RESOURCE DEVELOPMENT – FOUNDATION
2016-2017 SIX-YEAR REVIEW

Program	Foundation
Does this program have a CTE component?	Yes
Academic Year	2016/2017
Review Period	6 Year
Service Areas	

A. Program Description and Goals

This section addresses the big picture. Prompts should help you describe your program and goals and the relationship to the institutional mission, vision and goals, and how the program is funded.

1. Describe the program and/or service area under review and how the program supports the mission of Santa Monica College.

The Santa Monica College Foundation ("Foundation") is dedicated to the mission and shares with the College the conviction that all individuals should have the opportunity to develop to their full potential, and is the College's principal agent in developing external partnerships to advance this unique American commitment to universal education. In support of this mission, the Foundation will:

a.   Promote, foster and help provide scientific, literary, educational and recreational programs and facilities at the college;
b.   Provide scholarships, grants and other financial assistance to approved students, members of the faculty, alumni and programs of the College; and
c.   Raise and expend monies for the general welfare of the students, staff and faculty.

The Foundation is a separate 501(c)(3) charitable organization with its own governing Board of Directors, comprised of members from the community and key College administrators. To meet its mission, the Foundation and the board are tasked to be external stakeholders enlisted to engage the greater Los Angeles community and promote the College as the place entrusted for philanthropic higher education investment.

As a separate organization, the Foundation is responsible for all costs associated with its operations except for some support from the College for two key staff positions, the Dean of Institutional Advancement/Foundation President/CEO and the Associated Director/Chief Financial Officer. Support for Programs (Scholarships, Program Support and Faculty Support) is provided by generous donations from individuals, corporations, and private foundations.

In addition to the support of the College's mission, the Foundation also works directly with the College on various institutional priorities integrating them into our own objectives. Currently the overarching priority of the College is Student Equity. This priority is expressed not only in the College's Master Plan for Education, but is widely discussed in all areas,

departments and programs of the College as well as at the Foundation.

According to the Santa Monica College Student Equity Plan (2015, p.7), campus based research indicates students who experience the greatest disproportionate impact are African American and Latino/a students, particularly males. Additionally, foster youth, veterans and students with disabilities also experience gaps in achievement.

2. Identify the overarching goal(s) or charge/responsibilities of the program or service area. If appropriate, include ensuring/monitoring compliance with state, federal or other mandates.

The overarching charge of the Foundation is to:

- Provide support through scholarships and awards for our students to help them achieve their educational goals and aspirations.

- Provide the additional resources to the College for direct program support to help the College meet the evolving needs of students and the community.

- Provide faculty with opportunities to enhance the learning experience of our students and support new and innovative ways of teaching to achieve the College's Institutional Learning Outcomes.

3. If applicable, describe how the Institutional Learning Outcomes (ILOs), Supporting Goals, and/or Strategic Initiatives of the institution are integrated into the goals of the program or service area.

For sixty years, the Foundation has been helping students achieve their educational goals. Without the support received from the Foundation, many of these students may not have been able to continue their educational careers. Therefore, it is easy to understand why the Foundation and the College are equally committed to Student Equity.

The following table represents where the Foundation's programs support the College's ILOs and Supporting Goals.

ILOs/Supporting Goals	Students	Programs	Faculty	Examples of Program Support
Institutional Learning Outcomes	✔	✔		Dale Ride, Global Studies Initiative
Innovative & Responsive Academic Environment	✔	✔	✔	Chairs/Margin of Excellence
Supportive Learning Environment	✔	✔		Scholarships, Adelante, VRC
Stable Fiscal Environment	✔	✔	✔	Innovation & Progress Award
Sustainable Physical Environment	✔	✔	✔	Environmental Studies Prog. Fund
Supportive Collegial Environment	✔	✔	✔	Scholarship Online Application

4. If your program receives operating funding from any source other than District funds identify the funding source. If applicable, note the start and end dates of the funding (generally a grant), the percentage of the program budget supported by non-District funding, and list any staff positions funded wholly or in part by non-District funds. Do not include awards for non-operational items such as equipment (ex. VTEA) or value added activities (ex Margin of

Excellence).

The District provides the Foundation with two district positions, the Dean of Institutional Advancement and the Associate Director/Chief Financial Officer. All other positions at the Foundation are paid through Foundation resources which are comprised of individual donations, e.g., private individuals, corporations, and foundations, and investment income.During the 2015/16 Fiscal Year, the Foundation employed three full-time employees and one part-time employee.

LIST OF FOUNDATION EMPLOYEES (by Title)		
Dean of Institutional Advancement	Full-time	District and Foundation Employee
Associate Director & CFO	Full-time	District Employee
Director of Development	Full-time	Foundation Employee
Database and Project Manager	Full-time	Foundation Employee
Operations and Project Manager	Full-time	Foundation Employee
Clerical Assistant	Part-time	Foundation Employee

For FY 2015/16, the District portion of salaries and benefits represented 46.94% of the Foundation's total wages whereas the Foundation's portion was 53.06%. The total District wages in relationship to total operating expenditures (including support of College programs from unrestricted Foundation revenue) was 28.93%. Therefore, the Foundation supports 71.07% of all operational costs and additional program support through the donations of its donors and investment income.

B. Populations Served

In this section you will provide information that describes who your program or service area serves. When comparing data from different periods, use a consistent time frame (ex. Compare one fall term to another fall term)

B. Saved Information For Populations Served

Area/Discipline Information Pertains To

Foundation

1. Describe who your area serves (students, staff, etc.) – both directly and indirectly. If pertinent, indicate variables such as ethnicity, race, gender, age of your client base.

The Foundation serves SMC students, student programs, faculty, and academic departments through designated donations, undesignated donations and investment revenues from investments held by the Foundation. With Foundation resources, we are supportive of the College's mission, institutional priorities as well as the "every day" workings of departments and programs of the College where District funds are either un-allowed, underfunded, or in relief so that District resources can be used elsewhere.

The following table represents the three main areas of total support to the College and a representation of who is served.

Support Areas	Sample of Departments/Programs Served	Beneficiaries
Direct Student Support	Dale Ride Interns, President's Ambassadors, Scholarships, etc.	Students
SMC Program Support	Alumni, Associates, Athletics, Performing Arts, Public Policy Inst., Veterans' Resource Ctr., etc.	Students, Alumni, Seniors and SM Community
SMC Faculty Support	Chairs of Excellence, Margin of Excellence, and President's Circle Award for Innovation & Progress	Faculty and Academic Departments

DIRECT STUDENT SUPPORT

Direct Student Support represents monies going directly to students (Scholarships, etc.) or on a student's behalf (Dale Ride Travel/Housing, etc.). There are a number of programs the Foundation funds that provides Direct Student Support. The following table provides the percentage of Direct Student Support as a whole and the Direct Student Support to Total Support to the College.

