

**BOARD OF DIRECTORS MEETING
PASADENA CITY COLLEGE FOUNDATION
QUARTERLY REGULAR BUSINESS MEETING**

Tuesday, March 19, 2019

7:30 a.m. Open Session

Pasadena City College

Circadian Room

1570 East Colorado Boulevard, Pasadena, California 91106

AGENDA

Notice: Members of the public may request the opportunity to address the Board regarding any item on the agenda. To do so, please complete a "Request to Address the Board" form and give it to the Board Secretary prior to the deliberation of the agenda item. Individual speakers are limited to five minutes; total audience participation on any agenda item is limited to thirty minutes.

QUARTERLY REGULAR BUSINESS MEETING

I. CALL TO ORDER – Bill Hawkins, President

II. OPEN SESSION

A. PUBLIC COMMENT ON NON-AGENDA ITEMS

The Brown Act prohibits the Board from discussing or taking action on any item not on the agenda.

B. ANNOUNCEMENTS AND INTRODUCTIONS

III. ACTION ITEMS

- Pg. 2..... 1. Approval of Minutes of December 18, 2018 | Quarterly Board Meeting
Pg. 6..... 2. Election of new Directors – Sandi Mejia-Ramirez
Pg. 11..... 3. Approval of Advisor qualifications

IV. REPORTS

A. COLLEGE PRESIDENT'S REPORT – Dr. Erika Endrijonas

- Pg. 12..... **B. TRUSTEE LIASION REPORT– Hoyt Hilsman and Sandra Chen Lau**

C. OVERVIEW OF CAMPAIGN PROGRESS – Dr. Jack Scott

- Pg. 13..... **D. FINANCIAL REPORT – Wade Winter**

E. PCC FOUNDATION PRESIDENT'S REPORT – Bill Hawkins

- Pg. 27..... **F. EXECUTIVE DIRECTOR'S REPORT – Bobbi Abram**

G. ADJOURN QUARTERLY REGULAR BUSINESS MEETING

V. FUTURE BOARD ACTIVITY DATES

Hometown Legend Series: Sigrid Burton – Thursday, March 28, The Armory at 5:30 p.m.
Next board meeting – Tuesday, June 18, 2019

VI. FUTURE COMMITTEE MEETINGS

Board Development Committee – Tuesday, March 26, 2019

Executive Committee – Wednesday, April 10, 2019

Finance & Investment Committee – Thursday, May 2, 2019 (change from previous date)

**BOARD OF DIRECTORS MEETING
PASADENA CITY COLLEGE FOUNDATION
MINUTES OF THE
QUARTERLY REGULAR BUSINESS MEETING**

Tuesday, December 18, 2018

7:30 A.M. Open Session

Pasadena City College

Circadian Room

1570 East Colorado Boulevard, Pasadena, California 91106

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The Board of Directors of the Pasadena City College Foundation met on Tuesday, December 18, 2018 in the Circadian Room, Pasadena City College, located at 1570 East Colorado Boulevard, Pasadena, California 91106.

QUARTERLY REGULAR BUSINESS MEETING

I. CALL TO ORDER

The meeting was called to order at 7:44 a.m. by Mr. Bill Hawkins, President. He noted a quorum was present.

Board of Directors Present:

Mr. Scott Bell
Ms. Vivian Chan
Ms. Dana Dattola
Mr. Jon Fuhrman
Dr. Bill Goldmann
Mr. William Hawkins (President)
Mr. Preston Howard
Dr. James Kossler
Mr. Michael Mitchell
Ms. Ryan Newman
Ms. Diane Rankin
Ms. Estela Richeda

Mr. Jim Sarni (Past President)
Ms. Gloria Scharre Pitzer (Vice President)
Mr. R.C. Schrader
Mr. Don Schweitzer (Secretary)
Dr. Jack Scott
Ms. Phyllis Specht
Mr. Chuck Stanislowski
Mr. Gregory Sun
Mr. Ladd Thomas
Dr. Rajen Vurdien
Mr. Wade Winter (Treasurer)

Board of Directors Absent:

Mr. Ralph Frammolino
Ms. Carmella Grahm
Ms. Susan Kinney

Ms. Sandi Mejia Ramirez
Ms. Clara Potes-Fellow

Board of Trustees Liaisons:

Mr. Hoyt Hilsman

Advisory Members Present:

Mr. Mel Cohen
Mr. John Cushman
Mr. Mark Ladesich
Ms. Bobbie Moon
Ms. Janet Rose

Foundation Staff Present:

Ms. Bobbi Abram, Executive Director
Ms. Kris McPeak, Director of Operations
Ms. Dolores Ybarra, Development Manager

Guest(s):

Ms. Nancy Davis

II. OPEN SESSION

A. PUBLIC COMMENT ON NON-AGENDA ITEMS

It was announced that individual portraits would be taken during the meeting and then a group photo after action items were voted on.

