



ANTELOPE VALLEY COLLEGE

Institutional Advancement and Foundation Program Review Fall 2008

Section I. Service Area Description

A. Describe the role of the service area within Antelope Valley College.

Advancement is a systematic, integrated method of managing relationships in order to increase an educational institution's support from its key outside constituents, including alumni and friends, government policy makers, the media, members of the community, and philanthropic entities of all types. The primary core disciplines of educational advancement are alumni relations, communications, marketing, and development (fund raising).

The mission of the AVC Advancement and Foundation Office is to advance and promote Antelope Valley College, enriching the lives of community members and involving them in Antelope Valley College's future.

In support of this mission, the role of the Institutional Advancement and Foundation Office is to develop and nourish the financial, political and public support of educational institutions through:

- Development (fund raising) with funds going through the AVC Foundation, a 501(c)(3)
 - High level business networks
 - Corporate connections and support
 - Community awareness and college visibility
- Alumni programs
- Public Relations
 - Media Relations
 - Governmental Relations
- Marketing and Communications
 - Publications
 - New media – Web and other emerging technologies

The vision statement for the AVC Foundation is “To be the most effective foundation in the Antelope Valley stimulating the entire region in support of Antelope Valley College.” Its mission is to increase the resources, raise funds and create friends and partnerships to support the mission of Antelope Valley College.

The mission of the Public and Governmental Relations area is to advance the interests of AVC through effective communication with our publics and advocating positions on matters of concern.

Our goals, reflected through our Operational Outcomes, are as follows:

1. Secure and maintain an engaged, diverse, high-level Foundation Board of Directors who will serve as the governing board for the Foundation, advocate on behalf of the college, and support partnerships and private gifts.



ANTELOPE VALLEY COLLEGE

2. Provide additional resources for the college by conducting annual, capital and endowment campaigns and overseeing the grant request process.
3. Raise awareness of the AVC Foundation's role in support of the college.
4. Integrate the development efforts as a college function raising awareness and support for the AVC Foundation from employees and students.
5. Create an alumni program that reconnects and engages alumni in the future of Antelope Valley College.
6. Develop and continuously improve a donor relations program to thank and engage donors and cultivate repeat gifts.
7. Provide leadership for the college district's public information and marketing activities.
8. Assist in student recruitment by disseminating information on programs and services to Antelope Valley residents.
9. Utilize technology to improve and increase communications about college programs and activities, create partnerships and garner support for the college with its various stakeholders -- employees, students, and the greater community.
10. Furnish accurate and timely information along with interpretations and explanations of the institution's plans and programs to all internal and external constituents.
11. Enhance internal and external communication regarding educational issues and government relations activities.

The public and governmental relations focus is interrelated with alumni and development efforts, for it is difficult to engage prospective donors and alumni in the life of the college without the appropriate marketing, communications and public relations. This synergy can help to maximize the success in achieving our operational outcomes.

Communications/Marketing Strategy

- Marketing
 - Lead campus marketing efforts; marketing mix
 - Develop messaging for AVC
 - Internal and external communications
- Media Relations
 - Press releases
 - Media buys; coordinate ad production
- Publications
 - Production of major college publications (i.e. Schedule of Classes, catalog and brochures)
 - Graphic identity program/branding
 - Oversee use of logo
- AVC Web site

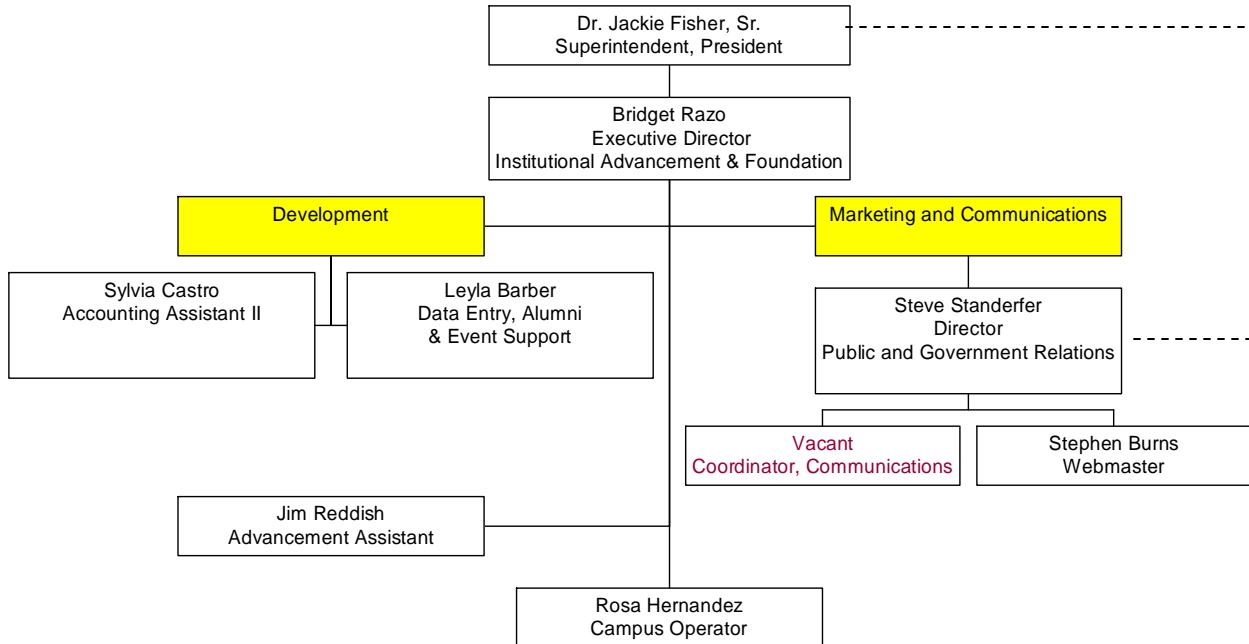
B. Describe the current service area employees, as follows:

The Foundation was established in 1993 during the Dr. Allan Kurki administration, with Alis Clausen providing some initial volunteer assistance. With the arrival of Dr. Linda Spink in 1996, she hired Burt Dike as part-time Foundation director. A secretary was hired to serve both the



ANTELOPE VALLEY COLLEGE

foundation and PR offices. In 1999, retired Vice President of Student Services Mike Keenan took over the Foundation part-time. Superintendent/President Larios reorganized the campus structure in 2002 and created the Executive Director for Institutional Advancement, Resource Development and Research position, which included oversight for public and governmental relations, which previously was under the direct supervision of the president. The Research Office, which had no director but only a research technician, reported to this position in 2002, and in 2005 the research function was reassigned to the Vice President of Academic Affairs.



Name: Bridget Razo
Title: Executive Director, Institutional Advancement and Foundation
Classification: Full-time educational administrator
Hire date: July 2002

Name: Steve Standerfer
Title: Director, Pulic and Government Relations
Classification: Full-time confidential, management & supervisory
Hire date: September 1985

Name: Sylvia Castro
Title: Foundation Assistant
Classification: Full-time classified; Accounting Assistant II (reclassified from a Clerical II in July 2008)
Hire date: Clerical II Foundation Assistant position was established in November 2002. Sylvia was hired October 2002 as student worker; December 2002 as Clerical II, reclassified to an Accounting Assistant II in July 2008.



ANTELOPE VALLEY COLLEGE

Name: Leyla Barber
Title: Database Assistant
Classification: Full-time classified; Clerical II (reclassification rescinded from Clerical III in July 2008 due to union negotiations). Leyla was hired initially as a student worker.
Hire date: Job was created with funding from Title V grant in April 2004

Name: Jim Reddish
Title: Advancement Assistant
Classification: Full-time classified; Advancement Assistant
Hire date: August 2007

Name: Rosa Hernandez
Title: Campus Operator
Classification: Full-time classified; Campus Operator
Hire date: 1993

Name: Stephen Burns
Title: Webmaster
Classification: Full-time classified; Webmaster
Hire date: Webmaster position established and filled in July 2008

Name: Vacant
Title: Communications Coordinator
Classification: Full-time classified; Communications Coordinator
Hire date: Position was established and filled in fall 2005. Vacancy occurred in January 2008. Position remains frozen.

Name: Sandi Rogers
Title: Scholarship Coordinator
Classification: Hourly employee
Hire date: Hourly position hired with district funding from January to June 2008 and January to June 2009 to support scholarship adjudication program which was originally part of the Financial Aid Office's responsibilities. Position was paid by AVC Foundation from July to December 2008 to support annual giving and scholarship gifts.

With only two managers in this office, it is difficult to support the growing scope of the advancement function. The Executive Director serves both as the educational administrator overseeing the two department areas (development/alumni relations and public/governmental relations) and the working manager of the development and alumni function. The only additional manager is the director of public and governmental relations, which makes it difficult to expand program support for advancement with only classified staff to manage the programming.