DIRECT STUDENT SUPPORT	FY 2014/15		FY 2015/16	
Program	% of Direct Support	% of Total Support	% of Direct Support	% of Total Support
Student Scholarships & Awards	90.17%	49.74%	90.13%	52.97%
President's Ambassadors	2.25%	1.24%	3.29%	1.93%
Dale Ride Internship	2.53%	1.95%	3.03%	1.78%
Student Relief Fund	1.78%	0.98%	1.99%	1.17%
Young Collegians	1.45%	0.80%	0.99%	0.58%
Global Studies Initiative	0.83%	0.46%	0.57%	0.33%

For FY 2015-16, the Foundation's support of Scholarships & Awards represented 52.97% of all support to the College. The success of the scholarship process is truly a collaborative effort. Scholarship criteria cross all disciplines providing opportunities for incoming freshmen, continuing students, transfer students and graduating students. The Foundation currently maintains over 230 separate scholarship funds – both annual and endowed scholarships.

Scholarship Type	Current # of Scholarship Funds w/Foundation
Annual Scholarships	56
Endowed Scholarships	175

The Foundation works in conjunction with the Scholarship Office (under the direction of Financial Aid) throughout the entire scholarship process. In FY 2014/15 the application process for SMC Foundation Scholarships became automated requiring all students to file their applications online.

This new application process allows the capture of demographic and other important data. The following tables provide some insight to the population served by various identifiers for SMC Foundation Scholarships in FY 2015/16 (data was not kept for the first year of the software's implementation, however this demographic information will be kept moving forward).

TABLE 1 – SMC Scholarships by Gender

Gender	# Students Applied	# Students Awarded	% of Students Applied	% of Students Awarded	Dollar %	Population Variance	Dollar Variance
Female	372	263	59.81%	63.68%	62.97%	3.87%	-0.71%
Male	250	150	40.19%	36.32%	37.03%	-3.87%	0.71%
TOTAL	622	413	100.00%	100.00%	100.00%	0.00%	0.00%

TABLE 2 – SMC Scholarships by Student Status

Student Status	# Students Applied	# Students Awarded	% of Students Applied	% of Students Awarded	Dollar %	Population Variance	Dollar Variance
Continuing	314	243	50.48%	58.84%	62.36%	8.36%	3.52%
Graduating*	12	5	1.93%	1.21%	.42%	-0.72%	-0.79%
Transfer	293	165	47.11%	39.95%	37.22%	-7.15%	-2.73%
Vocational	3	0	-0.48%	0.00%	0.00%	-0.48%	0.00%
TOTAL – 1	622	413	100.00%	100.00%	100.00%	0.00%	0.00%
Above		413	N/A	75.78%	86.70%	N/A	10.92%
Freshmen**	N/A	28	N/A	5.14%	4.31%	N/A	-0.82%
STEM***	N/A	99	N/A	18.17%	4.28%	N/A	-13.89%
Other****	N/A	5	N/A	0.92%	4.71%	N/A	3.79%
TOTAL – 2		545		100.00%	100.00%		0.00%

*Graduating = Graduating Nursing Students awarded at Pinning Ceremony outside of the application process
**Incoming Freshmen are awarded scholarships through a process determined by the College's Outreach Office
**STEM scholarships determined by the department from a Southern California Edison grant
***The Art Department's grant from The John Baldessari Family Foundation was awarded outside of the application process

TABLE 3 – SMC Scholarship by Ethnicity

Ethnicity	# Students Applied	# Students Awarded	% of Students Applied	% of Students Awarded	Dollar %	Population Variance	Dollar Variance
Asian	131	62	21.06%	15.01%	13.91%	-6.05%	-1.10%
Latin/Hispanic	173	134	27.81%	32.45%	33.06%	4.63%	0.61%
White	185	126	29.74%	30.51%	29.14%	0.77%	-1.37%
African American/Black	56	46	9.00%	11.14%	13.92%	2.13%	2.78%
Alaskan/Native American	2	2	0.32%	0.48%	0.45%	0.16%	-0.03%
Two or More Races	30	21	4.82%	5.08%	4.81%	0.26%	-0.28%
Unreported/Blank	45	22	7.23%	5.33%	4.71%	-1.91%	-0.61%
TOTAL	622	413	100.00%	100.00%	100.00%	0.00%	0.00%

TABLE 4 – SMC Scholarships by Student Residency

Student Residency	# Students Applied	# Students Awarded	% of Students Applied	% of Students Awarded	Dollar %	Population Variance	Dollar Variance
US Citizen	377	280	60.61%	67.80%	70.19%	7.19%	2.39%
F-1 Visa	112	41	18.01%	9.93%	8.38%	-8.08%	-1.55%
Resident	82	59	13.18%	14.29%	12.82%	1.10%	-1.47%
Refugee/Asylum	17	11	2.73%	2.66%	2.49%	-0.07%	-0.18%
Unknown	14	12	2.25%	2.91%	3.66%	0.65%	0.76%
Other	20	10	3.22%	2.42%	2.47%	-0.79%	0.05%
TOTAL	**622**	**413**	**100.00%**	**100.00%**	**100.00%**	**0.00%**	**0.00%**

TABLE 5 – SMC Scholarships by GPA

GPA	# Students Applied	# Students Awarded	% of Students Applied	% of Students Awarded	Dollar %	Population Variance	Dollar Variance
Below 2.5	5	3	0.80%	0.73%	0.60%	-0.08%	-0.13%
2.5 to 2.99	76	52	12.22%	12.59%	12.09%	.037%	-0.05%
3.0 to 3.49	202	146	32.48%	35.35%	35.59%	2.88%	0.24%
3.5 to 3.99	232	150	37.30%	36.32%	35.92%	-0.98%	-0.40%
4.0	107	62	17.20%	15.01%	15.81%	-2.19%	0.80%
TOTAL	**620**	**413**	**100.00%**	**100.00%**	**100.00%**	**0.00%**	**0.00%**

The five other areas of Direct Student Support are run through other departments on the college campus. The Foundation only provides funding for these programs and is not in an oversight position. The number of students served varies from year-to-year depending on different factors. The following table represents the average number of students served and the departments with program oversight.