B. ACTION ITEMS

1. Approval of Minutes of the September 18, 2018 Quarterly Board Meeting.

MOTION: **ON MOTION OF** Dr. Goldmann and seconded by Mr. Fuhrman, the Board voted by unanimous vote of the twenty three members present (Bell, Chan, Dattola, Fuhrman, Goldmann, Hawkins, Howard, Kossler, Mitchell, Newman, Rankin, Richeda, Sarni, Scharre-Pitzer, Schrader, Schweitzer, Scott, Specht, Stanislawski, Sun, Thomas, Vurdien, Winter) to approve the minutes of the September 18, 2018 Quarterly Board Meeting.

2. Acceptance of 2017-2018 Audit.

Mr. Ladesich presented the audit to the board. He recognized the Foundation staff on all their hard work on the audit. Mr. Stanislawski noted that the auditors could only note errors, not a job well done. He thanked the audit committee for their hard work.

MOTION: **ON MOTION OF** Mr. Stanislawski and seconded by Mr. Howard, the Board voted by unanimous vote of the twenty three members present (Bell, Chan, Dattola, Fuhrman, Goldmann, Hawkins, Howard, Kossler, Mitchell, Newman, Rankin, Richeda, Sarni, Scharre-Pitzer, Schrader, Schweitzer, Scott, Specht, Stanislawski, Sun, Thomas, Vurdien, Winter) to accept the 2017-2018 Audit.

I. REPORTS

A. COLLEGE PRESIDENT'S REPORT

Dr. Vurdien announced that for the third year in a row the college's audit had no findings and were given an excellent audit report.

Dr. Vurdien stated that enrollment intersession is 60% higher than last year. He also announced that PCC is number one in associate degrees for transfer (ADT).

Dr. Vurdien thanked the Foundation Board members for their time and hard work during his time as President.

B. TRUSTEE LIASION REPORT

Mr. Hilsman recognized Dr. Vurdien's work at the college and thanked him for his service. He then made the announcement of PCC's new President, Dr. Erika Endrijonas. The Board of Trustees is scheduled to approve Dr. Erika Endrijonas at the January 16th meeting.

C. CAMPAIGN PROGRESS REPORT

Dr. Scott gave an update on the campaign and announced the campaign has surpassed the \$10 million dollar goal. He noted the campaign does not conclude until June 2019 and a celebration will be announced.

Dr. Scott thanked the Foundation Board and staff for all their work throughout the campaign.

D. FINANCIAL REPORT

Mr. Winter gave the financial report, noting that expenses are on point and same as of this date, last year.

He noted the market continues to be very volatile but numbers are continuing as expected.

E. PCC FOUNDATION PRESIDENT'S REPORT

Mr. Hawkins thanked Dr. Vurdien for his time and work at the college.

Mr. Hawkins announced 250 scholarships were awarded to students this month, totaling over \$275,000 dollars.

Mr. Hawkins then reminded the board of other student needs including housing, food insecurity and transportation. He noted the Giving Tuesday Campaign raised over \$12,000 to support the Lancer Pantry.

F. EXECUTIVE DIRECTOR'S REPORT

Ms. Abram updated the board on recent major donations to the nursing program. The Foundation is working on having the needs of the program met. She also announced the Business Council is working to find more clinical sites for the program.

Ms. Abram announced the Strategic Planning Committee will be conducting one-on-one meetings with each board member to discuss the new strategic plan.

II. FUTURE BOARD ACTIVITY DATES

A. Tuesday, March 19, 2019

Board of Directors Meeting – 7:30 a.m., Circadian Room

III. ADJOURNMENT

Mr. Hawkins adjourned the meeting in memory of John Gregory and Dr. Stephen Kanter at 9:05 a.m.

MOTION: **ON MOTION OF** Mr. Fuhrman and seconded by Mr. Howard, the Board voted by unanimous vote of the twenty three members present (Bell, Chan, Dattola, Fuhrman, Goldmann, Hawkins, Howard, Kossler, Mitchell, Newman, Rankin, Richeda, Sarni, Scharre-Pitzer, Schrader, Schweitzer, Scott, Specht, Stanislawski, Sun, Thomas, Vurdien, Winter) to adjourn the Quarterly Regular Business Meeting held on Tuesday, December 18, 2018.