ANTELOPE VALLEY COLLEGE

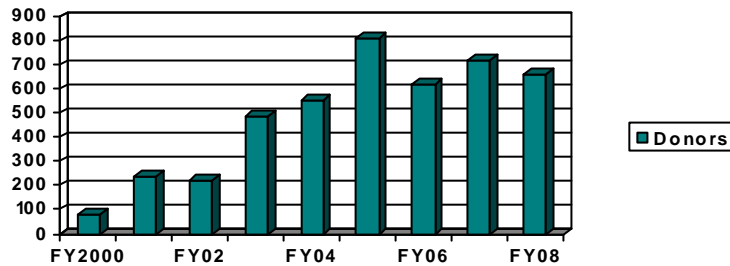
The advancement assistant is shared by the Executive Director and the Director. The Foundation Assistant (accounting assistant II) manages the financial aspects for the AVC Foundation, with nearly \$2 million in net assets and thousands of dollars of financial transactions annually. The Database Assistant supports the district by maintaining an ongoing community and donor database, providing mailing lists for various district and foundation-related activities (dedications, groundbreaking, events), as well as coordinating major events (Achievement Award Dinner, Scholarship Convocation) and supporting the scholarship processes. The hourly assistant has helped to provide support to the development efforts, but limited resources make it difficult to move the program forward to support the growth at the college and the ensuing opportunity to raise additional funds.

C. Department Productivity – Initial Program Review:

Though this is our first Program Review, the Advancement and Foundation Office has metrics that reflect our productivity in both the development and alumni relations program and the public and governmental relations program.

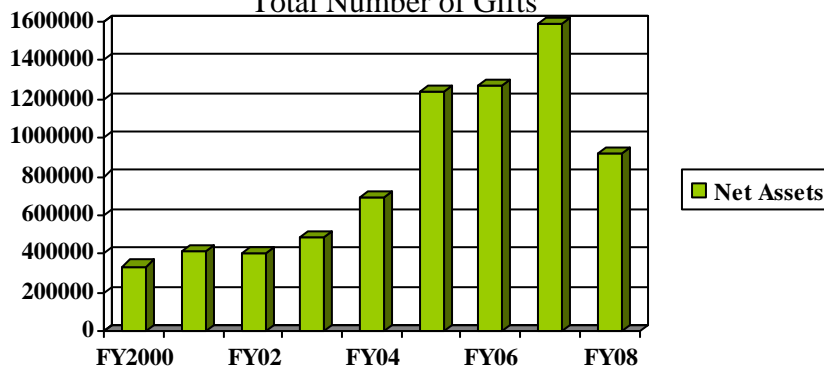
Development

Total Number of Donors



	FY2000	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08
Donors	82	236	221	487	557	813	617	719	661

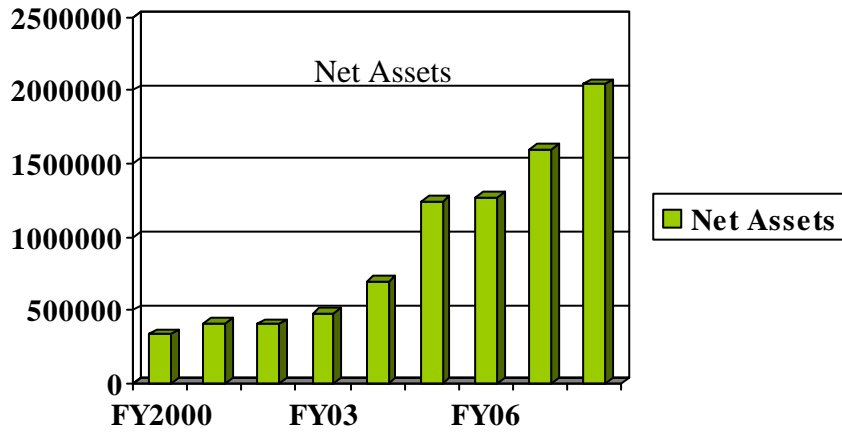
Total Number of Gifts



	FY2000	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08
Annual Totals	\$121,069	\$251,774	\$296,925	\$585,156	\$475,240	\$938,343	\$335,773	\$686,776	\$918,912

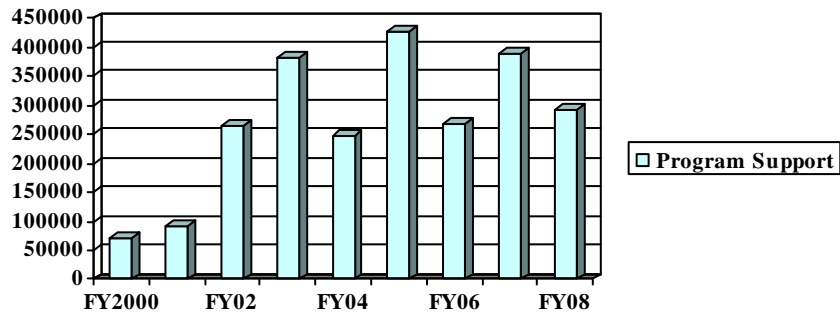


ANTELOPE VALLEY COLLEGE



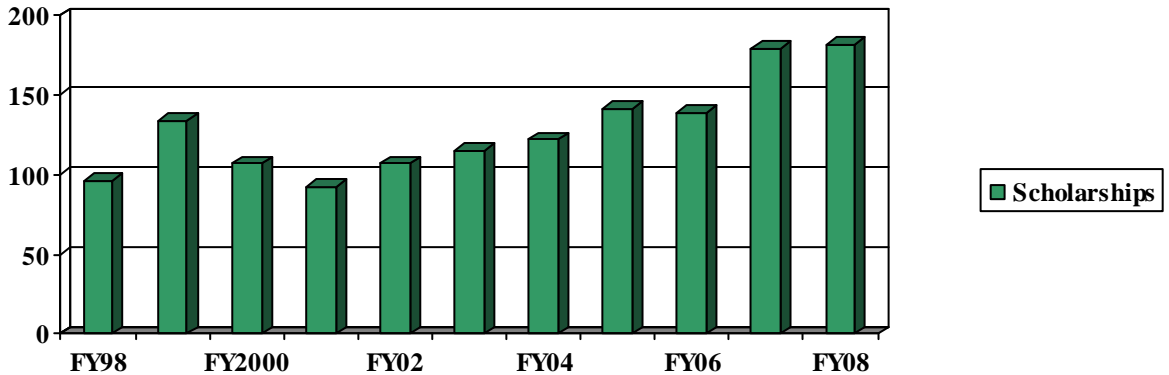
	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08
Assets	\$413,056	\$403,532	\$482,075	\$697,868	\$1,237,993	\$1,274,379	\$1,593,905	\$2,042,313

Program Support based on Financial Audits



FY2000	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08
\$71,613	\$91,213	\$264,258	\$383,237	\$247,657	\$427,849	\$267,823	\$390,562	\$291,911

Scholarships Awarded



	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08
Scholarships	96	134	107	92	107	115	122	141	139	179	182



ANTELOPE VALLEY COLLEGE

Public and Governmental Relations Metrics:

One measurable aspect of the public and governmental relations functions is the number of formal communications on behalf of the college campus.

News releases are disseminated to print and broadcast media outlets throughout the Antelope Valley resulting in coverage of the college. Media outlets include the Antelope Valley Press, Time Warner Cable’s Channel 3 News, all radio stations, various weekly and monthly publications – including Spanish language newspapers – and the AVC student newspaper. Releases range from simple event announcements to extensive news and feature stories about college programs and personalities.

News releases distributed to the news media

2003-04	98
2004-05	81
2005-06	99
2006-07	80
2007-08	63

The college disseminates an average of 85 news releases per academic year.

For internal communication, Campus Updates are e-mailed to every employee on campus on an as-needed basis to provide information. The information includes coverage of board meetings, legislation, news and events. Approximately 1,200 people – including student, part-time and hourly workers -- receive Campus Updates on a regular basis.

Campus Updates e-mailed to the campus

2003-05	56
2004-05	60
2005-06	54
2006-07	58
2007-08	67

An average of 62 campus updates have been sent each year over the last five academic years.

In addition, the public and governmental relations office has organized a variety of activities including 2020 Vision: Shaping Antelope Valley College Palmdale (an external scan of Palmdale community leaders), various groundbreaking and grand opening celebrations, news conferences, editorial board meetings, and organizing the legal counsel, bond counsel and others for the successful 2004 Measure R bond campaign.



ANTELOPE VALLEY COLLEGE

With the relative new addition of a Webmaster, AVC has just begun to track activity on its Web site. Thus, there is only a year's worth of data. In comparing a one-week period near the start of the fall semester 2008 with the same time in 2009, we are able to show indications of increased activity on the Web. The time period in 2009 also marks the launch of the college's redesigned Web site.

AVC Web site

	Aug. 18-24, 2008
Visits	42,440
Pageviews	55,209
Pages/Visit	1.30
Avg. Time/Site	1:45 min.
Visitors	19,399
Direct Traffic	65.84%
Search Engines	29.96%
Referring Sites	7.15%

The Web site data reflects a significant increase in the number of people visiting www.avc.edu as well as the amount of time people are spending on the site – indications that the addition of personnel and resources are yielding positive results. Furthermore, increased traffic to the site through Web engines reflect on the Webmaster's abilities to attract viewers.

In the past five years this new office has been extremely productive. Accomplishments in 2008 included the following:

- 10 – Commemorative benches installed, bringing total to 39 (two for the new Palmdale campus)
- 21 – Endowment funds are managed through the Foundation totaling more than \$1.6 million.
- 25 – Community members serve on the Foundation Board of Directors.
- 189 – Scholarships awarded totaling more than \$107,000.
- 657 – Donor contributing in 2007-08 (through June 30, 2008).
- \$918,912 – Total raised in 2008
- \$2 million in net assets reached (as of June 30,'08)

The office has reached its maximum output given the number of staff and managers it has. The success generated by additional gifts has increased the workload, and we will soon reach the point of diminishing returns without additional help. Donors require ongoing contact and stewardship, and our success has created difficulty in sustaining the support needed without additional staff.