Program	Program Oversight	# of Students Served
President's Ambassadors	Campus and Alumni Relations	20 to 22 Students per year
Dale Ride Summer Interns	Campus and Alumni Relations	4 to 6 Students per year
Student Relief	Academic Senate	30 to 40 Students per year
Young Collegians	Academic Affairs	60 to 70 Students per year
Global Studies Initiative	Global Symposium Committee	15 to 20 Student Awards per year

SMC PROGRAM SUPPORT

The Foundation provides resources for programs and departments administered at the College. The following table shows generally which programs are served.

Program Support Areas	Beneficiaries	# of Funds w/Foundation
Alumni	Students, Alumni, Outreach	1
Associates	Students, Alumni, Faculty and Community	1
Athletics	Students, Alumni, Faculty and Community	18
Emeritus College	Seniors, SM Community and Students	7
Madison Project/PAC	Community, Students and Faculty	7
Other Department Programs	Students, Faculty and SMC Staff	55
Promo Pathways	Students	1
Public Policy Institute	Students, Community, Faculty and Alumni	2
Student Program Support	Students and Faculty	35
Veterans' Resource Center	SMC Veterans'	2

The following table provides a representation of the two largest groups of funds maintained by the foundation.

Program Support Area	Examples of Programs Represented
Other Department Programs	Art, Business, College Outreach, Communication/Media, CSIS, CTE, Distance Education, English, EOPS, Fashion, the Library, Math, Photography, SMCPD, all Science Departments, Theatre Arts, etc.
Student Program Support	Adelante, Black Collegians, Center for Environmental Studies, Child Care Center, Disabled Students Center, Guardian Scholars, Latina/o Youth Conference, Nutrition & Wellness, Pan-African Support Group, Speech & Debate Team, etc.

 SMC FACULTY SUPPORT

The Foundation provides three types of grants to Faculty and their departments: Chairs of Excellence, Margin of Excellence and the President's Circle Award for Innovation & Progress.

The Chairs of Excellence grants are awarded to exceptional full-time faculty striving for innovative avenues to advance opportunities for our students. There are currently ten (10) Chairs of Excellence that have been established for specific academic disciplines. Awards are $15,000 paid out over a three-year period. The following is a list of the current Chairs of Excellence.

Chair of Excellence in…	Funding	Established	# of Awardees
Art	Endowed	2004	4
Business	Endowed	2008	3
Communication	Annual Fund	2010	3
Earth Science	Endowed	2002	5
Life Science	Endowed	2001	6
Music	Endowed	2002	5
Nursing	Endowed	2005	4
Performing Arts	Endowed	2006	4
Philosophy & Social Science	Endowed	2007	4
Physical Science	Endowed	2000	6

The Margin of Excellence program was established by the Foundation in 2006 and is awarded annually to full-time faculty

to provide an extra edge to their teaching and their students' learning. Requests are granted up to a maximum of $5,000. Over the last six years, 23 departments/programs have been awarded 81 Margin of Excellence grants totaling $292,005.

Dept./Prog.	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	Total
AET	1	0	0	0	0	0	1
Art	1	2	0	1	1	1	6
Athletics	0	1	1	0	0	1	3
Business	0	0	1	0	0	0	1
Communication	2	0	2	1	0	1	6
Counseling	1	0	0	0	0	1	2
Dance	1	0	1	1	1	0	4
Design Tech	0	2	0	0	0	0	2
Earth Science	3	0	1	2	1	0	7
ESL	0	0	1	0	0	0	1
Fashion	1	0	0	1	0	0	2
Health Science	1	0	0	0	0	0	1
History	0	0	0	0	1	2	3
Latino Center	0	0	0	0	0	1	1
Library	0	0	0	0	1	1	2
Life Science	2	2	4	4	1	4	17
Mathematics	0	3	0	0	1	1	5
Music	0	1	0	0	0	0	1
Photography	0	0	0	0	1	0	1
Physical Science	1	2	1	2	3	1	10
Psychology	0	1	0	0	0	0	1
Theatre Arts	1	1	0	1	0	0	3
Zoology	0	1	0	0	0	0	1
TOTAL	15	16	12	13	11	14	81
Average Award	$4,603.27	$3,389.56	$3,291.33	$4,175.31	$3,864.82	$3,632.00	$3,605.00

The President's Circle Award for Innovation & Progress was first awarded in 2012 and is a departmental/program grant where they may seek up to $25,000. The intent of the grant is to promote departments and programs across campus to think collectively and work collaboratively to find novel and inventive ways to serve our students. The Award supports proposals that will have a positive impact on the teaching and learning environment. The following is a list of the Innovation & Progress Awards since its inception.

Year Award	Department/Program	Beneficiaries
2012	Modern Languages	Students
2013	Communication (Corsair)	Students, Corsair, Library, and the Community
2014	Not Awarded	N/A
2015 – 1	Adelante, Black Collegians, Physical Science & STEM	Students
2015 – 2	AET	Students
2016	Art Department	Students and Faculty

2. Discuss any significant change(s) in the population(s) served since the last full program review and the possible reasons for the change(s).

This is the first year that the Foundation has participated in Program Review therefore there is no prior data to ascertain any possible changes.

C. Program Evaluation

In this section programs/units are to identify how, using what tools, and when program evaluation takes place. Evaluation must include outcomes assessment as well as any other measures used by the program. Please use Section D to address program responses to the findings described in this section.

Programs/units with multiple disciplines or functions may choose to answer the following questions for each area. If this is your preferred method of responding, begin by selecting a discipline/function from the drop down, answer the set of questions and click "Save", your answers will be added to the bottom of page. Do this for each discipline/function. If you would like to answer the questions once, choose "Answer Once" from the drop down.

How would you like to answer these questions?

C. Saved Information For Program Evaluation

Area/Discipline Information Pertains To

Foundation

1. List your administrative unit UOs.

UO statements focus on service or operational outcomes such as:

- *Volume of unit activity*
- *Efficiency (responsiveness, timeliness, number of requests processed, etc.)*
- *Effectiveness of service in accomplishing intended outcomes (accuracy, completeness, etc.)*
- *Compliance with external standards/regulations*
- *Client/customer satisfaction with services*

The Foundation in its ever expanding role to support the College has three areas in which to measure Unit Outcomes (UOs);

I. Key Stakeholders of the Foundation (Board of Director's, President's Circle Members, etc.) will be knowledgeable of the College's initiatives and programs;

II. The number of President's Circle members will increase each fiscal year; and

III. The dollar amount of Endowed Funds, including Scholarships, will increase each fiscal year.

2. Describe when and how the program assesses these UOs and uses the results to inform program planning

including:

- **how outcomes are assessed and how often**
- **the assessment tool(s) used**
- **the sample (who gets assessed)**
- **how and when the program reviews the results and who is engaged in the process**

This is the first program review for the Foundation so the specific UOs have not been addressed in this manner. The three UOs were determined during this six year review by the Foundation staff based on past experiences while considering the needs of students and the College moving forward. The staff is currently working with Institutional Research to develop an assessment for UO I to be implemented by spring 2017.