MOTIONS CARRIED – December 18, 2018

1. To approve the Minutes of September 18, 2018 Quarterly Board Meeting.
2. To accept the 2017-2018 Audit.
3. To adjourn the Quarterly Regular Business Meeting held on Tuesday, December 18, 2018.

Respectfully submitted,

By: 
Don Schweitzer, Secretary

PASADENA CITY COLLEGE FOUNDATION

2018-2019 SLATE OF DIRECTORS

Term Ending 2019	Term Ending 2020	Term Ending 2021
Carmella Grahm	Bill Goldmann	Vivian Chan
Nancy Lan (to fill seat of John Gregory)	Jon Fuhrman	Scott Bell
Michael Mitchell	Bill Hawkins	Clara Potes-Fellow
Charmayne Ealy (to fill seat of Stephen Kanter)	Preston Howard	Jim Sarni
Jim Kossler	Susan Kinney	Don Schweitzer
Sandi Mejia	Gloria Pitzer	Jack Scott
Stephanie Lam	Diane Rankin	Greg Sun
Phyllis Specht	Estela Richeda	Ralph Frammalino
Ladd Thomas	RC Schrader	Ryan Newman
Dana Datolla	Charles Stanislawski	Open Seat
Wade Winter	PCC President, Erika Endrijonas (to fill seat of Rajen Vurdien)	
AS President, Ex officio, Colin Kim		

Updated 3/15/19

STEPHANIE LAM

1095 ROSALIND RD, SAN MARINO, CA 91108 • (626) 272-2775 • lams@usc.edu

EXPERIENCE

Kam Sang Company, Inc., Arcadia, CA

VP of Asset Management, Hotels and Commercial Properties Division, September 2014 to Present

- Drafted detailed valuation model for \$150M sale of commercial property based on true T-12 at 6.5% net
- Modeled various capitalization structures based on lender negotiations to recommend optimal financing alternatives for \$130M commercial property acquisition
- Created waterfall analyses outlining financial forecast rationale as part of due diligence for the potential purchase of several hotel and commercial properties and presented deliverables to senior management
- Produced Corporate segment cash flow forecasts used by Treasury for year-end cash planning and capital structure management purposes
- Finalized quarterly and annual budgets for hotels and commercial properties to reduce expenses by 5%

Asset Manager, Hotels and Commercial Properties Division, June 2013 to September 2014

- Performed due diligence on potential \$170M hotel property acquisition in a Section 1031 like-kind exchange
- Responsible for the analysis of variances against budget for the construction and opening of The Ritz-Carlton Rancho Mirage, providing ad-hoc financial analysis, decision support, and hotel operations budget forecasting
- Acted as senior project manager working directly with contractors and Ritz Carlton project managers to manage timely completion of construction project per The Ritz-Carlton and Marriott Corporate brand standards
- Worked as a part of Corporate in-house interior design team on the completion of The Ritz-Carlton Rancho Mirage as well as on renovations for the Hilton Lake Las Vegas

Ernst & Young, LLP, Los Angeles, CA

Assurance Staff - Financial Services Office, September 2011 to June 2013

- Audited management-prepared valuations for both equity and debt positions including capital structure waterfalls, DCF models, and market multiple approaches
- Conducted comparable company analyses to validate multiples used in support of portfolio company valuations
- Communicated frequently with Controllers, CFO's, and portfolio managers regarding fund performance and testing procedures
- Industry exposure includes mezzanine debt funds, private equity firms, and other buy-side financial institutions
- Utilized Bloomberg terminals to help value complicated derivatives

EDUCATION

University of Southern California, Marshall School of Business, Los Angeles, CA

Masters of Accounting, May 2011

Graduation Class Speaker, Took Optional MBA Course in Strategy And Operations Through CFO Lens

GPA: 3.4

Bachelor of Science in Accounting, May 2011

Dean's List, Alpha Lambda Delta Honor Society

GPA: 3.5

Stanford University, Economics, Palo Alto, CA (Summer 2007)

QUALIFICATIONS/SKILLS & INTERESTS

Certified Public Accountant (Active)

- Licensed by the California Board of Accountancy as of December 2012

Software

- Financial: Microsoft Office, Capital IQ, Yardi, Great Plains
- Design: Photoshop, Illustrator, AutoCAD

Interests

- Certified Yoga Sculpt Instructor



Abbreviated Resume

Nancy C Lan

Personal information: Married to John Hall (Caltech Professor) ; Reside in Altadena CA and have one son Galen Hall

