community outreach. She has a proven ability to identify and solicit potential major gift donors, and to develop and strategically manage relationships with major donors, board members and other contributors. Renee also brings successful grant writing experience to the Foundation.

**Specialist, Lauren Liburd, MBA** is an experienced and goal-oriented finance and operations manager with a demonstrated track record of leading the preparation and analysis of financial reports to summarize and forecast financial position. She has a proven expertise in driving efficiency and productivity through evaluation and implementation of process improvements. Her core competencies include account management, budgeting, technology integration, and strategic organizational analysis. Lauren's specialties are building relationships at all levels of organization and the ability to constantly challenge and improve existing processes and systems. She possesses excellent communication skills to convey detailed financial issues in a clear and concise manner to internal and external constituents and colleagues. Her passion for her job coupled with desire to serve as valuable team member, have served the Foundation well in the multiple roles that she has assumed through the many organizational transitions that have occurred during her tenure here.

With over 9 years of experience in higher education development and fundraising, **Professional Assistant, Kristie David** brings a wealth of knowledge to the Foundation. Kristie's diverse background offers knowledge of various giving campaigns including annual, phone-a-thons, faculty/staff, major gifts, and capital campaigns as well as experience with donor recognition, alumni relations, donor cultivation, prospect research, database management and scholarship management. Her qualifications help to enhance the Foundation's ability to achieve its mission through identifying potential donors, tracking communications between the foundation and its constituents, maintaining a healthy database with donor contact and giving history, and ensuring that new and existing scholarships are communicated to the college to advertise to students.

**Nora Adams, Principal Clerk** serves the Foundation as assistant to Executive Director, Sylvia Diaz. Nora is a highly efficient and experienced office manager who keeps the Foundation well organized and running smoothly. She brings a wealth of technical and clerical knowledge to her work and, being the gateway to the Foundation, always presents herself as a consummate professional.

**Sandra Czybora, College Aide/Alumni Relations** brings her experience in higher education fundraising at a large public research university to her work in assisting SCC Foundation Director of Alumni Relations, Russell Malbrough. Sandra has worked in university advancement as an acknowledgment writer, a grant proposal writer and manager, and has served as a director of advancement, fundraising and overseeing graduate student alumni relations.

**Final conclusions and recommendations will be requested at the end of this document, however, please discuss, as a unit, both of these in respect to staffing.**

As is evident from the descriptions above, the professional staffing of the Foundation has enhanced the effectiveness and efficiency of advancement operations and professionalized the Foundation's status as an operating unit of the College. The Unit recommends filling any vacant positions and includes efforts to recruit an additional staff member to assist with financial operations.

**Section 4: Planning and Assessment**
For the past several years, this unit has been assessing specific outcomes, gauging progress, looking at how to improve results through yearly planning, and identifying available/requesting additional resources to support the unit. While the process has been annual, the unit review process not provides an opportunity to explore, comprehensively, these results in the context of unit enhancement through a self-evaluation.

**Please identify which outcomes have been assessed by the unit**

A review of strategic planning documents reveals that the Suffolk Community College Foundation has been guided by strategies honed to advance a core mission of developing a culture of philanthropy and stewardship to support and expand fundraising since as early as 2001. While many of these planning documents provided the framework to achieve these goals,

there was limited assessment of the outcomes.  Additionally, leadership and staffing of the Foundation was impacted by frequent turnover and attrition, impacting assessment consistency. More recently, the Foundation has experienced careful selection of staff to ensure employee knowledge, skills and abilities were sought to address the professional needs of the Foundation. During the spring and summer of 2015, the Board of Directors of the Foundation reviewed and adopted a comprehensive strategic planning document for 2015 – 2018, ensuring alignment with the overall College strategic plan, presenting specific goals and ensuring best practices for the development and advancement mission of the Foundation.

The overall mission of the Foundation aligns best with the College's strategic plan to improve access and affordability by reducing economic barriers to student success, thus, much of the focus of this assessment will remain on this goal.  The plan articulates this clear goal of increasing the number of applications for and awards of both merit and need-based scholarships by 2020.