During the normal budgeting process, the Foundation has assessed information represented in UOs II and III. The goals established were based on past history, current knowledge of interest and upcoming events/happenings, and staff resources. The review process includes quarterly reporting and yearly budgeting and would impact the final Foundation fiscal year budget approved by the Board of Directors.

The process of assessing the UOs will concur with the budgeting process (April/May of each year) and presented to the Foundation's Board of Directors at its annual meeting in June, and incorporated into the Foundation's Annual Program Review.

3. What other evaluation measures does your administrative unit use to inform planning? (For example, completion of program goals, program activity, content review, opinions of clients, etc.) Note your target goals and whether your unit is meeting them.

Many of the funds supported by the Foundation are managed and assessed by various programs and departments at the College. Those programs that are under the purview of the Foundation are regularly reviewed, budgeted yearly and approved by our Board of Directors. A majority of all scholarships and some of the other Foundation funded programs are determined by prescribed funding limits, i.e., Scholarships, Chairs of Excellence. Programs with more discretion are usually determined by; 1) overall budget, 2) expected need, and 3) prior experience of participation. Committees comprised of various stakeholders from the College and the Foundation meet to determine awardees. This is done on a yearly basis (exception, Chairs of Excellence which rotate every three years).

As part of the planning process, programs are expected to establish annual objectives that support the program's goals. Please document the status of the program/function's previous year's objectives. Add comments if you feel further explanation is needed.

D. Objectives

As part of the planning process, programs are expected to establish annual objectives that support the program's goals. Please document the status of the program/function's previous year's objectives. Add comments if you feel further explanation is needed.

D1. Objectives

ANNUAL OBJECTIVE #1A – Increase the Male scholarship application and award rates.

Gender	Service Area Population Census 2010	% of Total Service Area	SMC Population Fall 2014	% of SMC Population	Equity Ratio (Access)	Percentage Gap (Modified)	Students Lost (Modified)
Female	705,960	50.5%	13,353	53.8%	1.07	+3.3%	--
Male	692,725	49.5%	11,468	46.2%	0.93	-3.3%	378
Total	1,398,685	100.0%	24,821	100.0%	--	--	--

From the 2015 Santa Monica College Student Equity Plan, p. 16

Gender	# Students Applied	# Students Awarded	Total $ Awarded	% of Students Applied	% of Students Awarded	Dollar %	Population Variance	Dollar Variance
Female	372	263	$ 348,041.	59.81%	63.68%	62.97%	3.87%	-0.71%
Male	250	150	204.633.	40.19%	36.32%	37.03%	-3.87%	0.71%
TOTAL	622	413	$552,674.	100.00%	100.00%	100.00%	0.00%	0.00%

Status: In Progress

Comments:
No other comments

ANNUAL OBJECTIVE #1B – Increase the Hispanic/Latino scholarship application and award rates, especially among Hispanic/Latino Males.

Ethnicity	Service Area Population Census 2010	% of Total Service Area	SMC Population Fall 2014	% of SMC Population	Equity Ratio (Access)	Percentage Gap (Modified)	Students Lost (Modified)
American Indian	2,261	0.2%	55	0.2%	1.37	0.0%	--
Asian	111,361	8.0%	2,839	11.4%	1.44	+3.4%	--
Black	172,255	12.3%	2,653	10.7%	0.87	-1.6%	42
Hispanic or Latino	608,391	43.5%	10,554	42.5%	0.98	-1.0%	103
More than one race	32,387	2.3%	1,132	4.6%	1.97	+2.3%	--
Pacific Islander	2,337	0.2%	352	1.4%	8.49	+1.2%	--
White	464,583	33.2%	7,236	29.2%	0.88	-4.0%	289
Total	1,398,685	100.0%	24,821	100.0%	--	--	--

From the 2015 Santa Monica College Student Equity Plan, p. 17

Ethnicity	# Students Applied	# Students Awarded	Total $ Awarded	% of Students Applied	% of Students Awarded	Dollar %	Population Variance	Dollar Variance
Asian	131	62	$ 76,833.	21.06%	15.01%	13.91%	-6.05%	-1.10%
Latin/Hispanic	173	134	182,700.	27.81%	32.45%	33.06%	4.63%	0.61%
White	185	126	161,041.	29.74%	30.51%	29.14%	0.77%	-1.37%
African American/Black	56	46	76,925.	9.00%	11.14%	13.92%	2.13%	2.78%
Alaskan/Native American	2	2	2,500.	0.32%	0.48%	0.45%	0.16%	-0.03%
Two or More Races	30	21	26,575.	4.82%	5.08%	4.81%	0.26%	-0.28%
Unreported/Blank	45	22	26,050.	7.23%	5.33%	4.71%	-1.91%	-0.61%
TOTAL	622	413	$ 552,674.	100.00%	100.00%	100.00%	0.00%	0.00%

Status: In Progress

Comments:
No other comments

Objective:

ANNUAL OBJECTIVE #2 – Increase in President's Circle membership.

Status: In Progress

Comments: No other comments	
Objective: **ANNUAL OBJECTIVE #3 – Increase Endowed Funds, including Scholarships.** Status: In Progress Comments: No other comments	

D1. Looking Back

In this section, please document what you did last year as a result of what you described in Section C.

1. Describe any accomplishments, achievements, activities, initiatives undertaken, and any other positives the program wishes to note and document.

Through the generous charitable contributions of donors, the Foundation provided support to the following areas for fiscal years 2014/15 and 2015/16.

Support Areas	FY 2014/15	FY 2015/16
Direct Student Support*	55.16%	58.77%
SMC Program Support	38.38%	34.06%
SMC Faculty Support	6.49%	7.17%
TOTAL SUPPORT	100.00%	100.00%

*Includes Scholarships

Direct Student Support

Direct Student Support represented 58.77% of all Foundation support to the College in FY 2015/16 and 55.16% in FY 2014/15. Direct Student Support is comprised of the following areas:

DIRECT STUDENT SUPPORT	FY 2014/15		FY 2015/16	
Program	% of Direct Support	% of Total SMCF Support	% of Direct Support	% of Total SMCF Support
Student Scholarships & Awards	90.17%	49.74%	90.13%	52.97%
President's Ambassadors	2.25%	1.24%	3.29%	1.93%
Dale Ride Internship	2.53%	1.95%	3.03%	1.78%
Student Relief Fund	1.78%	0.98%	1.99%	1.17%
Young Collegians	1.45%	0.80%	0.99%	0.58%
Global Studies Initiative	0.83%	0.46%	0.57%	0.33%

Scholarships are the largest portion of Direct Student Support. For FY 2015/16 the total of all scholarships received by students was 90.13% of all Direct Student Support or 52.97% of all support to the College.