Email: nancyclan@yahoo.com

Education: B.S. Chemistry, Fu Jen Catholic Univ., Taiwan
Ph. D. Biochemistry, Kent State Univ.
Post-Doctoral fellow, Physiology, Univ. of Illinois

Academic Appointments: Research Faculty at
UCSF (Molecular Endocrinology)
Caltech (Molecular Immunology)
USC (Molecular Pharmacology)

Honor: Caltech Honorary Alum

Research Awards: Principal or co-principal investigator of seven research grants funded by NIH, NSF and private donors

Industrial Positions: Cocosys Inc (V.P. of Research and Drug Discovery ;
V.P. of Scientific Affairs and Intellectual Property)
E Con Pharmaceutical Consulting (Principal, IP management and out-licensing patents for clients)

Publications: Author or co-authors of
66 journal articles
23 book chapters and review articles
13 U.S. issued patents
16 patent applications

Volunteer positions: USC Pacific Asia Museum (docent since 2010, honorary docent, education and new docent training chair)
Caltech Y (board member since 2006)
Caltech student cooking class (since 2006)

L. Charmayne Mills Ealy

2268 Mar Vista Ave. • Altadena, CA 91001
 Phone: 626-644-1569 • Fax: 626-798-4889
 E-Mail: Charmayneme@aol.com



RESUME

PROFESSIONAL EXPERIENCE

STEAM:CODERS, Director of Operations, Pasadena, CA. 2014 - Present

STEAM:CODERS inspires underserved and underrepresented K-12 students and their families through *Science, Technology, Engineering, Art, and Math (STEAM)*. The nonprofit teaches logic, critical thinking and problem solving.

United States Department of Justice, United States Trustee Program, Los Angeles, California 1984-2014 (Retired).

Served as the Assistant United States Trustee for the Central District of California, Los Angeles Office from December of 1984 to July 2014. Performed principal duties of supervision and oversight of bankruptcy cases filed in the Central District of California. Assigned to perform regional responsibilities for management and administration of program operations for all four offices in the region. In addition, managed and monitored the oversight of assignment, training, and performance of trustees appointed to administer bankruptcy cases.

United States Department of Justice, Justice Management Division, Washington D.C. 20530-1979-1984

Served as a Budget Analyst for the Justice Management Division. Appointed as a Presidential Management Intern 1979-1981.

EDUCATION

University of Southern California
 Los Angeles, California 90007
 Masters, Public Administration, 1979

University of California, Los Angeles
 Los Angeles, California 90024
 B.A. Political Science, 1976

COMMUNITY ACTIVITIES



Pasadena Delta Foundation – Board of Directors 2014 – Present

Member of the Pasadena Delta Foundation Board, a 501(c)(3) non-profit organization dedicated to supporting the academic awards and public service programs of the Pasadena Alumnae Chapter of Delta Sigma Theta Sorority, Inc.

Pasadena Child Health Foundation – Board of Directors 2010-2016

Pasadena

Child Health Foundation Board (PCHF) - a private foundation (501)(c)(3). PCHF promotes mental and physical health by providing funding to organizations working to reduce disparities that adversely impact the health of children living in or attending school in the Pasadena Unified School District area.

Jack and Jill of America, Inc. – Pasadena Chapter - 1999 to 2013

Member

and President of local chapter of Jack and Jill of America, Inc., an African American organization of mothers who nurture children ages 2-19 through chapter programming, leadership training, and philanthropic giving.

Friends of Cleveland Elementary School, Pasadena - 2003 – 2012

Member of

Group consisting of seven families who adopted Cleveland Elementary School to provide support for school programming and operational needs.

California African American Museum – Board of Directors – 2000 to 2010

President,

Friends Foundation for the California African American Museum, 2006-2008

President, State

Board of Directors of the California African American Museum, 2001-2006

Member, Delta Sigma Theta Sorority, Inc.

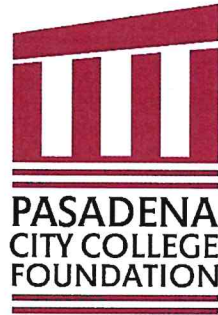
Member, Pasadena Altadena Chapter of The Links, Inc.

Friend, Pasadena Altadena Community Endowment Fund (PACEF)

Member, Steward Board –First African Methodist Episcopal Church, Pasadena, CA

PERSONAL: Married to Raymond Ealy with one son, Aaron Mills Ealy

INTERESTS: The Arts, and Reading



CRITERIA FOR SELECTION AS ADVISOR TO THE BOARD

The Pasadena City College Foundation, in accordance with its Bylaws, may select members of the community to serve as Advisors to the Board.

