

2020 Annual Program Review

Program Name: Santa Monica College Foundation

Program Review Author: Max Brossy

I. PROGRAM DESCRIPTION: In one or two paragraphs, provide a description of the primary goals of your program or service area. Attach an appendix to describe your program or service area in more detail, if needed.

Note: If no changes have occurred, feel free to copy and paste from your last review. If it exists, feel free to copy the brief description of your program from the college catalog: <http://www.smc.edu/CollegeCatalog/Pages/default.aspx>

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.

II. PROGRESS SINCE LAST REVIEW (LAST YEAR'S OBJECTIVES)

Identify the original objectives from your last review, as well as any objectives that emerged during the year (if applicable). For each objective, determine status and explanation for status.

Objective	Status (Check one)	Status Explanation
<p>A. Increase male scholarship application pool and award rates.</p> <p>B. Increase Hispanic/Latino scholarship application pool and award rates.</p>	<input type="checkbox"/> Not Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Completed	<p>According to data provided by the Scholarship Office, the number of self-identified male students (both current and incoming from high school) who applied for SMCF scholarships last academic year was 379; the number of self-identified Hispanic/Latino students (both current and incoming from HS) who applied for SMCF scholarships last academic year was 402. The number of self-identified male students who were awarded last academic year was 214, and the number of self-identified Hispanic/Latino students who were awarded was 231. (NB: the overlap of male & Hispanic/Latino is 92.) For the current academic year, the number of males who applied is 611 and the number of Hispanic/Latino students who applied is 663, a major increase (over 60% for males, 65% for Hispanic/Latinos). This year, the number of male students who were awarded scholarships dipped slightly, to 207 (a decrease of less than 3%), and the number of Hispanic/Latino students who were awarded rose to 255 (an increase of just over 10%). (NB: the overlap this year is 128, an increase of almost 40%.)</p> <p>However, these are only the raw numbers. When considering the total number of applicants, the</p>

		<p>percentages of Hispanic/Latino students awarded and male students awarded was lower than the prior year. Last academic year, a total of 975 students (both current and incoming from HS) applied for SMCF scholarships. This year, however, a total of 1,592 students applied for scholarships. This is an increase of nearly 65%.</p> <p>SMCF was not able to award more scholarships, even though there was an increase in applicants. We were challenged to maintain the level of total scholarships awarded this year compared to last year because of several factors: (1) A one-time \$300,000 scholarship gift was awarded last year; (2) This year, Southern California Edison did not issue its STEM scholarship, which provided 85 awards; and (3) Although we raised \$130,000 in new scholarships this year, many of them were designated by donors to endowed funds, which can only be accessed after they have produced investment earnings, and then only a small percentage each year can be awarded. It should be noted that the increase in over 600 more students applying for scholarships this year over last year <i>cannot</i> be attributed to the pandemic, as the scholarship application deadline was December 31st. According to the Scholarship Office, the increase in overall applications is likely due to a significantly streamlined process on their end: accessing the application was cut from four complicated steps to two easier steps. Further, the instructions within that process were greatly simplified. Finally, the specialist managing the process (for the first time this year) launched a more aggressive messaging campaign to faculty, counselors, and students to encourage students to apply.</p>
<p>Increase President's Circle membership</p>	<p><input type="checkbox"/> Not Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Completed</p>	<p>President's Circle members are donors who contribute \$1,000 or more to the SMCF Annual Fund (unrestricted) during the fiscal year. Although the Foundation raised more overall than past years, \$2.5M in 2019-2020 vs \$1.7M in 2018-2019, we found that donors still favor designating their gifts to restricted funds. We had especially strong messaging and donation results for scholarships and the Foundation's Meal Project.</p> <p>President's Circle membership growth this year has been essentially flat, with 61 members in 2018-19 and 62 members in 2019-2020.</p>
<p>Increase endowed funds, including scholarships.</p>	<p><input type="checkbox"/> Not Completed <input checked="" type="checkbox"/> In Progress <input type="checkbox"/> Completed</p>	<p>SMCF currently manages approximately \$25M in investments, a significant portion of which is restricted in endowed funds. Endowed funds are</p>

		<p>critical to SMCF’s ability to provide a reliable source of support for programs and scholarships which support our mission and the College’s mission.</p> <p>Endowed funds may increase in value due to investment earnings or new donations. We have successfully increased the amount of gifts to endowed funds in the past academic year through “high touch” donor stewardship as well as accountability and service to donors and academic departments for whom we hold and manage endowed funds.</p> <p>Donations to endowed program funds: 2018-2019: \$19,056 2019-2020: \$343,899 An eighteen-fold increase</p> <p>Donations to endowed scholarship funds: 2018-2019: \$191,911 2019-2020: \$245,701 A 28% increase</p>
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III. ACHIEVEMENTS

(Optional) List any notable achievements your program accomplished in the last year.