The following tables provide additional information on all scholarships provided through the Foundation for FY 2015/16.

Scholarship Type	% of Scholarship Support
Off-Campus Scholarships	21.48%
SMCF Annual Scholarships	29.78%
SMCF Endowed Scholarships	48.38%

The Foundation has no control over the number Off-Campus Scholarships distributed each year. Annual Scholarships fluctuate from year-to-year and are awarded based on actual funds available.

Endowed Scholarships are classified as Permanently Restricted funds and therefore will grow each and every year. Additionally, the corpus of previously established scholarships may increase through continued donations to the fund. In FY 2015/16, the Foundation established six (6) new Endowed Scholarships which increased the number of scholarships this year and going forward.

Changes to Endowed Scholarships	# of Endowed Scholarship Funds	# of Endowed Scholarships added in FY 15/16	% Increase
SMCF Endowed Scholarships	175	6	3.55%

The five (5) programs of Direct Student Support are managed by departments on the college campus (President's Ambassadors, Dale Ride Internships, Student Relief Fund, Young Collegians, and Global Studies Initiative). The Foundation provided funding for these programs through unrestricted and designated gifts.

The Foundation works closely with these programs, and the College's administration, to assess the financial needs along with the existing funding resources the Foundation currently has to offer.

 SMC Program Support
Programs and departments received support through generous charitable contributions designated for their program as well

as from the Foundation's Annual Fund (resources received through unrestricted charitable giving).

The Foundation provided resources to programs and departments administered at the College. The following table shows the percentage of support provided in fiscal years 2014/15 and 2015/16 by program support area as well as by total support to the College.

SMC PPROGRAM SUPPORT	FY 2014/15		FY 2015/16	
Program	% of Program Support	% of Total SMCF Support	% of Program Support	% of Total SMCF Support
Alumni*	7.13%	2.47%	8.84%	3.01%
Associates	12.47%	4.78%	11.06%	3.77%
Athletics	12.24%	4.70%	16.78%	5.72%
Emeritus College	10.04%	3.85%	10.69%	3.64%
Madison Project	0.00%	0.00%	8.91%	3.04%
Other Department Programs*	6.00%	2.30%	20.21%	6.88%
Promo Pathways	0.40%	0.15%	0.00%	0.00%
Performing Arts	5.27%	2.02%	1.81%	0.61%
Public Policy	4.45%	1.71%	1.12%	0.38%
Student Program Support*	33.49%	12.86%	19.95%	6.79%
Veterans' Resource Center*	8.52%	3.27%	0.64%	0.22%

*Partial support of these programs is funded by the SMC Foundation Annual Fund and reviewed, budgeted and approved by the SMCF Board of Directors.

SMC Faculty Support

The Foundation provided three (3) types of grants to Faculty and their departments: Chairs of Excellence, Margin of Excellence and the President's Circle Award for Innovation & Progress.

Due to the College's input during the selection process of the FY 2015/16 President's Circle Award for Innovation & Progress, the Foundation made budget adjustments in order to award two separate programs the award – one of which would be spread across two fiscal years. Both awards met the College's priority of Access, Equity, and course completion.

SMCF Events & Activities

The Foundation was involved with a number of activities and programs that addressed many of the UOs as outlined in Part C. The following chart is a brief overview of the various events and programs that received direct funding from the Foundation's Annual Fund (resources received through unrestricted charitable giving) or in part with designated program funds.

Program/Activity	UO I	UO II	UO III	Brief Points of Interest
Celebrate America	✓	✓	✓	Hosted new "Welcome Zone" which brought all SMC brands together and official community welcome for Dr. Jeffery
Center for Media & Design (CMD)	✓	✓	✓	Developed 32-page brochure for CMD to build awareness and outline naming opportunities for major fundraising
Dale Ride Internship	✓	✓	✓	Provided additional funding for five SMC Students to participate with internships to Washington DC
Distinguished Alumni Luncheon	✓	✓	✓	Provided funding for two luncheons to honor Anita Sarkeesian ('05) and Vice President Inonge Wina ('62) of Zambia
Emeritus College	✓			Co-Hosts of annual *250 Club* donor recognition event and a special presentation on aging by Dr. Susan Aminoff, continue to be integral part of fall & spring fund drives
Film Premiere (Friend-raising Event)	✓	✓	✓	Premiered at the Broad Stage *Heaven is a Traffic Jam on the 405*, a documentary by Frank Stiefel (SMCF Board Member), also Dr. Jeffery's first public appearance at SMC, also presented the film for a Flex Day workshop
Gift of Books Holiday Card Campaign	✓	✓	✓	Recognized as a need, the holiday campaign focused on Equity and will provide $40,000 in text book vouchers during 16/17 year to AB540, African American/Latino and foster youth students
Grant Procurement	✓		✓	In collaboration with Dean of Grants, SMCF received $143,500 in grants for STEM Scholarships, Guardian Scholars and the Music Department
New Endowments/Major Gifts	✓		✓	Established 6 new endowed scholarships, and received 2 estate gifts (Emeritus and an annual scholarship) and a gift to the Veterans' Resource Center
New Faculty Welcome Reception	✓	✓	✓	Hosted 2nd annual event to promote and inform new faculty on the Foundation's mission of the importance of giving
Operation Gratitude	✓	✓	✓	Collaborated with KCRW to provided a one-time "Thank You" KCRW Fringe Benefits card to all SMC donors of $100 or more
Retirement & Recognition Event	✓	✓	✓	Collaborated on event to promote support of the Foundation, stay connected, and participate philanthropically by giving and considering SMC in their legacy planning
Scholarship Ceremony	✓		✓	Major event to connect donors, faculty and SMCF Board Members with scholarship recipients and their families
Student Scholarships	✓		✓	Serves a major role in Student Equity, increased scholarship funds both annual and endowed
SMCF Chairs of Excellence	✓	✓	✓	Awarded 4 full-time faculty who strive for innovative avenues to advance the opportunities of our students
SMCF Margin of Excellence	✓	✓	✓	Awarded 14 grants to full-time faculty from 10 disciplines on campus
President's Circle Award for Innovation & Progress	✓	✓	✓	Increased the award amount to update four Art classrooms to smart classrooms
UBER & SMC	✓		✓	With sustainability and the environment in mind, facilitated the agreement between SMC and UBER to promote uberPOOl to address traffic and parking

D2. Moving Forward

Discuss and summarize conclusions drawn from data, assessments (SLO, UO) or other evaluation measures identified in Section C and indicate responses or programmatic changes planned for the coming year(s) including:

- **how the assessment results are informing program goals and objectives, program planning, and decision-making**
- **specific changes planned or made to the program based on the assessment results**

The Foundation will continue to serve SMC students, student programs, faculty, and academic departments through designated donations, undesignated donations and investment revenues from investments held by the Foundation.