The purpose of the Advisors is to support the PCC Foundation to:

- Create an historical legacy of strong and continuous leadership in the community
- Engage individuals, organizations and corporations in the college community
- Advocate for initiatives that support the Foundation, Pasadena City College, and its students
- Provide assistance as needed in public relations, communications and fundraising
- Serve as a resource of advice and counsel to the Foundation on organizational issues

To bring structure and recognition to this group, the Board Development Committee recommends the following criteria be established to determine qualification and renewal of Advisors:

1. Advisors will be asked to serve a three-year term, but there are no term limits. After three years, the Advisors will be evaluated to determine whether they are interested and eligible for renewal.
2. Advisors will be engaged with the PCC Foundation in the following ways:
 - ✓ Attend Foundation events
 - ✓ Serve as a resource when called upon by the Board of Directors or Executive Director
 - ✓ Serve on a committee, if desired
 - ✓ Engage as a resource in fundraising strategies and solicitations
 - ✓ Financially support the Foundation
3. Advisors will receive invitations to Board meetings, social events and are invited to serve on PCC Foundation committees.
4. Upon completion of a three-year term, the Board Development Committee will review qualifications and eligibility of Advisors and make a recommendation to the Executive Committee for renewal of another three-year term.

Lisa J. Velasco

From: Alexander Boekelheide
Sent: Wednesday, February 20, 2019 8:15 PM
To: Alexander Boekelheide
Subject: Board of Trustees meeting report, February 20, 2019

Hello:

In an effort to help our community stay informed about actions taken during governance meetings, I'm pleased to share a report from the most recent meeting of the Pasadena Area Community College District Board of Trustees.

- In response to a question from Trustee Jim Osterling, Superintendent/President Erika Endrijonas, Ph.D., gave background on the college's decision to nullify a request for proposals for planning services related to the Educational Master Plan and Facilities Master Plan. The college has sufficient information on hand to devise an updated Educational Master Plan, Dr. Endrijonas said, so it would be imprudent to hire a firm to recreate work already done. In a similar vein, the college has already invested resources in a draft Facilities Master Plan, so an update of that draft should be sufficient to produce a final plan, Dr. Endrijonas said.
- The board approved an increase in the fees charged to nonresident students. For the 2019-20 academic year, nonresident students will pay \$265 per unit, plus an additional \$13/unit capital outlay fee, to attend the college. The total fee of \$278/unit represents an increase of \$12/unit over 2018-19 figures. Per state law, students attending PCC under AB540 will not be assessed these fees.
- The board approved a request from the Television and Radio department to change its name to Film, TV & Electronic Media. The change is intended to more accurately reflect the rapidly changing field in which students will produce content using multiple types of media platforms.
- Dr. Endrijonas began her superintendent/president report by observing a moment of silence for two employees who passed away last month: Evangelina Quintanar, a counselor who worked with Health Sciences students, and Ronald Miller, who was the college's locksmith.
- The fountain in the LL Building atrium will be removed by R2B Engineering under a contract worth \$117,000 that was approved by the board.
- The board approved a number of personnel actions:
 - Liesel Reinhart will serve as dean of the Performing and Communication Arts division, taking the place of James Arnwine. Ms. Reinhart's service will begin Feb. 25.
 - Yesenia Flores, a custodian in facilities services, and Dan Huynh, a research and planning analyst in the institutional effectiveness office, officially joined the PCC family.
 - The board accepted the resignation of Danielle Graham, who recently joined the college as an instructor in Social Sciences.

If you'd like to know more, you can access the [full board packet](#) (click "Feb 20, 2019" under the "Meetings" tab) from the meeting online. Video of the meeting is also available on our [YouTube channel](#).

The next regularly scheduled board business meeting will be Wednesday, March 20, at 6 p.m., in Creveling Lounge. The board will also hold a special meeting before March 20 at a time to be determined.

Thank you,
 Alex Boekelheide

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Pasadena City College Foundation Fund Balances & Performance

	Market Value (\$)		Performance (%) - thru 2/28/2019	
	2/28/2019	1/31/2019	YTD Return	FYTD Return
Foundation Funds - Short-term				
Charles Schwab				
Bank of the West - General	69,574.58	69,456.26	0.3%	n.a.
Bank of the West - Special Projects	710,653.03	679,908.71		-2.1%
Bank of the West - Debit	-	-		
Bank of the West - Merchant	8,288.99	8,277.25		
Bank of the West - Money Market	130,572.80	128,627.95		
	100.00	100.00		
	919,189.40	886,370.17		
Foundation Funds - Long-term				
Charles Schwab				
Osher Scholarship Funds*	25,350,208.91	24,738,752.00	8.6%	9.3%
	2,086,155.68	2,086,155.68		1.8%
	27,436,364.59	26,824,907.68		
Total Funds	28,355,553.99	27,711,277.85		