The following outcomes are continually assessed by the Unit:

*Development and College Advancement*

**Goal**:  Improve access to and affordability of higher education to students at SCCC.

**Outcomes**:

- Increase the number of scholarships available and awarded to student through a target development approach.
- Increase total net dollars (Annual Campaign, Major Gifts and Event revenue) raised by the foundation year over year.

*Assessment*:  The amount of scholarships awarded increased from $500,000 in 2014 to $650,000 in 2015, an increase that exceeds our strategic goals and is attributed to newly created scholarships, increased development officer productivity and increased communication between Foundation and Enrollment management staff.  2014-2015 also witnessed the establishment of seventeen new scholarship opportunities for Suffolk students.

*Emergent Plans*:  The Foundation plans to continue efforts to increase overall scholarship revenue by reviewing and soliciting current scholarship donors and expanding the College's reach into the business community for support.  In addition, we plan to establish a planned giving effort, The 1959 Society, which will provide constituents to provide support to the College through bequests and estate planning.  The staff will attend the SUNY Planned Giving Summit in Albany in late September 2015 to gather information and reflect on SUNY-wide best practices.

**Goal**:  Develop and implement an action plan for solicitation of grant proposals by the foundation

**Outcomes**:

- Increase the number of requests for grant funding to support educational programs and services at SCCC.
- Detail the impact of grants awarded to the foundation on programs and students.

*Assessment*: The number of grant applications has grown during the past few years, as well as the total amounts requested through these grant applications.

*Emergent Plans*: The Foundation plans to continue efforts to increase the number of grant applications with a strong focus on aligning our efforts with those of the College Grants Office to focus on college-wide priorities and to be responsive to the needs of students, faculty and institutional goals.

*Alumni Affairs*

**Goal**: Increase alumni engagement in support of the College's Mission.

**Outcomes**
- Provide College updates to alumni groups through electronic, in-person, telephone, and written efforts.
- Increase alumni awareness of existing scholarship recipients and opportunities to donate.
- Develop programming that would create opportunities for alumni to connect to the College, students and staff.

*Assessment*: Since 2014, alumni event programming increased significantly from 35 events in 2014, to 64 events in 2015. This reflects additional 29 events or 82% increase in alumni engagement opportunities.

*Emergent Plans*: The Foundation plans to expand our current alumni engagement activities, including a concentrated effort to identify and engage alums in support of the athletics program and to honor retiring long-time athletic director and coach.

**Goal**: Develop alumni volunteer opportunities in support of student success.

**Outcomes**
- Solicit alumni in support of student academic achievement opportunities (philanthropic support and participation in student activity programs).
- Solicit alumni in support of student career development opportunities (i.e. mentors, internships).

*Assessment*: Since 2014, alumni involvement in student support activities increased significantly from 22 volunteers in 2014, to 205 volunteers in 2015. This reflects 182 volunteers or 120% increase in alumni volunteers.

*Emergent Plans*:  The Foundation continues to engage alumni in college activities and events. Both the Gala and the Golf Classic are managed with the support and service of our engaged alumni.  Additionally, we continue to identify and involve alumni in a variety of programs and academic departments.

### *Foundation Strategic Goals that Support Outcomes Assessment*

i.     *Selected Goal*:  **Engage Faculty and Staff in the Culture of Philanthropy (A5)[i]**

*Strategy*:  Encourage 100% participation from Faculty and Staff.
*Outcome*:  Increase participation and giving of Faculty and Staff by 10% annually.

ii.     *Selected Goal*:  **Increase special event revenue and increase visibility of special events within our internal and external environment (A7)[ii]**

*Strategy*:  Manage revenue projections and set budgets to track expenses; host cultivation events to garner early support; consider publication for visibility as budget allows.
*Outcome*:  Achieve revenue goals and forge new relationships with prospective donors.

iii.     *Selected Goal*:  **Increase Overall scholarship budget and revenue(A9)[iii]**

*Strategy*:  Through development outreach and stewardship work, continue to manage relationships with current donors. Consistently find new prospects and develop new scholarships with these donors.
*Outcome*:  Strengthen our donor relations and increase major gift acquisition 10-15%.

iv.     *Selected Goal*:  **Increase Annual Campaign revenue(A11)[iv]**

*Strategy*:  Engage Foundation Board of Directors and introduce pledge forms at annual meeting.
*Outcome*:  Increase Board contribution 10% year-over-year.