Many of the funds supported by the Foundation are managed and assessed by various programs and departments at the College. Those programs that are under the purview of the Foundation are regularly reviewed, budgeted yearly and approved by our Board of Directors. A majority of all scholarships and some of the other Foundation funded programs are determined by prescribed funding limits, i.e., Scholarships, Chairs of Excellence. Programs with more discretion are usually determined by; 1) overall budget, 2) expected need, and 3) prior experience of participation. The following information is an overview of expected support to the College.

DIRECT STUDENT SUPPORT				
Program	Decrease	No Change	Increase	Undetermined
Student Scholarships & Awards				
Off-Campus Scholarships				✓
SMCF Annual Scholarships	✓			
SMCF Endowed Scholarships			✓	
President's Ambassadors		✓		
Dale Ride Internship		✓		
Student Relief Fund				✓
Young Collegians		✓		
Global Studies Initiative		✓		
Gift of Books			✓	

SMC PPROGRAM SUPPORT				
Program	Decrease	No Change	Increase	Undetermined
Alumni*		✓		
Associates		✓		
Athletics				✓
Emeritus College			✓	
Madison Project				✓
Other Department Programs*				✓
Promo Pathways				✓
Performing Arts				✓
Public Policy				✓
Student Program Support*				✓
Veterans' Resource Center*		✓		

*Partial support of these programs is funded by the SMC Foundation Annual Fund and reviewed, budgeted and approved by the SMCF Board of Directors.

Many of the SMC Programs are managed by the staff on campus and therefore generally the Foundation has no prior knowledge of the program's expected needs.

SMC FACULTY SUPPORT				
Award	Decrease	No Change	Increase	Undetermined
Chairs of Excellence	✓			
Margin of Excellence			✓	
President's Circle Award for Innovation & Progress		✓		

During the selection process for the Chairs of Excellence awards, the committee agreed not to award the Chair of Excellence in Art and to remain open for new submissions in the spring of 2017. While there were a number of applications, the committee felt that they did not meet the expectations or intentions of the grant for innovative avenues to advance the opportunities of our students.

The Foundation heard the call to finds new ways to assist students with the cost of books. The year-end campaign for winter 2015 launched the "Gift of Books" drive with a Holiday Card featuring our students from various walks of life and careers stating, "SMC Students are…" The success of the campaign will be providing over 160 students with vouchers in the 2016/17 school year to purchase their college books at the SMC Bookstore. The Foundation will continue the campaign in this coming year.

D2. Objectives (Moving Forward)

Objective #1
Objective:

ANNUAL OBJECTIVE #1A – Increase the Male scholarship application and award rates.

Gender	Service Area Population Census 2010	% of Total Service Area	SMC Population Fall 2014	% of SMC Population	Equity Ratio (Access)	Percentage Gap (Modified)	Students Lost (Modified)
Female	705,960	50.5%	13,353	53.8%	1.07	+3.3%	--
Male	692,725	49.5%	11,468	46.2%	0.93	-3.3%	378
Total	1,398,685	100.0%	24,821	100.0%	--	--	--

From the 2015 Santa Monica College Student Equity Plan, p. 16

Gender	# Students Applied	# Students Awarded	Total $ Awarded	% of Students Applied	% of Students Awarded	Dollar %	Population Variance	Dollar Variance
Female	372	263	$ 348,041.	59.81%	63.68%	62.97%	3.87%	-0.71%
Male	250	150	204.633.	40.19%	36.32%	37.03%	-3.87%	0.71%
TOTAL	622	413	$552,674.	100.00%	100.00%	100.00%	0.00%	0.00%

Area/ Discipline/ Function Responsible: Foundation

Assessment Data and Other Observations:
Institutional Research Data
Other data or observed trends
Gender information provided in the table above, the Santa Monica College Student Equity Plan (2015, p.16) shows the 2014 SMC Female population at 53.8%.
In the table above, compared with the application and award rate for the FY 2016/17 scholarship award period, we show that the Female population applying is greater than the actual SMC population as well as a greater variance shows Females receiving a greater percentage of awards. This gender data shows that there should be greater attention to equity and effort to have Male students attending SMC to apply for scholarships.

External Factors:
Other Factors
See comments above.

Timeline and activities to accomplish the objective: This goal could be achieved by enlisting Counselors to encourage Male students to apply and communicate with this population in various mediums and frequency. This engagement of counselors would be done regularly on an annual basis.

Describe how objective will be assessed/measured: This objective will be assessed by analyzing institutional and foundation data and comparing to previous years' numbers to determine whether desired outcomes are taking place.

Comments: No other comments

Objective #2
Objective:

ANNUAL OBJECTIVE #1B – Increase the Hispanic/Latino scholarship application and award rates, especially among Hispanic/Latino Males.

Ethnicity	Service Area Population Census 2010	% of Total Service Area	SMC Population Fall 2014	% of SMC Population	Equity Ratio (Access)	Percentage Gap (Modified)	Students Lost (Modified)
American Indian	2,261	0.2%	55	0.2%	1.37	0.0%	--
Asian	111,361	8.0%	2,839	11.4%	1.44	+3.4%	--
Black	172,255	12.3%	2,653	10.7%	0.87	-1.6%	42
Hispanic or Latino	608,391	43.5%	10,554	42.5%	0.98	-1.0%	103
More than one race	32,387	2.3%	1,132	4.6%	1.97	+2.3%	--
Pacific Islander	2,337	0.2%	352	1.4%	8.49	+1.2%	--
White	464,583	33.2%	7,236	29.2%	0.88	-4.0%	289
Total	1,398,685	100.0%	24,821	100.0%	--	--	--