* Value provided by 3rd party sources

Long-term Funds^ - Manager Performance Fund Balances & Performance

	Market Value (\$)		Performance (%) - thru 2/28/2019	
	2/28/2019	1/31/2019	YTD Return	FYTD Return
Cash & Equivalents				
Long-term	533,639.23	532,223.93	0.5%	n.a.
Stocks				
Clifford Swan Investment Counsel				
Domestic: L/C	13,353,826.09	12,844,735.50	13.4%	15.0%
Domestic: S/C	405,303.48	391,700.49	15.5%	14.7%
Domestic: S/C	391,950.00	372,650.00	17.0%	17.6%
Intl: Emerging (Asia)	1,009,204.72	1,005,638.62	5.5%	10.3%
Intl: Developed	1,132,210.90	1,087,449.07	9.0%	9.0%
Intl: Emerging	1,019,879.28	999,060.41	10.8%	12.5%
Oppenheimer Developing Mkts	17,312,374.47	16,701,234.09	12.3%	13.4%
Fixed Income				
Clifford Swan Investment Counsel				
Domestic	6,263,908.51	6,271,673.58	0.8%	-0.4%
Mkts	494,965.28	494,877.93	0.6%	1.1%
Domestic	251,931.13	252,236.01	1.3%	1.9%
Vanguard Inflation-Protected Sec Fund	7,010,804.92	7,018,787.52	0.8%	-0.3%
Alternatives				
DWS Enhanced Commodity Strategy	244,945.33	240,789.57	5.8%	8.31
Franklin K2 Alternative Strategy Fund	126,788.80	124,877.98	4.2%	3.92
Principal Global Multi-Strategy Fund	121,656.17	120,838.90	2.7%	1.54
	493,390.30	486,506.45	4.6%	4.02
Total Funds	25,350,208.91	24,738,752.00		

^ excluding Osher Scholarship Funds

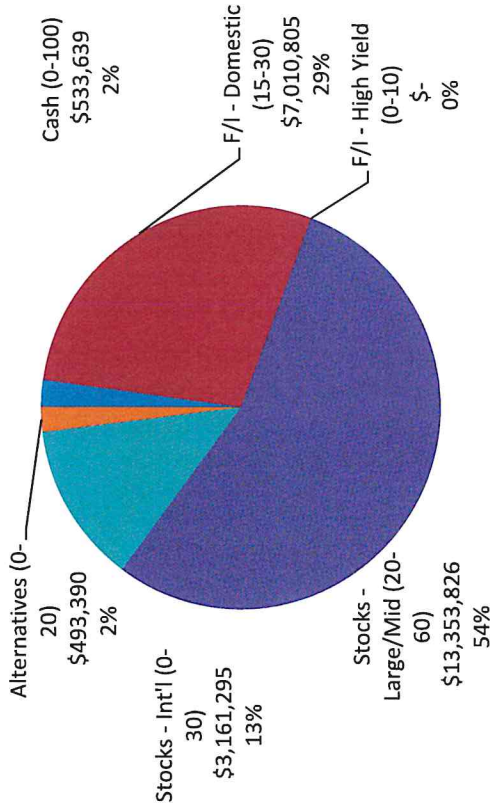
* Performance figures are time weighted rate of return (annualized for periods greater than 1 year). These figures are gross of fees with the exception of mutual funds which are net of fees.