2)   Expand Alumni Relations

i.     *Selected Goal*:  **Increase Alumni Events (B1)[v]**

*Strategy*:  Develop and promote programming that creates opportunities for alumni to connect to the College, students and staff. Analysis of the total Alumni Relations and co-sponsored alumni activities in the current FY. Events are entered into the SCCC Alumni Online Community software and website. Marketing assessment reports are driven from this data through a back-end interface. Comparison of the number of alumni programs and count of alumni 'touches' that were promoted to SCCC alumni base from the Alumni Office.
*Outcome*:  Targeted increase 25% year-over-year.

ii. *Selected Goal*: **Develop alumni volunteer opportunities in support of student success(B2)[vi]**

*Strategy*: Solicit alumni to support student academic achievement opportunities, philanthropic support and participation in student activity programs.
*Outcome*: Increase alumni volunteers and mentors.

iii. *Selected Goal*: **Increase the number of alumni researched and addressable(B3)[vii]**

*Strategy*: Search for alumni through online, referral and direct mail outreach.
*Outcome*: Increase from 92,383 addressable alumni.

**For each outcome assessed, please provide a summary of both the results of the assessment as well as the plans that emerged from the assessments**

**1) Increase Revenue**

v. *Selected Goal*: **Engage Faculty and Staff in the Culture of Philanthropy (A5)**

*Assessment*: Participation and giving by faculty and staff has increased steadily. This generous donor profile contributed 33% more in 2014 than the prior year, and the year-to-date increase over last year increased 3.68% even before the commencement of the Annual Faculty and Staff Campaign.

*Emergent Plans*: The Foundation plans to continue efforts to increase revenue through actively engaging faculty and staff through a formal annualized campaign. The campaign will include industry best practices to encourage giving by institutional stakeholders. We note that leadership giving includes 100% of the College's executive leadership team (Cabinet) and we have begun solicitation of Trustees and Foundation Directors to ensure the goal of 100% participation by the College's professional and lay leadership.

vi. *Selected Goal*: **Increase special event revenue and increase visibility of special events within our internal and external environment (A7)**

*Assessment*: The 2015 Suffolk Community College Gala raised a substantial amount despite staff transition, later than usual designation of honorees and increased costs associated with this centerpiece event. The 2015 32nd Annual Golf Classic exceeded both revenue projections and overall revenue generation from previous years as follows:

### Salute to Excellence

|  | Projection | Revenue | Variance |
|---|---|---|---|
| **2014** | $175,000.00 | $258,610.00 | $83,610.00 |
| **2015** | $210,000.00 | $166,864.81 | ($43,135.19) |

### Golf Classic

| Year | Projection | Revenue | Variance | % |
|---|---|---|---|---|

| | | | | | |
|---|---|---|---|---|---|
| **2014** | $50,000.00 | $85,342.00 | $35,342.00 | | |
| **2015** | $57,000.00 | $91,820.00 | $34,820.00 | 7% | *Revenue as of 8/26/15 |

*Emergent Plans*:  The Foundation plans to continue efforts to increase revenue through special events including the annual Gala and Golf Classic, as well as smaller strategic events aimed at soliciting specific constituencies, e.g., events organized around individual Foundation Directors, major donors and other key stakeholders.

vii.   *Selected Goal*:  **Increase Overall scholarship budget and revenue(A9)**

*Assessment*:  The amount of scholarships awarded increased from $500,000 in 2014 to $650,000 in 2015, an increase that exceeds our strategic goals and is attributed to newly created scholarships, increased development officer productivity and increased communication between Foundation and Enrollment management staff.  2014-2015 also witnessed the establishment of seventeen new scholarship opportunities for Suffolk students.