From the 2015 Santa Monica College Student Equity Plan, p. 17

Ethnicity	# Students Applied	# Students Awarded	Total $ Awarded	% of Students Applied	% of Students Awarded	Dollar %	Population Variance	Dollar Variance
Asian	131	62	$ 76,833.	21.06%	15.01%	13.91%	-6.05%	-1.10%
Latin/Hispanic	173	134	182,700.	27.81%	32.45%	33.06%	4.63%	0.61%
White	185	126	161,041.	29.74%	30.51%	29.14%	0.77%	-1.37%
African American/Black	56	46	76,925.	9.00%	11.14%	13.92%	2.13%	2.78%
Alaskan/Native American	2	2	2,500.	0.32%	0.48%	0.45%	0.16%	-0.03%
Two or More Races	30	21	26,575.	4.82%	5.08%	4.81%	0.26%	-0.28%
Unreported/Blank	45	22	26,050.	7.23%	5.33%	4.71%	-1.91%	-0.61%
TOTAL	622	413	$ 552,674.	100.00%	100.00%	100.00%	0.00%	0.00%

Area/ Discipline/ Function Responsible: Foundation

Assessment Data and Other Observations:
Institutional Research Data
Other data or observed trends
Reviewing the Ethnicity information provided in the Santa Monica College Student Equity Plan (2105, p.17) with the data

from the 2016/17 scholarship application data, shows a wide variance among the Hispanic/Latino population. (see above table)

While American Indian, African American/Black, White and more than one race are within a +/-1.5% of the SMC population and those receiving SMC Scholarships, one ethnic group excels (Asian/Pacific Islander) while the Hispanic/Latino ethnic group is under represented both in the application process as well as the awards. However, there was a greater percentage awarded to Hispanic/Latino compared with the percentage who applied. (see above table). This information indicates a greater attention to equity and emphasis must be made to encourage more of the Hispanic/Latino population to apply for SMC Scholarships.

External Factors:
Other Factors
see comments above

Timeline and activities to accomplish the objective: This goal can be achieved by enlisting Counselors, especially those working with the Adelante Program and AB540 students, and re-evaluate the methods of communication and its frequency to this population. This counselor engagement will be done on a regular annual basis.

Describe how objective will be assessed/measured: This objective will be assessed by analyzing the institutional and scholarship data and comparing to previous years to determine desired results.

Comments: No other comments

Objective #3
Objective:

ANNUAL OBJECTIVE #2 – Increase in President's Circle membership.

Area/ Discipline/ Function Responsible: Foundation

Assessment Data and Other Observations:
Other data or observed trends
The Foundation receives contributions to provide resources to the College through designated donations, undesignated donations and investment revenues from investments held by the Foundation. Much of the revenue from investments and designated donations are restricted to a specific program. Undesignated, or unrestricted, donations provide the Foundation with the greatest flexibility to support programs that otherwise may not have been funded. Members of the President's Circle represent the largest group of unrestricted giving.
Increasing the members of the President's Circle will continue to increase the resources of the Foundation for support to areas such as: The Dale Ride program, Black Collegians, Adelante, Gift of Books, VIP/Welcome Day, and many others. It is the objective of the Foundation to increase the President's Circle giving by more than 15%.

External Factors:
Other Factors
See comments above

Timeline and activities to accomplish the objective: The Director of Development is the primary Foundation staff

member tasked with increasing President's Circle membership. Through a series of one-on-one meetings with lower level donors, to "Friend-raising" events, the underlining goal will be to add unrestricted giving. Thus far, two events have already taken place, the first an appreciation luncheon for the SMC Police Department and the second a New Faculty Welcome event. Goals are set annually.

Describe how objective will be assessed/measured: The number of President's Circle members are assessed on an annual basis and target goals are established for the coming year.

Comments: No other comments

Objective #4
Objective:

ANNUAL OBJECTIVE #3 – Increase Endowed Funds, including Scholarships.

Area/ Discipline/ Function Responsible: Foundation

Assessment Data and Other Observations:
Other data or observed trends
The majority of scholarships provided to our students come from permanently restricted scholarship funds. An endowed scholarship fund provides scholarship monies in perpetuity based on 5% of the fund's corpus (or principal). It currently requires $10,000 to establish an endowed fund.

External Factors:
Other Factors
See comments above

Timeline and activities to accomplish the objective: There are two ways to increase scholarships with funding from endowed funds: 1) establishment of a new fund with $10,000 or more, or 2) to add to principal to existing funds. The Foundation is actively seeking out ways to endow new scholarship funds as well as continued relationship building with current donors of existing funds. The Foundation is committed to increasing the Foundation's endowment by 5%. Our annual scholarship ceremony has become our signature event where scholarship recipients and their families get to meet with our scholarship donors. This event has continually provided our donors, and prospective donors, a venue to experience why their investment in the Foundation is no only meaningful and purposeful, but why it is so important. This event helps the Foundation continue to grow its annual and endowed scholarship numbers year after year.

Describe how objective will be assessed/measured: This goal will be assessed by the establishment of new funds and an increase of the Foundation's endowment in comparison to the previous year.

Comments: No other comments

F. Community Engagement

In the prompts that follow, please delineate the partnerships you have with the rest of the SMC community as well as those you have with external organizations.

1. If applicable, describe how your department staff members engage in institutional efforts such as committees and presentations, and departmental activities.

The Foundation team includes Interim Dean of Institutional Advancement Lizzy Moore, Associate Director/CFO Chip Potts, Development Director John Stanwyck, Operations & Project Manager Agnes Lupa, Sr. Projects & Events Coordinator Vivian Wu, Database Administrator Xochitl Nisbet, and our Student Worker Mayra Islas. While many of the Foundation's institutional engagements are described in section D1 – Looking Back, below is a look at some other past efforts:

Committees/Presentations	
Department Chairs Meeting	Present information on faculty grants and funding opportunities
Flex Day	Present information on faculty grants and funding opportunities
Emeritus College Advisory Council	Maintain relationship, fundraising support, discuss pressing issues
SMC Hiring Committees	Participated in various hiring committees for the College
Activities/Partnerships	
Friend-raiser – SMC Applied Music Program	Promote the program to garner interest from potential new donors
Secured film screening – *The Hunting Grounds*	For Associated Student's Consent Month activities, arranged for the film's producer to attend a post-screening Q&A
Helped secure Dr. Pedro Noguera as Keynote Speaker for Flex Day on behalf of the Center for Teaching Excellence (CTE)	Also sponsored a meet-and-great the evening before, and secured funding for the CTE program from a SMCF board member
Partnered with Guardian Scholarship	Assisted in preparation of first *Resource Fair* for Guardian Scholars
Help rebrand the Public Policy Institute's (PPI) Annual Symposium	Raised the exposure and vitality of the event as a portal to new fundraising possibilities

2. If applicable, discuss the engagement of program members with the local community, industry, professional groups, etc.)