Pasadena City College Foundation
Asset Allocation

Foundation Asset Balance: \$28,355,553.99

Long-term Funds - Schwab*

Fund Balance: \$25,350,208.91



* excluded Osher Scholarships

Short-term Funds

Fund Balance: \$919,189.40



Pasadena City College Foundation
Balance Sheet
February 28, 2019

Assets	Actual		
Current Assets			
Cash and Cash Equivalents			
BOW 635 Operating	\$650,763.85		
BOW 619 Net Community	\$130,572.80		
BOW 544 Debit Card	\$8,288.99		
CS MM-335	\$87,691.63		
CS MM-932	\$69,574.58		
	<u>\$946,891.85</u>		
Accounts Receivable			
Pledges Receivable Current	\$140,685.35		
Holding	\$629.35		
	<u>\$141,314.70</u>		
	<u>\$1,088,206.55</u>		
Long Term Assets			
Investments			
CS Inv 335	\$25,262,493.59		
Osher Funds	\$2,086,155.10		
	<u>\$27,348,648.69</u>		
Lots in Arizona	\$10,850.00		
Pledges Receivable Long Term	\$2,688,821.00		
	<u>\$30,048,319.69</u>		
	<u>\$31,136,526.24</u>		
Liabilities and Fund Balance			
Fund Balance			
Unrestricted Fund Balance	\$2,771,990.85		\$2,771,990.85
Temp Restricted Fund Balance		\$9,908,199.41	\$9,908,199.41
Perm Restricted Fund Balance		\$18,456,335.98	\$18,456,335.98
	<u>\$2,771,990.85</u>	<u>\$9,908,199.41</u>	<u>\$18,456,335.98</u>
			<u>\$31,136,526.24</u>



Pasadena City College Foundation
Income Statement
February 28, 2019

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Revenues				
Operating Revenue				
Donations	\$132,796.74			\$132,796.74
Total Operating Revenue	\$132,796.74			\$132,796.74
Program Donations				
Agency		\$810,762.08	\$700.00	\$811,462.08
Scholarship		\$772,697.84	\$322,596.50	\$1,095,294.34
Total Program Donations		\$1,583,459.92	\$323,296.50	\$1,906,756.42
Administrative Fee Revenue				
Administrative Fee	\$326,348.98			\$326,348.98
Total Administrative Fee Revenue	\$326,348.98			\$326,348.98
Investment Income				
Interest				\$118,579.25
Dividends				\$42,067.99
Cost Basis Adjustment				\$27,944.48
Unrealized Gain/Loss				\$72,586.90
Realized Gain/Loss				\$169,010.08
Investment Management Fees				(\$85,773.00)
ADR Fees				(\$22.80)
Investment Income Allocation	\$41,327.14	\$303,065.71		
Total Investment Income	\$41,327.14	\$303,065.71		\$344,392.90
Total Revenues	\$500,472.86	\$1,886,525.63	\$323,296.50	\$2,710,295.04
Expenses				
Program Expenses				
Personnel Expenses	\$6,508.75			\$6,508.75
Program Support				
Scholarships		\$350,751.03		\$350,751.03
Agency		\$319,534.09		\$319,534.09
Total Program Support		\$670,285.12		\$676,793.87
Operating Expenses				
Administrative Fee		\$326,348.98		\$326,348.98
Community Involvement	\$36,692.94			\$36,692.94
Discretionary Fund	\$364.41			\$364.41
Conference and Seminar	\$1,327.29			\$1,327.29
Foundation Meetings	\$3,930.07			\$3,930.07
Consulting Fees	\$2,656.00			\$2,656.00
Advertising	\$4,000.00			\$4,000.00
Total Operating Expenses	\$48,970.71	\$326,348.98		\$375,319.69
Total Program Expenses	\$55,479.46	\$996,634.10		\$1,052,113.56

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
General and Administrative				
Personnel Expenses	\$48,041.27			\$48,041.27
Operating Expenses				
Accounting Fees	\$86,800.00			\$86,800.00
Consulting Fees	\$40,519.74			\$40,519.74
Office Supplies	\$1,994.90			\$1,994.90
Printing Expense	\$1,129.82			\$1,129.82
Postage	\$6.70			\$6.70
Computer Software and Equipment	\$2,353.95			\$2,353.95
Office Interior	\$50.68			\$50.68
Photocopier Lease	\$1,709.54			\$1,709.54
Advertising	\$9,670.00			\$9,670.00
Legal Fees	\$125.00			\$125.00
Bank Fees	\$438.50			\$438.50
Miscellaneous	\$19.79			\$19.79
Subscriptions	\$619.00			\$619.00
Audit Fees	\$7,070.00			\$7,070.00
Travel	\$2,989.37			\$2,989.37
Software Training	\$510.00			\$510.00
Total Operating Expenses	\$156,006.99			\$156,006.99
Total General and Administrative	\$204,048.26			\$204,048.26
Development Expenses				
Personnel Expenses	\$42,453.25			\$42,453.25
Fundraising Expenses				
Computer Software and Equipment	\$13,142.01			\$13,142.01
Advertising	\$2,835.00			\$2,835.00
Donor Cultivation	\$566.71			\$566.71
Annual Dinner	\$9,656.10			\$9,656.10
Memberships	\$2,001.43			\$2,001.43
Database Maintenance	\$500.00			\$500.00
Software Training	\$812.50			\$812.50
Major Gifts Operational	\$37,921.42			\$37,921.42
Major Gifts Campaign Campaign Director	\$83,197.89			\$83,197.89
Total Fundraising Expenses	\$150,633.06			\$150,633.06
Total Development Expenses	\$193,086.31			\$193,086.31
Total Expenses	\$452,614.03	\$996,634.10		\$1,449,248.13
Transfers				
Transfers In				
Transfer from other funds	(\$2,608.00)	(\$453,899.58)	(\$40,000.00)	(\$496,507.58)
Total Transfers In	(\$2,608.00)	(\$453,899.58)	(\$40,000.00)	(\$496,507.58)
Transfers Out				
Transfer to other funds	\$40,108.00	\$372,582.48	\$83,817.10	\$496,507.58
Total Transfers Out	\$40,108.00	\$372,582.48	\$83,817.10	\$496,507.58
Total Transfers	\$37,500.00	(\$81,317.10)	\$43,817.10	
BEGINNING FUND BALANCE	\$2,802,959.16	\$9,050,564.91	\$18,021,955.31	\$29,875,479.38
NET SURPLUS/(DEFICIT)	\$10,358.83	\$971,208.63	\$279,479.40	\$1,261,046.91
ENDING FUND BALANCE	\$2,813,317.99	\$10,021,773.54	\$18,301,434.71	\$31,136,526.29