Our operational outcomes are as follows:

1. Secure and maintain an engaged, diverse, high-level Foundation Board of Directors who will serve as the governing board for the Foundation, advocate on behalf of the college, and support partnerships and private gifts.



ANTELOPE VALLEY COLLEGE

2. Provide additional resources for the college by conducting annual, capital and endowment campaigns and overseeing the grant request process.
3. Raise awareness of the AVC Foundation’s role in support of the college.
4. Integrate the development efforts as a college function raising awareness and support for the AVC Foundation from employees and students.
5. Create an alumni program that reconnects and engages alumni in the future of Antelope Valley College.
6. Develop and continuously improve a donor relations program to thank and engage donors and cultivate repeat gifts.

PUBLIC AND GOVERNMENTAL RELATIONS

7. Provide leadership for the college district’s public information and marketing activities.
8. Assist in student recruitment by disseminating information on programs and services to Antelope Valley residents.
9. Utilize technology to improve and increase communications about college programs and activities, create partnerships and garner support for the college with its various stakeholders -- employees, students, and the greater community.
10. Furnish accurate and timely information along with interpretations and explanations of the institution’s plans and programs to all internal and external constituents.
11. Enhance internal and external communication regarding educational issues and government relations activities.

D. Department Revenue – Initial Program Review

The AVC Foundation has generated increasing revenue since the hiring of the Executive Director in 2002. Net assets have grown from \$403,532 in 2002 to \$2,042,313 as of June 30, 2008. The money has come from individual donors, corporate donors, and matching funds from two Title V Federal Grants. Each Title V grant has provided \$300,000 in matching funds to the AVC Foundation. See chart in answer C above for more details.

E. Department Budget: Initial program review

The budget below lists the funds 11040 for Advancement, 11050 for Public Relations, and 11101 for the Foundation. We have requested a Development line item for development efforts but have not yet received that designation.

		Item	FY 07-08 Expenses	FY 06-07 Expenses	FY 05-06 Expenses	FY 04-05 Expenses
	11040 4530 6600000	Warehouse supplies	\$ 1,151	\$ 0	\$ 386	\$ 0
	11040 2302 6710000	Student Workers	\$ 15,785	\$ 0	\$ 0	\$ 0
	11040 2320 6710000	Hourly Clerical	\$ 6,994	\$ 14,425	\$ 0	\$ 0
	11040 4500 6710000	Non-Instr. Supplies	\$ 3,097	\$ 6,191	\$8,332	\$0



ANTELOPE VALLEY COLLEGE

	11040 4562 6710000	Non-Cap Equip, <\$5000	\$ 386	\$ 0	\$ 0	\$ 0
	11040 5100 6710000	Contract Services	\$ 866	\$ 599	\$ 0	\$ 0
	11040 5200 6710000	Travel & Conference	\$ 119	\$ 1,561	\$ 0	\$ 0
	11040 5300 6710000	Dues and Memberships	\$ 1,835	\$ 0	\$ 1,525	\$ 0
	11040 5650 6710000	Equipment Repair	0	0	0	0
	11040 5850 6710000	Postage	0	637	0	0
23604	11040 2302 6710000	Student Workers	0	828	551	0
20104	11040 2302 6710000	Student Workers	0	0	325	0
20104	11050 2302 6710000	Student Workers	0	0	2,198	308
	11050 4520 6010000	Catalogs & Class Schedule	167,945	91,946	149,109	96,396
	11050 5100 6010000	Contract Services	0	0	0	0
	11050 5850 6010000	Postage	0	36,250	0	0
	11050 5830 6010000	Advertisement	0	0	352	0
	11050 2302 6710000	Student Workers	(\$546)	5,857	2,010	1,633
	11050 2320 6710000	Hourly Clerical	844	1,050	7,336	4,912
	11050 4000 6710000	Supplies hold	0	0	0	160
	11050 4300 6710000	Materials & Supplies	0	0	218	112
	11050 4500 6710000	Non-Instructional supplies	2,700	3,514	10,229	6,681
	11050 4510 6710000	Brochures	6,327	0	3952	0
	11050 4530 6710000	Warehouse supplies	143	0	0	239
	11050 4561 6710000	Non-Cap Equip, <\$5000	0	0	105	0
	11050 4562 6710000	Non-Cap Equip, <\$5K, Computer	0	0	2730	0
	11050 4591 6710000	Non-Cap Equip, <\$5K, Gen	0	0	854	458
	11050 5100 6710000	Contract Services	6,106	1,984	7,875	3,526
	11050 5200 6710000	Travel & Conference	0	257	1748	34
	11050 5300 6710000	Dues & Memberships	410	350	350	0
	11050 5650 6710000	Equip Repair & Mtce	0	0	6,067	0
	11050 5802 6710000	Freight Expense	0	0	5	46
	11050 5830 6710000	Advertisement	\$35,763	\$25,124	\$78,388	\$63,405
	11050 5850 6710000	Postage	\$26,000	\$7,047	\$85	\$0
23604	11050 2302 6710000	Student Workers	\$930	\$571	\$1,240	\$1,908
	11050 4562 6730000	Non-Cap Equip, <\$5K, Computer	0	0	21	0
	11101 2302 6600000	Student Workers	0	0	0	1920
	11101 5200 6600000	Travel & Conference	0	0	0	279
	11101 2320 6710000	Hourly Clerical	19,997	0	0	0
	11101 4400 6710000	Software	995	0	0	0
	11101 4500 6710000	Non-instructional supplies	\$9,689	\$5,643	\$24	\$8,129



ANTELOPE VALLEY COLLEGE

	11101 5850 6710000	Postage	0	0	0	0
	11101 2320 4930700	Hourly Clerical	0	0	240	0
	11101 4300 6710000	Materials & Supplies	0	0	(\$20)	373
	11101 5100 6710000	Contract Services	0	0	630	0
	11101 5110 6710000	Consultants	0	0	500	0
92005	11101 6400 6710000	Equipment	0	0	\$8,482	0
	11101 4561 6710000	Non-Cap Equip, <\$5K, Gen	\$0	\$0	\$0	\$545
92005	11101 4500 1099000	Non instructional supplies	0	0	0	43
92005	11101 4590 1099000	Non Cap Equip <\$5,000	0	0	0	\$20,513
	11101 6100 6710000	Sites & Improvement				
		TOTAL	\$ 307,535	\$ 203,835	\$ 295,847	\$ 190,519

- List annual expenditures by the service area as reflected in the standard Business Office year-end reports. Attach prior year's year-end expenditure report.

Section II. Self-Evaluation

Please describe and evaluate the effectiveness of each item.

A. Employees

1. Employees are actively involved in the selection of full-time and part-time employees.

Advancement and Foundation employees have been actively involved in the selection of full-time and part-time employees. Student employees are selected by the classified support staff and recommended to the Executive Director for approval.

2. The number of employees, both full-time and part-time, is appropriate for the service area.

The number of employees in the Advancement and Foundation area are not adequate to meet the needs of the institution. A minimum Foundation staff according to the Magellan Report is an Executive Director, Annual Giving/Alumni/Events manager, an Administrative Assistant, and a Donor Tracking/Financial Assistant. The AVC Foundation, founded 15 years ago in 1993, has not been staffed to the level where it can make the significant financial impact needed by this institution.

The Advancement and Foundation Office was established in 2002 when the first full-time, professional Executive Director overseeing this office was hired. At that time, the office included Advancement, Resource Development and Research. The Advancement Office brought together the AVC Foundation development efforts together with the Public and



ANTELOPE VALLEY COLLEGE

Governmental Relations Office, which was staffed solely by the director, and the research technician with no research director. In addition, the Advancement Assistant was shared by the Director of Public and Government Relations and the Executive Director for Advancement.

Actual – year 15	Minimum Foundation Staff Year 1	Advancement Office Year 1	Advancement Office Year 10
Executive Director (Administrator)	Executive Director (Administrator)	Executive Director (Administrator)	Executive Director (Administrator)
50% Administrative Assistant	Administrative Assistant	Administrative Assistant	Administrative Assistant
50% Annual giving (Foundation-funded)	Director Annual Giving/ Alumni/Events	Director, Annual Giving/Alumni/Events	Director, Annual Giving/Alumni/Events
Account/Donor Tracking (Two Foundation-funded positions - for the Business Office and donor tracking)	Account/Donor Tracking	Account/Donor Tracking	Account/Donor Tracking
		Director, Major and Planned Gifts	Director, Major and Planned Gifts
			Development Officer
			Chief Fiscal Officer
			Events
50% scholarships			
75% clerical assistant for scholarships (Foundation-funded)			
Campus operator			
Public Relations and Marketing			
Director, Public & Governmental Relations		Public Information manager	
50% Administrative Assistant			
		Public Relations/Marketing manager	
Coordinator, Communications (Vacant)		Publications manager	
Webmaster			



ANTELOPE VALLEY COLLEGE

The original Foundation Assistant was reclassified to an Accounting Assistant II in July of 2008. This is due to the fact that in the preceding five years she had taken on more and more of the accounting function that had originally been performed by the District Business Services Office. The AVC Foundation is therefore currently funding what was originally a business services position to perform the accounting transactions required by the AVC Foundation, an auxiliary organization of the college.

The Data Entry position (donor tracking) has been functioning in the capacity of support for alumni, scholarships, events in addition to her role in tracking donor gifts and sending thank you letters (advancement services). That position was originally funded in 2003 by a Title V grant, was supported by the AVC Foundation until January 2008 when the district finally took over that budget support.