The Foundation has made several notable achievements in the past year that have directly benefited our students, the most notable being a dramatic expansion of our broad focus on basic needs, our successful opening of the Everytable Lounge at CMD, our successful scaling up of our donor retention and stewardship program, and our launch of the Meal Project.

The Foundation has expanded its focus on basic needs, as recent research from across the country has exploded into view nationwide. A recent survey by the Wisconsin HOPE Lab found that 51% of college students surveyed were housing insecure in the past 12 months, 14% were homeless in the past 12 months, 66% were food insecure in the prior 30 days (SMC did not participate in that study). A sibling study conducted just with the California Community Colleges found that 60% were housing insecure in the previous year, 19% were homeless in the previous year, and 50% were food insecure in the prior 30 days (SMC did participate in this study). The survey’s data for SMC alone showed that 54% of Corsairs were food insecure in the prior 30 days, 62% were housing insecure in the previous year, and 23% were homeless in the previous year. The Foundation has taken a multi-pronged approach to these issues that are critically impacting our students. The Foundation focused its annual holiday campaign on basic needs, with all funds raised going to our new basic needs funds. Simultaneously, the Foundation distributed donation bins for shelf-stable food items at strategic locations across SMCs campuses, the contents of which regularly got transferred to food pantries that serve special programs throughout the College. The Foundation has also created a brain-trust for solving housing issues, as SMC (along with virtually all other CCCs) does not have on-campus housing for students. This brain trust has 20 members from a dozen organizations working on housing issues in the area, plus several staff and administrators from a diverse set of departments at SMC. Finally, SMCF has been involved with the Basic Needs Workgroup at SMC, an ad hoc committee of administrators, staff, faculty, and student leaders collaborating to solve these crucial problems facing our students.

One facet of our expanded focus on basic needs that deserves special attention is the Everytable lounge at CMD. SMCF

had been building a relationship with Everytable since fall of 2018, but only in the past year has a strategic vision been ideated, formulated, and accomplished. The CMD campus has had its designated foodservice space empty since it formally opened in December 2017, for a combination of reasons based on regulatory hurdles and legal compliance issues that made private vendors retract from the high costs of renting, outfitting, and operating a foodservice space at a community college. The only foodservice at that campus for students and employees alike was a series of vending machines in the parking lot. Immediately off-campus, a rotating cast of food trucks regularly parked on Pennsylvania Ave. to feed employees at surrounding businesses like Red Bull and those in the Water Gardens; some students ate there, but the food was often prohibitively expensive for many more. Everytable, a Los Angeles social enterprise company, does not operate typical restaurants or cafes (as defined by law), and as such, does not need a health license from the County, or the need to have running water in its facilities. Everytable's mission is to provide fresh, quality meals *for everyone*, so they offer the same meals for reduced prices in underserved communities like Compton as they do for full prices in overserved communities like Brentwood, with the full-price meals subsidizing the reduced-price meals. The Foundation leveraged its status as an independent nonprofit organization separate from the College and received Board of Trustees unanimous vote of approval to license the CMD café space, Room 173, to the Foundation, in order to significantly reduce the regulatory burden on the chosen vendor. Following negotiations, a contract was agreed to and signed by SMCF and Everytable. SMCF leveraged the Interior Architectural Design and IxD students at CMD to design the space in accordance with Everytable's needs and the requirements established by SMC's IT, Campus Police, and Facilities departments. While complying with the design requirements, the space was ultimately designed *by students, for students*, and is conducive to a collaborative work environment. The Everytable Lounge opened February 25, 2020, and serves meals through its SmartFridge vending machines at reduced prices to all: Students, SMC and KCRW employees (and visitors). It was such a success that it was repeatedly completely sold out during its first several weeks of operation, which forced Everytable to totally revise its logistical operations to restock increase the number of SmartFridges in the lounge.