*Emergent Plans*:  The Foundation plans to continue efforts to increase overall scholarship revenue by reviewing and soliciting current scholarship donors and expanding the College's reach into the business community for support.  In addition, we plan to establish a planned giving effort, The 1959 Society, which will provide constituents to provide support to the College through bequests and estate planning.  The staff will attend the SUNY Planned Giving Summit in Albany in late September 2015 to gather information and reflect on SUNY-wide best practices.

viii.   *Selected Goal*:  **Increase Annual Campaign revenue(A11)**

*Assessment*:  Annual Campaign revenues increased dramatically – more than 61% from FY13-14 and YTD giving is being realized with only two of four planned direct mail solicitation already sent. Although the current revenue is 13.38% lower than last year, the Annual Campaign will mail two additional solicitations that will likely result in a substantial increase.

*Emergent Plans*:  The Foundation plans to advance the Annual Campaign to a new level by engaging faculty, staff and alumni in the campaign by designating campus chairs, providing planned giving seminars and empowering faculty to establish departmental scholarship campaigns.

2)  Expand Alumni Relations

iv.   *Selected Goal*:  **Increase Alumni Events (B1)**
v.   *Selected Goal*:  **Develop alumni volunteer opportunities in support of student success(B2)**
vi.   *Selected Goal*:  **Increase the number of alumni researched and addressable(B3)**

*Assessment*:  Since 2014, addressable alumni increased from 92,383 in 2014, to 116,074 in 2015.

This reflects 23,691 or 26% additions of new alumni, research and updates for existing alumni.

*Emergent Plans*:  With the introduction of a new technology platform and industry standard database, we look forward to research and solicit alumni, both degreed and non-degree.

**Please identify all budget requests and resource allocations that emerged as a result of the assessment and planning cycles.**

The Foundation's assessment and planning cycles have focused on the need to expand the current staffing level to include an additional financial analyst and to fill the vacant College Gift Coordinator position.  By fully staffing the Foundation to approved levels, we can focus the team on the new endeavors described above.

The staffing transitions at the Foundation have produced efficiency and increased effectiveness through the careful monitoring and control of both operating expenses and event budget expenses. Lowering costs while maintaining high standards have increased budgetary efficiencies and increased accordingly net revenue realization.

**Please identify changes that were implemented as a result of implementing the plans driven by yearly assessments**

The most significant change in the Foundation based on annual assessments is the carefully selected staffing of the Foundation to include experienced and creative development and advancement professionals.  During this transitionary period, the Foundation was able to review and assess current policies and practices and implement change that led to dramatic increases in efficiency and effectiveness.  The professional staff is driving fundamental changes that focus on the adoption of best practices and strategic planning to optimize donor identification, solicitation and stewardship.

Changes are being made to facilitate the establishment of *The 1959 Society*, the College's first formal planned giving group.  *The 1959 Society*, named for the College's founding year, will identify and solicit those long-serving faculty and staff, and identify and engage alumni for throughout the College's fifty-six year history.

Scholarship management is being advanced through the implementation of a new technology platform that will facilitate the efficient and effective management of scholarship funds from solicitation through award.  Additionally, we plan to recognize scholarship donors through a unique experience pairing them with awardees during an annual recognition event.

**Final conclusions and recommendations will be requested at the end of this document, however, please discuss, as a unit, both of these in respect to unit operations.**

The Foundation's professional staff have recently advanced efforts to establish a Planned Giving Program, enhanced efforts to increase grant applications through foundation and government relations best practices, a renewed focus on major gifts research and solicitation, increasing revenues through special events fundraising, expanding alumni engagement and giving, renew efforts to increase annual gifts through a reorganized faculty and staff campaign and plans to

increase giving through direct mail solicitation. The Unit recommends the strategic implementation of a planned giving program, together with renewed efforts faculty and staff. Recently, we achieved a 100% participation rate among the College's leadership team and we hope to engage 100% of our faculty and staff with solicitations and invitations to actively participate in our campus culture of philanthropy.