The scholarship adjudication process was transferred from the Financial Aid Office to the Advancement and Foundation Office in 2008, and a 6-month full-time hourly was hired by the district to manage that function. From July to December 2008 the AVC Foundation paid for that hourly to assist with Annual Giving efforts.

In addition, from February to July 2008 the Foundation paid for a part-time hourly clerical assistant to support the scholarship adjudication process. This position was not hired in 2009, which had a negative impact on the staff support for the growing scholarship program. It is recommended that the district cover the cost for the clerical assistant to support the scholarship adjudication process in 2010.

Since the Advancement Office was established six years ago, the two staff positions that have been added were the Coordinator for Communications and the Webmaster. The Coordinator was originally intended to be a director of publications, but the position was lowered from a confidential, management and supervisory position to a classified position, and has since been frozen. The Webmaster position, the first ever for Antelope Valley College, was hired in July 2008 and reports to the Director of Public and Governmental Relations. AVC's Web site was in existence more than 10 years before the first full-time Webmaster was hired.

The Advancement and Foundation Staffing Plan was submitted to the President in February 2006 at his request and has been reviewed, revised and used annually as part of the budget request process. This was a five-year plan, to cover 2006 – 2011. The Advancement and Foundation's personnel budget augmentation requests are as follows:

Phase I

- Webmaster (filled July 2008)
- Coordinator, Communications [Publications] (frozen)
- Annual Giving and Special Events (unfilled)
- Designer (unfilled)

Phase II

- Web Assistant (unfilled)



ANTELOPE VALLEY COLLEGE

- Foundation Assistant – Gift processing (unfilled)

Phase II

- Web Assistant (unfilled)
- Foundation Assistant – Gift processing (unfilled)

Phase IV

- Director, Alumni Relations (unfilled)
- Director, Marketing (unfilled)

The Advancement and Foundation Office continues to provide support for our growing campus, but we are woefully understaffed to provide the type of Advancement services (development, alumni relations, communications and marketing) that are required of a campus the size of AVC.

3. [Employees are actively involved in professional organizations and activities.](#)

The Advancement and Foundation office staff has memberships in the following:

- Council for the Advancement and Support of Education (CASE)
- Network for California Community College Foundations (NCCCCF)
- Community College Public Relations Organization (CCPRO)
- National Council for Marketing and Public Relations

The Advancement and Foundation Office has memberships in CASE and NCCCCF. The Executive Director currently serves as a member of the Board of Directors for NCCCCF and has served on their conference committee, CEO Academy committee, and is currently spearheading efforts to create an online Web resource for the statewide organization. The Executive Director is also a member of PROz, the Public Relations Organization in the Antelope Valley. The Director of Public and Governmental Relations and the Webmaster are members of CCPRO and the National Council for Marketing and Public Relations.

4. [Employees regularly participate in staff development activities and implement what they learn in the service area.](#)

Advancement and Foundation staff participate in staff development activities and implement what they learn to the extent that there is budget available. The Executive Director attends the NCCCCF Conference annually which is paid by the AVC Foundation. Past professional development opportunities include:

Director, PAGR – CCPRO Conference – April 2005, April 2006, April 2007

Director, PAGR – Community College League of California Annual Legislative Conference – January 2004, January 2006

Account Assistant II – CASE Gift Processing – October 2006

Executive Director – CASE Gift Processing, Donor & Alumni Records – October 2006

Executive Director – CASE District VII Conference – December 2006

Executive Director – CASE – Chief Development Officers – January 2007

Executive Director – CASE – Institutionally Related Foundations – April 2007



ANTELOPE VALLEY COLLEGE

Data Entry Assistant – DonorPerfect training (2-day) – November 2007
Data Entry Assistant – Online Alumni Relations – July 2008
Account Assistant II – Online Alumni Relations – July 2008
Scholarship Technician – Online Alumni Relations – July 2008
Data Entry Assistant – Online Training: How To Build Donor Events on A Small Budget -
July 2008
Advancement Assistant – NCCCF Conference – October 2008
Scholarship Technician – NCCCF Conference – October 2008
Webmaster – Web Builder 2.0 – October 2008

There is a need for additional staff training, especially as the development and public relations efforts must adapt to a changing and growing college campus and new technological innovations. Until additional funding becomes available, this will remain an unmet need in the Advancement and Foundation office.

B. Customer Relations

Describe customer base and evaluate how well the customer base is served.

The Advancement and Foundation office is, by definition, the conduit between the educational community within Antelope Valley College and the global community at large. Advancement is a systematic, integrated method of managing relationships in order to increase an educational institution's support from its key outside constituents, including alumni and friends, government policy makers, the media, members of the community, and philanthropic entities of all types. As such, we provide support for students and employees of AVC, and interface with the all aspects community at large. In fact, with some alumni located in other countries (China, for example), the reach of the Advancement and Foundation office is international as well as national and local. Through the Internet, the branding and AVC presence can indeed be accessed by anyone with Internet connectivity.

1. The service area schedules activities to meet customer needs.

The Advancement and Foundation office provides a wide array of activities to support its community relations outreach efforts, steward donor gifts, and communicate with the college and the community at large.

Events developed over the years began with the 75th Anniversary celebration in 2004 and the development of the AVC Achievement Awards. The Antelope Valley College Achievement Awards recognize the accomplishments of outstanding alumni and friends of AVC. The AVC Achievement Awards honor individuals whose association with Antelope Valley College – either as former students or as a friends of AVC – and have established a tradition of excellence through their achievements and service to the college and the community.

Additional events, designed to involve alumni, friends of AVC, included wine tastings, baseball games, an AVC Foundation holiday party for donors and friends of AVC, President Circle luncheons, and more.



ANTELOPE VALLEY COLLEGE

2. The service area communicates efficiently and effectively with customers.

The Advancement and Development Office utilizes e-mail, print mail and face-to-face interactions (events, meetings) to communicate efficiently and effectively with customers.

The Executive Director produces the AVC Foundation Update newsletter, produced two to three times annually and mailed to all AVC Foundation donors, community leaders, government officials, AVC employees, and alumni and friends of AVC approximately three times per year. This publication is mailed to nearly 8,000 homes.

The development office invites various segments of the above stakeholders to events and activities to strengthen the community and employee ties to AVC. These include but are not limited to the annual Achievement Awards Dinner, groundbreaking, lecture series, AVSOMC events, theatrical events, winetastings, JetHawks games, and other activities.

The Director of Public and Governmental Relations produces the AVC Schedule of Classes, as well as print publications for the college such as the division brochures. The Director is the media contact for the college, and frequently interfaces with the local newspaper, the *Antelope Valley Press*, setting up editorial meetings as needed. The Director produces and disseminates press releases, oversees the groundbreaking and dedication events for the college, and supports the development efforts for the AVC Achievement Award Dinner.

The Director of Public and Government Relations regularly produces Campus Updates that are sent to AVC employees. Those are forwarded by the development office to an e-mail list of alumni and friends and Foundation board of directors.

In a fall 2008 program review survey, members of the campus community indicated that communication vehicles from the public and governmental relations office are effective. The following statement from the survey received a 3.75 average rating, the highest approval for any of the surveyed functions:

“Means of communication such as Schedule of Classes, Campus Updates and news releases that I receive from the AVC public and governmental relations office inform and communicate with the campus and community effectively.”

Also, the majority of fall 2008 survey respondents affirm “The public and governmental relations efforts help build a positive public image of the college.”

Functions in the public and governmental relations functions can be divided between external and internal audiences.

External relations

The public and governmental relations function leads AVC in communicating with various external audiences through a variety of methods including use of mass media, electronic



ANTELOPE VALLEY COLLEGE

media, direct mail and personal contact. The public relations office at AVC seeks to serve as a resource to the news media, pitch story ideas and submit news releases/feature stories for publication.

During the 2007-08 academic year, 58 news releases, feature stories and media advisories were generated and distributed to the news media resulting in extensive coverage of college activities by print and broadcast news media – primarily based in the greater Antelope Valley area.

Spring is one of the most active times of the year with a number of culminating activities, including graduation, employee recognition and the like. Therefore, measuring the number of column inches of news/features generated by local print media is one way to reflect our public relations efforts and efforts to shape public opinion about the college.

During May 2008, the college received 425 column inches of free coverage in the most widely circulated newspaper, the Antelope Valley Press. The amount of print media coverage of all newspapers during the month of May over a five-year period averaged 461.4 column inches.

Press clip counts (Excludes sports coverage and paid advertising)

May 2008 425 column inches

May 2007 223 column inches

May 2006 604 column inches

May 2005 551 column inches

May 2004 504 column inches

Average 461.4 column inches

If the college had paid for the same amount of space it received free in May 2008 it would have cost \$12,337.75.* Applying the six-year average of column inches of news coverage to the current contract advertising rate equals \$13,032.69 each May since 2004.

News coverage varies throughout the year. Yet this still points to the economic value of maintaining good media relations and a public relations office. Furthermore, there is the intrinsic value of reaching the general public with information about the college, given the *Antelope Valley Press* daily circulation of 23,673, with a daily readership projected at 71,492. (*Antelope Valley Press*, Verified Audit Circulation for the 12 months ending March 31, 2008).

Overall, there has been a decline in the amount of news coverage of AVC in the last five years. The contributing factors for this include:

- General declines in the newspaper industry, including loss of *The Daily News* local bureau.
- Elimination of one of the college's major spring events, the Antelope Valley Independent Film Festival, which generated extensive coverage.