The third major achievement is our successful scaling up of our donor retention and stewardship program. While we have had regular donor-retention and donor-stewardship programs each year – where we request President's Ambassadors to make phone calls for several hours a day thanking donors for their support – this year, we seriously expanded the program. This spring, we hired a new student worker, but shifted her responsibility to support the Development Director instead of the Finance Team, where the student worker has traditionally focused. She has been regularly calling donors of all levels to thank them for their contributions. All Foundation staff members have been receiving messages of thanks from the donors, thanking us for the call / voicemail. Our Board Chair even noted during our Annual Board Meeting in June that a friend he recruited to donate to SMCF received a thank-you call from our student worker, and that the friend had donated \$250. He continued to note that his friend had donated \$10,000 – a considerably larger sum – to other nonprofits, but had only received a routine thank-you letter in the mail. This sustained nature of this program has led to more donations, and will continue to lead to future donations.

The final major achievement is a direct response to the pandemic: the Meal Project. As mentioned elsewhere here, the Meal Project is a two-pronged effort to support our students throughout the pandemic, as classes, student services, and extracurricular activities have gone remote, and as thousands of our students have lost their jobs. For the first part, we have expanded our partnership with Everytable, whereby they offer a meal delivery subscription service for SMC students, including Emeritus students. When SMC students sign up, they fill out a brief form online to capture their data and meal preferences, and Everytable delivers seven fresh meals, for free, each week. The Foundation worked hand-in-hand with Student Services program leads to identify the 5,000 or so students most in need and engaged in a vigorous effort to contact them and secure their participation. On the fundraising side, we created a dedicated campaign just for the Everytable portion. We launched a separate peer-to-peer fundraising site, where donors could customize their own page and message and solicit funds from their networks, created a friendly competition between faculty and staff, created a friendly competition between various departments, had this page dominate our regular website, and sent out a series of blast emails to our donors. We also created an incentive program for donors to sign up for a paid version of this service, so that they get seven fresh meals delivered once a week, and for the first week they sign up, they get a \$10 discount, and two additional meals get donated to SMC students by Everytable. Finally, we have been aggressively

courting major donors and grant-making organizations (both non-profits and corporations) to help cover the costs. To date (07/16/20), over 11,000 students have participated in the Meal Project program.

The second prong in this effort is our Pop-Up Drive-Thru Food Pantry. The Foundation has secured agreements with Westside Food Bank (and previously Venice Family Clinic) to receive upwards of 7,000 lbs of shelf-stable food each week for the duration of the pandemic. Further, we have secured an arrangement from Sunrise Produce to weekly provide (960) 20-lb. boxes of fresh produce for students and SMC/KCRW/TBS employees who sign up. (Sunrise is able to give these boxes away for free through a USDA contract to support farmers.) Further, some individual donations of shelf-stable food items are added to the mix, as well as the occasional one-time delivery of different food items from various suppliers, including local grocery stores, bakeries, and hotels. Working within the existing logistical framework of the College (i.e., Lot 1, Lot 5, Pearl St., Pico Blvd., and the Student Services Center), the Foundation has designed an efficient system, with guidance from SMCPD and Risk Management, to distribute the bags to students in need while minimizing contact and exposure to COVID. We have organized a volunteer army of 120 SMC employees to staff each shift each week, and have required each employee to go through PPE- and infection-control-training webinars taught by Risk Manager Daniel Phillips. This facet of the Meal Project gives away about 700 grocery bags to students per week, on average.

IV. CURRENT PLANNING AND RESOURCE NEEDS

Part 1: Narrative

Broadly discuss issues or needs impacting program effectiveness for which institutional support or resources will be needed for the next academic/fiscal year.

The Foundation faces an extremely interesting Fiscal Year, to say the least. Unrelated to the pandemic, the Foundation was scheduled to take back the Alumni program and the Dale Ride Internship program from the Office of Campus & Alumni Relations, which was set to fold at the beginning of the 2020-21 Fiscal Year. Before the pandemic even hit, the transition of these programs was challenging. The pandemic further exacerbated the instability of the transition, as the in-person Dale Ride internships in Washington, DC, were effectively canceled, with only two of the seven selected students able to secure remote internships just as the program was in the heart of its transition phase. Further, pandemic-related budget cuts at the District and at the Foundation have necessitated the reality that the Foundation will not receive previously agreed upon staffing to properly run the Alumni program. C&AR had three FT employees and at least one PT student worker. If the Foundation is to properly and adequately run *programming* for SMC alumni, we require more staff.