## Section 5: External Evaluation

It is important for units to look outside of SCCC when evaluating the effectiveness of its operations. Not only is this a Middle States requirement, but it reflects commonly accepted good practices. While the College is only asking for each unit to secure two external reviews, there is certainly no limit.

Please identify the two external reviewers who will be examining this unit. Note, both should be within community colleges and, ideally, at least one will be a SUNY community college

Ms. Randa Touquan
36 Soundview Road
Huntington, NY 11743-4107

Ms. Joy DiDonato, Executive Director
**NCC** Foundation
364 Rice Circle
One Education Drive
Garden City, NY 11530

Please include, within the appendices to this report, the final report from the external evaluator to include the following:

- Evaluation of the unit operations
- Evaluation of the staffing
- Evaluation of the SWOT
- A list of recommendations for the unit

Final conclusions and recommendations will be requested at the end of this document, however, please discuss, as a unit, both of these in respect to the external evaluations.

The Unit welcomes the insight and guidance of our external review team. Their shared experience in fundraising management and operations is a valuable asset to enhance our planning and assessment efforts.

## Section 6: Final Conclusions and Recommendations
As a result of this evaluation, the unit possesses an inventory of information, but without a comprehensive review and discussion of the information, this review is incomplete. It is critical

that the unit take all of the information, from the internal self-study as well as the external report, and establish a direction, expectations, and a focus for the next five years. Doing so will enhance the effectiveness of the annual assessment efforts and development of action plans moving forward.

Please provide an evaluation of the unit's performance based upon the information provided thus far.

<br><br><br><br>

Finally, please indicate potential future directions in regards to assessment and planning. Be sure to indicate any perceived changes to institutional mission, goals, or outcomes that resulted from this examination.

<br><br><br><br>

**Section 7: Action Plans**

To this point, the review has focused on the collection of information to better understand what changes need to made and issues address in the future. This section of the document requests that you begin to develop plans to address these issues. By completing these plans and assessing their impact, you will be "closing the loop", which means that you will have utilized information gathered for the purpose of continually improving the unit.

Based on the information included in this document, what improvements does the unit feel are necessary, within the next seven years (the time between periodic evaluations), to position the unit to more effectively achieve its mission? Please provide a plan for each improvement that you feel is necessary. Include a timeline, proposed listing of activities, delineation of responsibility, and the resources required to implement the plan.

Timeline:

Activities:

Expected Results:

Responsible Individual:

Resources Required:

Please discuss the results of the action plans developed as a result of the unit review process. This should include a discussion of whether the expected results were achieved and what, if any follow-up, is being conducted.

**(This section should be filled out in the year following the unit review and the amended copy forwarded to the Office of Planning and Institutional Effectiveness for electronic storage.)**

Suggested List of Supporting Documents for Inclusion in the Unit Self-Study Report

- Mission, outcomes, and goals documents
- Organization chart
- Strategic plan
- Previous Annual AES assessments (past 7 years)
- Previous plans (past 7 years)
- Cost/revenue data (past 7 years)
- External reviewer evaluations

---

[i] (A5) refers to the specific goal published in the 2015-2018 Foundation Strategic Plan.
[ii] (A7) refers to the specific goal published in the 2015-2018 Foundation Strategic Plan.
[iii] (A9) refers to the specific goal published in the 2015-2018 Foundation Strategic Plan.
[iv] (A11) refers to the specific goal published in the 2015-2018 Foundation Strategic Plan.
[v] (B1) refers to the specific goal published in the 2015-2018 Foundation Strategic Plan.
[vi] (B2) refers to the specific goal published in the 2015-2018 Foundation Strategic Plan.
[vii] (B3) refers to the specific goal published in the 2015-2018 Foundation Strategic Plan.