ANTELOPE VALLEY COLLEGE

- A severe economic recession that has reduced the “news hole” for local newspapers and thus cut back on available space to carry articles about the college.

The decline in the newspaper industry, along with the proliferation and extensive use of electronic media, has shown the need for more widespread efforts to disseminate information on the college.

The college has been successful in utilizing local cablecast shows through Time Warner Cable to disseminate information, including the SoCal News (Channel 3), AV Today talk show and Local Edition -- local interview segments that are inserted into CNN newscasts shown to all area Time Warner subscribers.

3. The service area interacts effectively with instructional areas and other non-instructional service areas.

The Advancement and Foundation Office does not have well established opportunities for formal or informal interaction with instructional or non-instructional service areas. The majority of the time is spent implementing public relations and development programs, and the time available for interaction with the instructional and non-instructional areas of campus is limited.

That being said, e-communications with faculty and staff are frequent, and for those employees who contribute to the AVC Foundation or who are fund managers with the Foundation the interaction is frequent and positive. The Advancement and Foundation Office could serve the institution more effectively if opportunities to engage faculty and staff in public relations and fund raising efforts were institutionalized.

AVC hired its first full-time Webmaster in July 2008, which has led to improvements in the ability to disseminate news releases and other college information via the World Wide Web. Many of the same releases that go to the media are posted to the main page of the AVC Web site (www.avc.edu). The possibilities for utilization of the Web are significant. The number of unique, weekly visitors to the site is in excess of 10,000 each week throughout the year.

Residents of the area receive via the U.S. Postal Service copies of the college’s Schedule of Classes three times annually. The schedule, which is mailed to all of the approximately 132,000 households in the college’s service area, contains news and feature stories about the college. The schedule has been an important source of information for students and prospective students, as evidenced by this August 26, 2008 e-mail from an AVC dean:

“We have a very strong Auto Body enrollment and that is not the case at many colleges so I was trying to see if it was due to the reputation of (the instructor), word of mouth, etc. The vast majority of the students said that they found out about the classes from reading the printed schedule.”

Interaction with the instructional and non-instructional service areas has yielded numerous



ANTELOPE VALLEY COLLEGE

published profiles of faculty members, students and success stories about college programs.

4. The service area collects customer satisfaction data and uses it to improve services.

In the development area, customers express satisfaction with their willingness to give. As demonstrated by the increase in donors seen in the past six years, the donor satisfaction seems to be on target. That being said, donor stewardship is a continuous improvement process, and the office continues to look at other opportunities to better steward gifts and recognize donors.

In the advancement area, Web users have the ability to express general concerns about the Web site or other matters via e-mail. E-mailed concerns are directed by the Webmaster to the appropriate individuals for action. Also, a weekly report is generated on Web use through Google Analytics to gather data about users and to track trends, such as time on site, to refine the AVC Web site and make it more responsive to user needs.

Because of the very public nature of campus communications from the public relations office, they are subjected to much scrutiny by internal and external audiences, resulting in ongoing efforts to improve communications to the campus and community at large. There are frequent requests for information by the news media as well as members of the campus community wanting to publicize individual achievements or activities.

5. The service area interacts effectively with community agencies, organizations, and resources as appropriate.

The Advancement and Foundation Office's primary responsibility is to interact with community agencies, organizations, and other resources for the benefit of Antelope Valley College. As demonstrated by the increase in donor giving and increase in public relations exposure, the Advancement and Foundation Office does an exemplary job considering the limited resources available to this office.

C. Quality of Service

Define the service standards for the area and describe the area's effectiveness in providing quality service.

1. The service area contributes effectively to student access, retention, and achievement of learning outcomes.

The Advancement and Foundation Office contributes to student access, retention and achievement of learning outcomes by providing funding for faculty, scholarships for students, and program support for unfunded needs. In addition, communications from the public relations office help to keep our internal and external stakeholders informed. This includes making students aware of services available to them such as Basic Skills instruction and Supplemental Instruction.



ANTELOPE VALLEY COLLEGE

2. The service area recognizes and responds appropriately to external factors such as regulations, agency reviews, and community needs.

The Advancement and Foundation Office recognizes and responds appropriately to external factors such as regulations, agency reviews and community needs.

The oversight of the AVC Foundation necessitates compliance with all IRS regulations required of a 501 (c)3. Donors are given the appropriate tax-deductible letters, audits are performed annually, and all reporting requirements are completed.

The office participates in and contributes to institutional reviews as well, such as accreditation, program review, and the production of annual reports for the Strategic Planning and Budget Council.

In addition, since the Advancement and Foundation's responsibilities focus on community interactions, the public relations office develops and implements strategies to inform and educate various community stakeholders about the college.

The governmental relations function tracks legislation of interest to the college community. The Director of Public and Governmental Relations serves as chair to a shared governance committee, the Legislative Committee, which advocates positions on key community college legislation. Advocacy includes letters, phone calls and face-to-face meetings with legislators and their representatives.

3. The service area effectively assists faculty in the delivery of instruction.

The Advancement and Foundation Office's role in assisting faculty in the delivery of instruction is limited to the funds raised and partnerships created to provide financial and community support for the educational process.

4. The service area identifies areas needing improvement on a regular basis and has adopted a system of correcting problems and improving services.

The Advancement and Foundation Office reviews its overall processes on an annual basis, and performs a debriefing/review after every major event or activity. This analysis helps to identify both the successful aspects of the program execution and the areas for improvement.

Programs are developed based on available resources and district-wide priorities set by the Superintendent/President. The AVC Foundation mandates an annual review of its bylaws and policies and procedures, and the Board of Directors has an annual retreat to create a continuous improvement program for the development efforts.

5. Service area procedures are developed, reviewed, and revised by service area employees.



ANTELOPE VALLEY COLLEGE

As the Advancement and Foundation Office is relatively new as a service area, we are continuing to develop, review and revise our processes. Staff works both individually and collectively to develop and refine our procedures, writing them down so that they are institutionalized within our department.

We apply methodical and consistent evaluation practices to the programs and services we provide, consider new programs to reflect the changing demographics of our constituents, and work to train and cross-train within the service area to maximize our effectiveness as a service organization.

6. Service area procedures are in written form and are followed by employees.

Service area procedures are written and shared through a network drive. Staff within the Advancement and Foundation Office are cross trained to maximize human resources in a growing office with no new hires.

D. Institutional Support

1. Describe current facilities. What plans for improving space utilization are already included in the goals and strategies of the college's Education Master Plan? What plans for addressing unmet facility needs or improving space utilization still need to be explored?

We are currently housed in A118 in the Administration Building. It is a suite with two private offices (for the Executive Director of Institutional Advancement and Foundation and one for the Director of Public and Governmental Relations). There are three cubicles for the Advancement Assistant, Data Entry assistant and Accounting Assistant II. There are three more work stations that are furnished with desks from the "bone yard".

Budget requests for furniture have been submitted since this office first relocated to A118 in February 2003. Unfortunately, those requests have yet to be funded.

Additional student and hourly employees have been hired to help support the increased workload resulting from the successes of our programs. However, we are limited by the number of computer work stations and work space available in A118. In addition, we are running out of filing space for the public relations clip files as well as the donor files, and will require additional resources to convert existing files to an imaging system to accommodate our growth and development.

2. Describe equipment and other resources used to perform service area functions. What plans for improving, replacing, or repairing equipment are already included in the goals and strategies of the college's Education Master Plan? What plans for improving, replacing, or repairing equipment still need to be explored?



ANTELOPE VALLEY COLLEGE

The Advancement and Foundation Office utilizes basic office equipment: computers, printers, comb binders, a fax machine, and phones. We have need for a computer replacement plan, as many of our computers and screens are more than three years old, the typical lifespan for a computer. In addition, as additional programming is added, our computers will need to have greater capacity to support those programs (DonorPerfect, Quickbooks). This is in support of the ITS objective #3.3: "Develop a multi-year computer and information technology expenditure plan [Information Technology Services area budget], including planned and budgeted equipment and software upgrades."

Finally, this office uses the color copier to a great extent, and in the future it would be optimal and more efficient to have a copier in our office. A tremendous amount of staff time is spent in the copy room waiting for documents to be produced and collated, and it would be more efficient to have an exclusive copier in our office.

3. Budget allocations to the department are appropriate.

- Describe the goals and emphasis placed on the use of funds for the service area with reference to the goals and strategies of the college's Education Master Plan.
- Describe and evaluate funding sources other than those provided by the district, including grants and categorical funding.

According to AVC's Educational Master Plan, short-term goals include:

- Communicating AVC's message to a fast-growing and increasingly diverse population.
- Work with other areas of campus to develop strategies aimed at outreach, starting with grade school youth to create a college-going culture.
- Guild a quality image of AVC while supporting faculty and staff in their efforts to reach prospective students individually and through mass media.
- Support retention efforts.
- Create a robust program of private giving and community partnerships.
- Increase personnel to meet these goals.
- Ensure up-to-date equipment to support these goals.
- Over time, add workspace to support growing staff.

Funding for initiatives to support these Educational Master Plan requirements is requested annually through the district's budget augmentation request process. The Webmaster position was funded in 2008 to support these identified requirements.