The most immediate practical resource the Foundation will need to help us through the pandemic, is a Cisco Jabber license. The Foundation has missed over 400 calls to our main line during the pandemic. Of those, only about 80 have left voicemails. While the topics of the voicemails have run the gamut, from people looking to register for the Meal Project deliveries with Everytable, to Emeritus students looking to register for classes, to students asking about their scholarships, to salespeople trying to drum up business, some calls have been about making donations. Since only about 20% of callers left voicemails, we don't know how many potential donors we missed, and who never ended up donating to support our students during these extremely trying times. What if those 320+ other missed calls were *all* donors? What if they didn't end up donating because nobody answered the phone? That's a lot of money we could have left on the table to help our students, and the Jabber license could have probably paid for itself with that money. There is a belief among small-business people who own retail-type shops: they are deathly afraid of any construction project being done by the city that would take away potential traffic (pedestrian or vehicular), even if the construction project is to repair the road or sidewalk in front of their store. They fear that the one customer who doesn't pass by the store because of the construction is the one customer who could have made them a millionaire. While there is probably no real empirical data to back up this belief, that mindset can easily apply to the Foundation in this situation.

Part 2: List of Resources Needed

Itemize the specific resources you will need to improve the effectiveness of your program, including resources and support you will need to accomplish your objectives for next year.

While this information will be reviewed and considered in institutional planning, the information does not supplant the need to request support or resources through established channels and processes.

Resource Category	Resource Description/Item	Rationale for Resource Need (Including Link to Objective)
<p>Human Resources</p>	<p>Currently, three full-time district employees and part time student worker(s) comprise the team that leads the Alumni Program and Dale Ride Internship Program. The District funds 100% of the staffing needs as well and most of its operational needs for the two programs. In prior years, the Foundation provided supplementary program funds to each totaling \$23,128 and \$15,004 for Alumni Program and Dale Ride Internship respectively.</p> <p>Additional human resources will be required to support the programs in their shift back to SMCF.</p>	<p>The current SMCF staff is thin, with one Development Director and part-time student worker covering current Foundation fundraising needs, as well as readying for the additional responsibilities now covered by 3.5 staff in Office of Campus & Alumni Relations. SMCF is positioned to make the most of an investment in human resources. The lead fundraisers (Development Director and President) have expertise in building fundraising programs, as evidenced by a two-fold increase in funds raised this year compared to two years ago, when the current staff was hired. A human resources investment in the Foundation staff dedicated to alumni fundraising will be exponentially generative. SMCF has created a thoughtful plan based on best practices in fundraising and institutional advancement. Alumni will donate when engaged strategically, but it takes people to create meaningful outreach and engagement. Alumni are a valuable source of donors, strategic partners, connectors to student resources and career paths, and peer-to-peer fundraisers – tapping their networks to donate to SMC. Additionally, increasing the social footprint through Alumni is part of other higher education institutions’ toolkits for effective marketing that drives peer-to-peer growth in enrollment and stature.</p>
<p>Facilities (<i>info inputted here will be given to DPAC Facilitates Comm.</i>)</p>	<p>The Foundation Office needs the A/C repaired both upstairs and downstairs. Facilities knows about this issue. Other than that, the Foundation does not anticipate additional facilities needs outside of future normal requests at this time.</p>	<p>Once the pandemic ends, we cannot work productively and have meetings in a sweltering or freezing office building. We cannot meet with external stakeholders and host guests in this environment.</p>
<p>Equipment, Technology, Supplies (<i>tech inputted here will be given to Technology Planning Committee</i>)</p>	<p>The Foundation needs a Cisco Jabber license, at least for its main extension (x4215). (IT recently updated two desktop computers at the Foundation. Further, the Foundation has enjoyed easy access to the loaner tech equipment purchased through CARES Act</p>	<p>The Foundation has had over 400 missed calls during the Coronavirus pandemic. Yet only a fraction (approx. 80) have resulted in voicemails. Based on this data, less than 20% of calls to the Foundation have been able to be resolved. This means that the Foundation</p>

	stimulus money.)	could very well be missing out on the opportunity to receive thousands of dollars in donations to help support students in these trying times.
Professional Development	The Foundation does not anticipate any additional professional development resources from the College at this moment.	Foundation staff have attended various trainings, such as UndocuAlly, Office 365, new smc.edu website, and Hollaback's anti-racism bystander trainings. SMCF staff will continue to make use of the current resources offered by SMC.

V. CHALLENGES RELATED TO SPRING 2020 COVID-19 CRISIS AND RESPONSE:

List significant challenges your program faced in Spring 2020 due to COVID-19. Please also include your responses and solutions to this crisis.

The SMC Foundation faced an immediate decline (and near-total cessation) of donations based on campus events, like those related to the Athletic Department, the Music Department performances, and Emeritus students who like to donate in-person at their campus. Thankfully, these departments have healthy balances with the Foundation already, and a majority of their regular expenses have ceased as SMC has gone remote, thereby leaving the accounts mostly net-neutral.