The Foundation has been involved with the Community on a variety of bases. The following is a brief representation:

Participation with…	
SMC Associates	The Dean is a member of the Associates board, a community-based support group that fosters and encourages scientific, literary, educational and artistic endeavors at the College
Baccalaureate Degree	The Foundation played a key role in solidifying letters of support from president level executives endorsing the College's proposed Bachelor's Degree in Interaction Design, a second round of support helped cement the College's position with the state
Stewardship of Community Giving	The Foundation helps the community memorialize loved ones that they have recently lost through specially named scholarship and programs funds
UBER Partnership	In addition to the uberPOOL partnership and the establishment of the scholarship for Environmental Studies, the Foundation also coordinated with Workforce Development to create opportunities for students to compete in the uberPOOL Case Competition, and tasked in solving two real-world challenges that could positively impact the way Angelinos daily lives

3. Discuss the relationship among program staff and unit engagement with other units or areas of the college.

The Foundation team actively works to serve as both a resource and service center, assisting in the efforts of many programs across campus. The partnership with various faculty and program leads has proven mutually beneficial in providing access and financial support while deepening the rapport between the advancement arm of the college and its

constituents.

The Foundation also works with the College's support staff on account/fund administration, events and other activities that may involve Foundation support.

G1. Current Planning and Recommendations

The following items are intended to help programs identify, track, and document unit planning and actions and to assist the institution in broad planning efforts.

1. Identify any issues or needs impacting program effectiveness or efficiency for which institutional support or resources will be requested in the coming year. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request support or resources through established channels and processes].

No additional District resources will be requested.

2. If applicable, list additional capital resources (facilities, technology, equipment) that are needed to support the program as it currently exists. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].

The Foundation currently utilizes the talents of SMC's graphic designers within the Marketing Department, assistance from the Web/Social Media Department, Events Department and the services of the Public Information Officer for press releases, media alerts and institutional correspondence. The Foundation expects to continue to use all of these services when appropriate.

3. If applicable, list additional human resources (staffing, professional development, staff training) needed to support the program as it currently exists. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].

No additional human resources by the District will be requested.

G2. Future Planning and Recommendations

The following items are intended to help programs identify, track, and document unit planning and actions and to assist the institution in broad planning efforts.

1. Projecting toward the future, what trends could potentially impact the program? What changes does the program anticipate in 5 years; 10 years? Where does the program want to be? How is the program planning for these changes?

One of the long-term desires of the Foundation is to reduce the College's financial commitment to the Foundation. By increasing individual giving, corporate support and increased endowments funds, the Foundation could eventually become self-sufficient and thereby enabling the College to re-direct those resources to other programs.

Without question, the global market plays a significant role on the health and wealth of our investment account. With the 2008 economic downturn, the Foundation's portfolio experienced a measurable reduction in value. Although the market has regained the ground lost in 2008, returns over the next few years are expected to be modest and therefore will have an impact on available funding for programs. The Foundation also went through an extensive RFP process, reviewing seven (7) different investment firms determining to transfer the investments to a new firm.

The Foundation is committed to pursuing all avenues for increased giving – both annual giving as well as endowed or permanently restricted giving. As the Foundation succeeds in increasing fundraising levels and creating a more robust fundraising calendar, there will be a call to add development professionals to the Foundation's team. The Foundation is in the process of developing an assessments model to guide the future expansion of the development staff over the next 5 to 10 years.

2. If applicable, list additional capital resources (facilities, technology, equipment) that will be needed to support proposed changes. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].

The Foundation currently utilizes the talents of SMC's graphic designers within the Marketing Department, assistance from the Web/Social Media Department, Events Department and the services of the Public Information Officer for press releases, media alerts and institutional correspondence. Additionally, the Foundation has reached out to Institutional Research to assist with developing tools to assess UO I by spring 2017.

Currently the Foundation has its website hosted with an outside vendor. There have been preliminary discussions with Information Technology on transferring our website to the College's server while utilizing Foundation staff to maintain the majority of its content. Long-term, the Foundation would like to have its site hosted by the College, while maintain the integrity of the Foundation's brand.

3. If applicable, list additional human resources (staffing, professional development, staff training) that will be needed to support proposed changes. [This information will be reviewed and considered in institutional planning processes but does not supplant the need to request resources through established channels and processes].

The Foundation does not anticipate any additional staffing resources from the College at this moment.

4. If applicable, note particular challenges the program faces including those relating to categorical funding, budget, and staffing.

The Foundation's District budget comprises of salaries for two staff and funding for Student Workers. The Foundation currently does not anticipate any challenges to budgeting or staffing except in the reduction of the Student Worker budget.

5. Summarize any conclusions and long term recommendations for the program resulting from the self evaluation process.

The Six-Year Program Review has provided an insightful exercise in perspective and reflection for the Foundation's team. It is our best practices to identify measurable goals and objectives and have done so within the structure of our annual board meeting. As such, the more comprehensive review exemplified within the report allows us to take a deeper dive into looking at the individual programs and groups served by our efforts in a meaningful way. Within our own processes, we tend to focus on the finances of our goals and objectives. Program Review forces us to take a deeper dive into the communities and programs served by the Foundation's efforts. The aggregate data provides opportunity for improvement of both systems and processes, all in an effort to improve student outcomes with a centralized focus on equity

6. Please use this field to share any information the program feels is not covered under any other questions.

The information requested in the Six-Year Program Review seems to be very extensive and inclusive.

Evaluation of Process

Please comment on the effectiveness of the Program Review process in focusing program planning.

The information requested in the Six-Year Program Review seems to be very extensive and inclusive. Review of information from this program review exercise has shed some light on certain areas of current programs and helped identify areas in need of improvement.

Executive Summary

These fields to be filled out by the Program Review committee. Reports will be sent to the program and will be available on-line to populate relevant fields in the annual report and the next 6 year report.

Narrative

Program Evaluation

Commendations

Recommendations for Program Strengthening

Recommendations for Institutional Support

Attached Files

Table_A3	
Table_A4	
Table_B1a	
Table_B1b	
Table_B1c	
Table_B1d	
Table_B1e	
Table_B1f	
Table_B1g	
Table_B1h	
Table_B1i	
Table_B1j	
Table_B1k	
Table_B1l	
Table_B1m	
Table_B1n	
Table_D2LB_1a	
Table_D2LB_1b	
Table_D2LB_1c	

Table_D2LB_1d	
Table_D2LB_1e	
Table_D2LB_1f	
Table_D2MFO_1a-a	
Table_D2MFO_1a-b	
Table_D2MFO_1b-a	
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