The FY2007-08 budget expenditures for the Advancement and Foundation Office are as follows:

FY2007-08 Budget	Expended	Remaining
Advancement	\$318,070.05	\$53,349.52
Public Relations	\$447,768.67	\$31,838.20
Foundation	\$42,587.28	\$1,180.92
Net Totals	\$808,426.00	\$86,368.64



ANTELOPE VALLEY COLLEGE

At this time there is minimal funding by the District for development efforts (fundraising), and we are also underfunded in the public and governmental relations arena. The biggest deficit is in the area of staffing. We are understaffed in the following areas:

1. Coordinator, Communications position (frozen)
2. Director, Annual Giving and Special Events (was to be hired in 2008-09)
3. Coordinator, Scholarships
4. Public Relations Specialist (to be hired in 2009-10)

In addition, we have cut the budget for the class schedule, which will be produced primarily online. The advancement budgetary needs continue to grow with the growth of the campus. Expanding our campus support to Palmdale requires increased marketing, and we are woefully underfunded (and understaffed) in our efforts to support governmental relations initiatives.

Finally, the goal of the Advancement and Foundation Office is to migrate funding for development efforts to the district budget so that 100% of private and corporate gifts may be utilized for direct district support. Educational fundraising is typically institutionally funded, so that 100% of private gifts may go in support of educational programs and services. Currently, all operational funds for development efforts must be raised by the AVC Foundation, which includes private gifts, corporate grants, and occasional matching funds from private foundations or federal grants (Title V).

4. [Technical support is sufficient to implement and maintain technology and software in the service area. \(Accreditation Standard IIIC\)](#)

Information technology equipment (computers) ages rapidly, so supporting and maintaining the district's investment in information technology requires a steadily increasing budget to maintain operation of key software, equipment and services, as well as budget augmentations to enable periodic upgrades of equipment that has reached its "end-of-life." The Advancement and Foundation Office does not currently have the budgetary infusion to systematically replace IT equipment.

In addition, in the past the District had purchased the Advancement model for the Banner program, but did not have the sufficient personnel to provide the technical support to implement and maintain the technology and software required. The implementation of the Banner Advancement model would greatly assist the database management efforts for the Advancement and Foundation Office and would greatly enhance our external relations management which would greatly benefit the District and our students.

5. [Appropriate training is available for the use of technology in the service area. \(Accreditation Standard IIIC\)](#)

While a Technical Trainer is available to serve institutional information technology training needs, technical training for the Advancement and Foundation functions requires knowledge



ANTELOPE VALLEY COLLEGE

of donor management software and accounting software that is not standard to the district. In addition, a different level of commitment and often a much more costly investment in advanced technology training workshops and seminars is required by the Webmaster, and that District funding is unavailable.

6. Appropriate staff development activities are available for the acquisition and expansion of service area employees' knowledge and skills.

While some staff development activities such as participation in seminars and workshops for development and public relations professionals are encouraged, opportunities for the acquisition and expansion employees' knowledge and skills have been limited. This is primarily due to the high cost of such opportunities.

There is a dire lack of staff development support for the Webmaster position in particular. Due to the rapid technological changes in the Web/new media field, it's vital that the Webmaster have sufficient resources to attend a minimum of two conferences annually. It should be noted that technology training conferences typically cost more than other conferences.

However, employees are encouraged to participate in regional conferences with their peers from other institutions to share best practices and review solutions to commonly experienced Advancement and Foundation challenges.

E. Service Area Specific Standards: Refer to accreditation standards and to previous sections if appropriate.

1. Describe any particularly successful aspects of the service area as well as any honors, awards, or achievements earned by the service area and/or its employees.

Accreditation Standard III.D identifies the standards for the institution's development process.

Accreditation Standard III.D.2.e. All financial resources, including those from auxiliary activities, fund raising efforts, and grants are used with integrity in a manner consistent with the mission and goals of the institution.

The AVC Foundation continues to have successful audits, and has developed policies and procedures in line with IRS regulations to ensure the integrity of the Foundation's governance and fiduciary responsibilities.

The area of Public and Governmental Relations supports the entire institution through its marketing and communications efforts. It is through these communications efforts that we support student learning programs and services to improve institutional effectiveness. Through both print and online communications – most recently enhanced with the addition of the college's first Webmaster – that we support the instructional, institutional, and



ANTELOPE VALLEY COLLEGE

community-based support and dialog. Policies are in place and continue to be developed to enhance the communication between and among all stakeholders.

The Public and Governmental Relations area has received the following awards and recognition:

Gold Medallion (first place) – Western Region

Postcards (marketing tech ed programs), 2007, National Council for Marketing and Public Relations

Gold (first place) - National

Poster, 2007 Paragon Awards, National Council for Marketing and Public Relations

Bronze Medallion (third place) – Western Region

Fall 2007 Schedule of Classes, 2007, National Council for Marketing and Public Relations

Third Place

Feature Story, 2003, Community College Public Relations Organization (CCPRO)

First place

Sports Release, 2002, Community College Public Relations Organization (CCPRO)

In short, these efforts point to the college's award-winning marketing efforts to promote the college and put the institution in the best possible light through strong writing and eye-catching graphics.

More detail on accomplishments

- 2007 – Three different full-color postcards designed to promote the college's 56 vocational/technical programs among young adults. The cards, designed by the college graphic artist, featured bright graphics combined with a simple message, topping out competing entries from the entire region, which includes Arizona, California, Hawaii, Nevada and Utah.
- The college's Fall 2007 Schedule of Classes was presented a Bronze Medallion (third place). The schedule contained articles on the college, including a feature on a national-award-winning scholarship recipient, and display ads on college programs. The schedule was sent to more than 120,000 homes in the college service area.
- A comprehensive marketing plan that includes plans for strategic communications was partially funded in 2006-07 enabling the college to produce and mail a newsletter targeted at 20,000 homes of high school students and parents; and produce a series of postcards promoting AVC's vocational and technical programs to high school upper classmen.



ANTELOPE VALLEY COLLEGE

- Ongoing efforts to communicate with the public were continued through print media, radio, cablecast and direct mail in 2007, including mailing the schedule of classes to 125,005 postal patrons.

2. Describe any particularly difficult obstacles, either internal or external to the institution, which influence the effectiveness of the service area.

The greatest obstacles that influence the effectiveness of the Advancement and Foundation office remain internal, and they are specifically related to accreditation Standard III with regard to resources.

When this office was created in 2002, the Executive Director position was hired with no budget, no staff, no furniture, and no equipment. In 2003 we relocated to the former Human Resources Office, and only 3 cubicles remained in that room after the move. Our desks, chairs, conference table and other office equipment was scavenged from the college's "bone yard." The first computer for the Executive Director, though a district employee, was provided by the AVC Foundation. The Public Relations budget was utilized by the Executive Director for some district expenditures since there was no budget allocated for advancement or development efforts.

The responsibility for the marketing and branding of the college, both internally and externally, rests with the Advancement and Foundation Office. This includes all print publications, online Web presence, external publications, and media relations. Unfortunately, this area has been sorely understaffed for nearly 10 years. The Director of Public and Governmental Relations was to be paired with a Director of Marketing and Communications. However, internal negotiations with union representatives lowered that position to a Coordinator level position, which is now vacant and frozen due to budgetary constraints.

In addition, the graphic artist position, which was to have reported to the marketing area of this department, remained in the Instructional Multimedia Center. This creates a disconnect with regard to the coordinated creation and support of the marketing and branding of the college. Personalities in both the Instructional Multimedia Center as well as faculty who did not understand the structure of an advancement office did not support the graphic artists' move to the marketing area. Faculty thought, incorrectly, that they would no longer be served by the graphic artist. To this day, what should be a smoothly integrated marketing and communications area is disjointed, with the Webmaster reporting to the Director of Public and Governmental Relations, and the Graphic Artist reporting to the Dean of Instructional Resources.

In spite of these internal obstacles, the development efforts have thrived. Net assets for the AVC Foundation have grown from approximately \$400,000 in 2002 to over \$2 million. Scholarships have increased from \$22,000 to \$127,000, and the number of donors has increased as well. With this success comes an added workload, and the Advancement and



ANTELOPE VALLEY COLLEGE

Foundation Office has not been provided with the staff required to adequately manage and implement this growing function.

One significant obstacle is that the educational administrator over this function is also the only fundraiser for the department. Typically, the administrator would have at least one development officer to delegate specific development area functions: annual giving, major gifts, corporate and foundation gifts. With the administrative demands required to both manage district requirements for this office and to provide the staff support and management for the governing Board of Directors for the Foundation, there is very little time left for fundraising efforts. Expectations for capital campaigns, naming opportunities, and other significant fundraising efforts become unrealistic when the resources to support those initiatives are not provided.

In 2002, funding for a grants manager, a position which was to report to the Advancement and Foundation Office, was used to fund the reclassification of the Director of Human Resources position to one of Vice President. This has created an added responsibility for the Executive Director in submitting and managing corporate and foundation grants that would be better served in a separate position.

In 2007, the Superintendent/President decided to remove the scholarship adjudication function from the Financial Aid Office, where it is typically managed in most community colleges, and gave that job function to the Advancement and Foundation Office. A part-time hourly was hired to oversee the process. However, that position requires much more than a six-month clerical assistant. The growth of the scholarship program and the relationship-driven demands of donor stewardship require that a full-time scholarship coordinator be hired to oversee the continued growth of the scholarship program, outreach to prospective applicants, and oversight of the community-based adjudication of the scholarship application processes.

There have been external obstacles to contend with as well. The recession has had an economic impact on the development efforts as well. With more individuals losing their jobs, opportunities for individual gifts have been reduced. The significant drop in financial markets has also impacted prospects with means. Changes in the tax structure that once created an incentive for individuals to donate private funds are no longer in existence, and our planned giving attorneys have informed us that the likelihood of large estate gifts has, as a consequence, diminished.