The most critical impacts of COVID-19 on the year ahead will be: (1) the decrease in anticipated donations, based on plans expressed by SMCF's top donors in recent conversations, and (2) the Foundation's need for unrestricted operating funds. This is necessary for several reasons: (A) to head off a starvation cycle in which reduced fundraising resources (staff and necessary expenses) leads to reduced donations, which in turn reduce resources, and (B) to come through the pandemic *stronger* with *more* supporters and revenue streams (should another economic downturn put SMCF in the double-bind of needing to meet greater financial needs of SMC and its students, while donors are simultaneously giving less.)

The Foundation's operating budget relies heavily on administrative fees, which primarily come from new donations to scholarship funds (4%) and investment earnings on endowed funds (2%). Our FY20-21 operating budget is precarious: SMCF's projected operating cost is \$1,295,150, down from a Board-approved FY20 operating budget of \$1,452,650. The Foundation has successfully applied for a PPP loan from the SBA, which has enabled us to stay afloat. SMCF's finance team has worked diligently to reduce expenses in all categories, including staff benefits, due to the current economic uncertainty and our already-thin operating expenses/administrative fees. While, in the past year, the Foundation has been more successful than ever at fundraising, we have not taken an administrative fee on donations to critical initiatives like the Meal Project. In an effort to increase operating funds, we have been actively expanding our outreach to and applications for grants. While some grants do not allow for administrative fees to be taken by the recipient, some do. Again, this revenue stream, as well as alumni outreach, cannot be successful with current staff alone, which was already running at full capacity prior to the pandemic.

From a purely administrative and day-to-day operations standpoint, we strategically took the time the day before we closed to migrate the contents of our Shared Drive to SharePoint, Teams, and OneDrive. We have worked to overcome the hiccups and deficiencies in Microsoft's cloud-based programs that do not exist in its desktop programs. Additionally, we received permission from our independent auditors to alter our requisition and payment authorization processes to accept scans of signed requisitions, as well as written approval via email in place of actual handwritten signatures. On July 11th, the AA attended a training hosted by SMC IT to improve this process even more through Adobe Sign (and also get further training on Microsoft's cloud programs). Further, we upgraded our existing Zoom account from a free basic

one to a paid premium one. We polled our staff to see if anyone wanted ITHelp to set up RDP (remote access desktop); one person was set up. As mentioned above, the Foundation staff enjoyed privileged access to the Chromebook program, as the Foundation's AA served as the primary distributor for about 10 weeks, so any extra hardware-related issues were often easily resolved. The biggest solution that we have been *unable* to achieve yet, as mentioned above, is the acquisition of a Cisco Jabber license; the day before we closed, Ray Martin told us the College had insufficient licenses to distribute to everyone, but on June 30th, Ray told us that the Jabber license situation had improved, without providing many specifics.

VI. THE NEXT SECTION IS FOR CTE PROGRAMS ONLY

PARTNERSHIPS:

Part 1: Industry advisory meeting dates and attendance for 2019-2020.

Date of Meeting	# of SMC Attendees	# of Non-SMC Attendees
Click or tap to enter a date.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap to enter a date.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap to enter a date.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap to enter a date.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap to enter a date.	Click or tap here to enter text.	Click or tap here to enter text.

Part 2: Employer partnerships/collaborations for 2019-2020. Identify the most salient partnerships or collaborations.

Employer Name	Type of partnership or Collaboration <ul style="list-style-type: none"> • Advisory attendance • Internship site • Donations • Job placement • Other 	Optional: Additional information about partnership or collaboration
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.
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Click or tap here to enter text.	Click or tap here to enter text.	Click or tap here to enter text.

CONGRATULATIONS – that’s it! Please save your document with your program’s name and forward it to your area Vice President for review.

The following section will be completed by your program’s area VP

Vice Presidents:

First, please let us know who you are by checking your name:

- Christopher Bonvenuto, Vice President, Business and Administration
- Don Girard, Senior Director, Government Relations & Institutional Communications
- Sherri Lee-Lewis, Vice President, Human Resources
- Jennifer Merlic, Vice President, Academic Affairs

Teresita Rodriguez, Vice President, Enrollment Development

Michael Tuitasi, Vice President, Student Affairs

Next, please check this box to indicate that you have reviewed the program's annual report Provide any feedback and comments for the program here:

Click or tap here to enter text; the box will expand when you enter text.

Finally, please **save the document** and email it to both Stephanie Amerian (amerian_stephanie@smc.edu) and Erica LeBlanc (leblanc_eric@smc.edu). If you have any questions, please contact us!

Thank you for your input!