That notwithstanding, we have an outstanding team of employees in the Advancement and Foundation Office. They are dedicated, hard-working, and efficient. They have produced more with limited resources that one could expect, and the caliber and quality of events, activities, and publications continues to increase. With an added investment in resources, the Advancement and Foundation could grow to bring in multiple millions in private and corporate gifts and grants to the district.

Section III. Planning



ANTELOPE VALLEY COLLEGE

A. Integration of Educational Master Plan Goals

Accreditation Recommendations: List the most recent accreditation evaluation team's recommendations for the service area and describe the service area's progress in implementing these recommendations.

Accreditation Self-Study Planning Agendas: List the planning agendas related to the service area that were published in the most recent Accreditation Self-Study Report under the Educational Master Plan Goals, and describe the service area's progress in implementing these planning agendas.

1. Existing Service Area Goals: List the existing service area goals/objectives under the Educational Master Plan Goals, and describe the service area's progress in implementing these goals/objectives. Include goals that support student learning and operational outcomes.

The goals, or operational outcomes, for the Advancement and Foundation Office are as follows:

1. Secure and maintain an engaged, diverse, high-level Foundation Board of Directors who will serve as the governing board for the Foundation, advocate on behalf of the college, and support partnerships and private gifts.

PROGRESS TO DATE:

The board currently consists of a very diverse population, divided almost equally between men and women. The board has the majority representation from the city of Palmdale (13) with 9 members who work or reside in Lancaster and one representative from Boron. A broad variety of industries are represented, and the majority of board members are actively engaged in advocating for the college.

2. Provide additional resources for the college by conducting annual, capital and endowment campaigns and overseeing the grant request process.

PROGRESS TO DATE:

Gifts continue to increase (see section I.C.) and more than \$291,000 is being returned to the college in program support.

3. Raise awareness of the AVC Foundation's role in support of the college.

PROGRESS TO DATE:

The awareness continues to increase, both in the student population and in the community. This is reflected in increased enrollment and giving.

4. Integrate the development efforts as a college function raising awareness and support for the AVC Foundation from employees and students.

PROGRESS TO DATE:

The AVC Foundation is hoping to implement a third amendment to the master agreement with the college, enabling a transition in support for a development officer position. The



ANTELOPE VALLEY COLLEGE

President's role in championing this department and the efforts of the AVC Foundation continue to be critical in legitimizing and advocating for increased private and corporate gifts to support the college.

5. Create an alumni program that reconnects and engages alumni in the future of Antelope Valley College.

PROGRESS TO DATE:

The Alumni and Friends committee has grown to produce college events involving alumni and the community at large. This includes four Achievement Award Dinners and the 75th anniversary gala, raising more than \$180,000. Preparations are under way for the 80th anniversary gala celebration. In addition, the alumni and friends group supported the first Winetasting in October 2008, and is looking into the creation of a nursing alumni group. Targeting segments of the alumni populations will assist to cultivate and develop long-term relationships and hopefully giving from our alumni back to AVC. Alumni e-mail lists are used to communicate with our former students, and the alumni Web site is being revised.

6. Develop and continuously improve a donor relations program to thank and engage donors and cultivate repeat gifts.

PROGRESS TO DATE:

Donors are thanked and receive their appropriate IRS deduction letters through the Advancement and Foundation Office. In addition, donors are recognized through various publications, including the Foundation News newsletter, which is mailed to more than 8,000 stakeholders. They are invited to AVC events, and in 2008 the AVC Foundation Board of Directors created a Donor Stewardship standing committee to increase the stewardship and connection with our donors. We are looking to create a donor wall both in the Administration Building and in some of the new capital projects on campus.

7. Provide leadership for the college district's public information and marketing activities.

PROGRESS TO DATE:

The Director of Public and Governmental Relations is the key point person to disseminate information to the public and community at large. All marketing activities should be funneled through the Director of Public and Governmental relations to ensure the standards for AVC branding are maintained. Procedures are in place to ensure consistency in brand identity and communications, and those are now extending to the Web through the Webmaster who reports to us. This effort would be maximized when the graphic artist position is reorganized to report to the advancement office.

8. Assist in student recruitment by disseminating information on programs and services to Antelope Valley residents.

PROGRESS TO DATE:

The Advancement and Foundation Office not only supports student recruitment through its ongoing communication and marketing, but the outreach efforts on behalf of the AVC Foundation also positively impact the dissemination of information on programs and services to Antelope Valley residents. The Executive Director frequently attends local community meetings such as Chamber of Commerce luncheons, Board of Trade, and other local service



ANTELOPE VALLEY COLLEGE

organizations to give presentations updating those groups about both the college and the Foundation.

9. Utilize technology to improve and increase communications about college programs and activities, create partnerships and garner support for the college with its various stakeholders -- employees, students, and the greater community.

PROGRESS TO DATE:

The addition of the Webmaster has made a tremendous impact on the improved and increased communications with our stake holders. Discussions are underway to explore the acquisition of the advancement model in Banner, which will only enhance the ability to better communicate with our constituent groups. Increased ITS support will also be of help in managing some of the online giving and e-mail lists that would greatly enhance partnerships and garner support for the college.

10. Furnish accurate and timely information along with interpretations and explanations of the institution's plans and programs to all internal and external constituents.

PROGRESS TO DATE:

The Director of Public and Governmental Relations has the responsibility of furnishing accurate and timely information to our stakeholders, and this function is managed promptly and accurately.

The Educational Master Plan reflects the above mentioned goals. The need to communicate AVC's message to a fast-growing and increasingly diverse population will rely on an investment in personnel and budget. Hiring the Webmaster, part of the 2005 Staffing Plan, has provided greater online communication and support for the institution. The Director of Annual Giving was to have been hired simultaneous with the Webmaster, but that position was not moved forward. In addition, there is a need for an additional designer and public relations specialist to assist with news media and marketing functions. A Development Officer is needed to oversee the growing scholarship program as well.

The Advancement and Foundation Office is also facing space limitations, and will need expanded facilities to accommodate both increased staff and increased event management. A strategic plan for purchasing furniture and equipment, especially computers, is also required.

Of the 5 recommendations described in the 2004 Report, none were directed toward the Advancement and Foundation Office's service area. The recommendations involved improvements in the areas of planning, communication, student learning outcome development, diversity, and human resources and organizational structure.

B. Identify and describe any important trends in the following areas which effect department goals.

- Changes within the department.
- Changes within the customer base served by the area under review.
- Changes within the organizational structure and direction of the institution.



ANTELOPE VALLEY COLLEGE

- Changes in federal or state laws that have an effect on department functions.

Changes in the Advancement and Foundation area since 2003 have included staffing increases (the addition and subsequent freezing of the coordinator for communications and the Webmaster), workload and scope increases, and budget decreases. The Advancement and Foundation Office increased from 6 full-time employee positions in 2003 to 9.5 full-time employee positions in 2009. Of those 9.5 positions, the coordinator for communications is frozen. Two positions, and hourly that worked 160 days overseeing the scholarship program and annual giving and a clerical support person that worked approximately one-half of the year have provided part-time support for the added workload. Workload and scope increases are illustrated by the growth in the numbers of students served, growth in the community, and the increased numbers of gifts processed and donors stewarded.

The customer base served is increasing to reach out to the growing Antelope Valley population. Our student base has increased to more than 15,000 students, and as more and more people move to the Antelope Valley the need for communication and prospect cultivation has grown.

Changes within the organizational structure and direction of the institution have been impacted most greatly by the current California state budget situation. With the new Webmaster, we are moving to greater implementation of our online resources. And, the overall financial need is greater than ever, putting greater emphasis on the need for private and corporate gifts to fill the gap in funding.

In the area of compliance with state and federal laws, there has been increased attention in Foundation management by the IRS over the last 7 years. Issues including the Enron scandals, the implementation of Sarbanes-Oxley, and more intensive scrutiny by the IRS have required the AVC Foundation to be even more prudent with its policies and procedures.

- C. Describe the goals for the department with reference to the goals and strategies of the college's Education Master Plan. Include both short-term (3-5 years) and long-term (10 year vision) objectives.

The Advancement and Foundations objectives are listed in section III.A.1 of this document. These are reviewed and updated annually by the Advancement and Foundation employees and the Foundation Board of Directions. These objectives support the master plan but necessitate increased resources in staffing, equipment and facilities.

- D. Describe the resources needed to maintain and improve service quality and to reach the service area's goals and objectives. For each item provide detail equivalent to that required for budget augmentation requests, for example, hours for part-time employees, amount of overtime, cost of remodeling.

1. Short Term (3-5 years):



ANTELOPE VALLEY COLLEGE

- Permanent positions
- Temporary employees
- Supplies, mileage, contracts, etc.
- Technology/equipment/furniture
- Remodeling of facilities
- Overtime
- Software
- Other

Short-term (3 – 5 years)

In late 2005, the president requested staffing plans from all areas and divisions. The Advancement and Foundation area submitted a staffing plan in 2006 that projected staffing needs based on anticipated institutional growth and development both in Lancaster and in Palmdale. These projections identified the human resources needed in to maintain service quality at current levels as the institution continues to grow.

The staffing plan initially had 5 phases as well as a long-term goal. This plan has been adjusted to address changing institutional requirements for advancement needs and to carry forward those positions from earlier phases that are still needed but have not been funded. Personnel requests submitted as budget augmentation requests have followed this plan annually since the FY2005-2006 fiscal year.

Positions Requested	Cost Estimate (including benefits)
Director of Annual Giving and Special Events (SR36) (requested in FY 2006-2007 and FY 2007-2008)	\$ 118,526.00
Designer (SR17) Phase I request	\$ 55,321.80
Web assistant (SR16) Phase II request	\$ 53,366.10
Development Assistant – Gift Processing(SR12) Phase II Request	\$ 46,208.70

Hourly employee funds were granted in FY07-08 and FY08-09 to support the scholarship adjudication process, which was transferred from the Financial Aid Office to the Advancement and Foundation Office. In addition, the AVC Foundation has funded part-time hourly help since

Beyond additional staffing other requested resources have centered around one time allocations for marketing and mailing. The district budget has increased primarily to the



ANTELOPE VALLEY COLLEGE

addition of full-time staff. In January 2007 the Database Assistant was fully-paid by the district. Also in 2005 the Coordinator for Communications was hired. That position was subsequently frozen in February 2008, but the Webmaster position was hired in July 2008.

In addition, with the transfer of the scholarship adjudication responsibility from the Financial Aid Office to the Advancement and Foundation Office, the district has committed to fund this function, which has been a commitment of approximately \$23,000 for six months.

In addition to the preceding resources, physical space and furniture for this service area is needed. This office needs “counter service” for donors, prospects, students and employees. The addition of the scholarship adjudication, as well as the events required of an advancement office, necessitate much needed space for event staging, management of over 400 scholarship applications, and meetings with committees of the Foundation Board of Directors as well as other campus committees. Requests for space have not yet been addressed.

2. Long Term (10 year vision):

- Permanent positions
- Temporary employees
- Supplies, mileage, contracts, etc.
- Technology/equipment/furniture
- Remodeling of facilities
- Overtime
- Software
- Other

The expansion of the Advancement and Foundation staffing plan is indicated. These are required to meet the growing demands placed on the Advancement and Foundation service area, in both the public relations and development functions.

Writer/Editor (SR20) Phase III Request	\$ 61,632.90
Advancement Assistant – Public Relations (SR13) Phase III Request	\$ 47,902.20
Grants Manager (SR20) Phase III Request	\$ 61,632.90
Director, Alumni Relations (SR36) Phase IV	\$ 118,526.00
Director of Marketing & Communications (SR36) Phase IV	\$ 118,526.00



ANTELOPE VALLEY COLLEGE

Additional budget will be required to produce marketing and communications materials to serve both the Lancaster and Palmdale campuses. The Web site will increasingly require additional maintenance and attention, and will serve as a key tool for mass communications.

On the development side, the ever growing need for private and corporate funding requires an investment in development efforts. Studies indicate that for every development officer hired an additional \$350,000 plus can be anticipated in private giving. To meet the increasing expectations for private funding and grants an investment in the development infrastructure is required. To have these expectations without the proper resources to invest in this function will merely set this area function up for failure.

Finally, a facility to accommodate increased personnel will be required. As the key connector between the college and all external constituents, facilities that reflect the pride and credibility of this institution are desirable. However, competition for facility space is intense and increases as the institution grows.

Section IV. Summaries and Recommendations

For Sections I - III of the self-study, provide the following information and relate its impact to the Vision and Operational Outcomes.

A. A summary of the findings and their significance.

Significant findings described in this document include the following:

- The Advancement and Foundation Office has grown tremendously and has demonstrated successes over the past six years since it's creation in July of 2002.
- A number of key Advancement and Foundation positions remain unfunded, despite repeated requests and significant justifications based on institutional priorities.
- The advocacy for this office by the administration could be strengthened to increase awareness of the functions that advance the college in the community. This includes support from both internal and external constituents, as well as funding for additional staff, space and equipment. An investment in advancement services will bring significant additional revenue to the district through private and corporate giving and increased community awareness of what the district provides to our community.
- Development efforts (fundraising) , by necessity, a permanent and growing institutional function.
- Expectations for advancement office functions – from fundraising and alumni relations to public and government relations (marketing and communications) – continue to grow without the investment in basic infrastructure and resources – human, financial and physical.
- Operating funds are inadequate to support the level of marketing and communications to the community at large to create the type of support and partnership required for a college of this size and scope.



ANTELOPE VALLEY COLLEGE

- Efforts to “friend raise” with an Alumni Relations program is becoming increasingly important, yet staff and resources to support these efforts are unavailable and not likely to be forthcoming.
- Grant management needs to be institutionalized within the Advancement and Foundation Office, and requires both staff support and backing from administration to ensure compliance.
- With current staffing and funding levels, the Advancement and Foundation Office will soon be unable to keep up with the increased workload resulting from successful development efforts.

Development at educational institutions encompasses a sophisticated and comprehensive program of annual giving, campaigns, major gifts, and planned giving. While alumni annual giving remains the cornerstone of the development function, other sources of funding include the community, corporations, foundations, trustees, faculty and staff, parents and current students. All donations/gifts to AVC must be given through the AVC Foundation, the non-profit 501 (c) 3 established to legally accept tax-deductible contributions in support of the college. Most non-governmental grants are required to give a portion of their funding to a non-profit agency. It is through the AVC Foundation that these grants may be received on behalf of the district.

The role of the Advancement and Foundation service area becomes increasingly critical in light of the growth of the college expanding to two campuses, Palmdale and Lancaster, and the growth of the community itself. Many in the community have been unaware of the excellence in education provided by the Antelope Valley College faculty and staff. As more and more people move to the Antelope Valley, it becomes more important to ensure that the community at large has an awareness of and appreciation for higher education provided by AVC.

B. A list of major recommendations which include:

- A plan of action for implementation of goals and objectives for improvement or enhancement of the service area and associated costs.
- Expected outcomes of goals and objectives.
- A reasonable timeline for attainment of goals and objectives.

Major recommendations include increased staffing, realignment of the graphics area to create a fully-intergrated marketing and communications implementation strategy, facilities support to provide and adequate and efficient workspace and technology.

Recommendation	Estimated Cost	Implementation Timeline	Operational Outcome
Complete the staffing plan as proposed	\$681,642.60	5 - 8 years	1, 2,3, 4,5,6,7, 8,9,10
Provide furniture to fully utilize office spaces	\$46,722.87	3-5 years	2, 5



ANTELOPE VALLEY COLLEGE

Provide budget for systematic technology upgrades (hardware and software, including Advancement modules of Banner)	\$75,000	3-5 years	1, 2, 3, 4, 5, 6, 7, 9
Work with Facilities Planning and Campus Development to identify facilities to accommodate area personnel and services.	Unknown, to be estimated by Facilities Planning and Campus Development office.	3 – 5 years	2, 3, 4, 6

The goals of the Educational Master Plan continue to be sound. However the expectations for the Advancement and Foundation Office continue to exceed the resources allocated to meet them. Board members and CEOs must get regular reality checks so that, perhaps, overtime they will understand that hiring a development director and adding all manner of related (and sometimes, unrelated) other duties on that person will not result in success.

With increased expectations on the community impact and support required by this growing campus, an investment in the Advancement and Foundation Office will help reap the financial resources, partnerships and good will that will help to provide the needs unmet by state budgetary constraints. AVC must ensure a stronger commitment to providing the resources necessary to support the operation of the district and to sustain the Educational Master Plan.

Fundraising is a full time job. Someone needs to oversee all the people involved—those running events, managing the database, writing the communication pieces. And, while this person – the Executive Director – should also be fundraising, the ED should have a small book of business, primarily the largest donors to the organization. The other pieces of fundraising should be handled by development officers dedicated to this or that area.

At this point in time the AVC Foundation is too small to have such a large staff. But here’s the important point: it will remain small if the institution doesn’t invest in fundraising.

Studies show that mature development organizations increase fundraising five times with each new dedicated development staff person. The key is the word mature. So we must start with one dedicated fundraiser and when he or she raises two times his or her salary, add another fundraiser. In this way, our organization can and will grow and flourish. But a second key here is the word dedicated.

One person cannot oversee, manage, plan *and implement* it all. Our board and CEO need to understand what we do and why, and what it would take to raise \$3 million (or the current



ANTELOPE VALLEY COLLEGE

fundraising goal). If you are hiring or managing that one person, understand that you are setting them and your organization up for failure.

Similarly, the image of the college will continue to be one of a *junior* college unless a greater investment in marketing resources is undertaken. We are doing an excellent job with the limited resources we have, but it is not enough to serve the growing population of this valley. With the reduction in state support, an increased legislative agenda as well as a more robust marketing and communications program will better serve our students, the college, and this community.

C. A list of recommended changes in the Educational Master Plan, Facilities Plan or the Vision and Operational Outcomes.

The Vision and Operational Outcomes, Educational Master Plan and Facilities Plan for the area under review should be reviewed and revised to: (1) meet customer needs, (2) respond to institutional priorities, (3) adequately reflect changes in the area's professional disciplines as well as changes in operational or educational methodology and technology, (4) address external mandates such as state requirements, industry and professional standards, etc.

If the resource requirements are met, the functions and services provided by the Advancement and Foundation Office can successfully meet the growing expectations of this college and this community. We continue to work to enhance the image and increase the visibility of the crucial role Antelope Valley College provides for our community. With an investment in this function, this office can significantly increase the private funding needed to bridge the ever-increasing gap between the college's educational needs and the state funding that is provided.