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Pasadena City College Foundation
Unrestricted Budget
February 28, 2019

	Total Budget 6/30/2019	YTD Budget 2/28/2019	YTD Actual 2/28/2019	YTD Budget Variance
Revenues				
Operating Revenue				
Donations	\$260,000.00	\$173,333.32	\$132,796.74	(\$40,536.58)
Board Designated Athletic Field - Retained Earnings	300,000	175,000	-	(\$175,000.00)
Promise Program - Retained Earnings	100,000	58,333	-	(\$58,333.33)
Contracted Funds From SCPR	300,000	175,000	-	(\$175,000.00)
Total Operating Revenue	<u>\$960,000.00</u>	<u>\$581,666.65</u>	<u>\$132,796.74</u>	<u>(\$448,869.91)</u>
Administrative Fee Revenue				
Administrative Fee	\$328,346.00	\$218,897.32	\$326,348.98	\$107,451.66
Total Administrative Fee Revenue	<u>\$328,346.00</u>	<u>\$218,897.32</u>	<u>\$326,348.98</u>	<u>\$107,451.66</u>
Total Revenues	<u>\$1,288,346.00</u>	<u>\$800,563.97</u>	<u>\$459,145.72</u>	<u>(\$341,418.25)</u>
Expenses				
Program Expenses				
Personnel Expenses	\$15,442.90	\$10,295.26	\$6,508.75	\$3,786.51
Operating Expenses				
Community Involvement	\$20,000.00	\$13,333.32	\$36,692.94	(\$23,359.62)
Discretionary Fund	\$3,000.00	\$2,000.00	\$364.41	\$1,635.59
Conference and Seminar	\$3,000.00	\$2,000.00	\$1,327.29	\$672.71
Foundation Meetings	\$6,000.00	\$4,000.00	\$3,930.07	\$69.93
Awards and Recognition	\$2,000.00	\$1,333.32	\$0.00	\$1,333.32
Consulting Fees	\$20,000.00	\$13,333.32	\$2,656.00	\$10,677.32
Printing Expense	\$25,000.00	\$16,666.64	\$0.00	\$16,666.64
Postage	\$5,000.00	\$3,333.32	\$0.00	\$3,333.32
Events	\$5,000.00	\$3,333.32	\$0.00	\$3,333.32
Advertising	\$15,000.00	\$10,000.00	\$4,000.00	\$6,000.00
Promise Program	100,000	66,666.67		\$66,666.67
Athletic Field	300,000	200,000.00		\$200,000.00
Total Operating Expenses	<u>\$504,000.00</u>	<u>\$335,999.91</u>	<u>\$48,970.71</u>	<u>\$287,029.20</u>
Total Program Expenses	<u>\$519,442.90</u>	<u>\$346,295.17</u>	<u>\$55,479.46</u>	<u>\$290,815.71</u>
General and Administrative				
Personnel Expenses	\$166,040.46	\$110,693.61	\$48,041.27	\$62,652.34
Operating Expenses				
Accounting Fees	\$130,000.00	\$86,666.64	\$86,800.00	(\$133.36)
Consulting Fees	\$10,000.00	\$6,666.64	\$40,519.74	(\$33,853.10)
Office Supplies	\$3,000.00	\$2,000.00	\$1,994.90	\$5.10
Printing Expense	\$1,000.00	\$666.64	\$1,129.82	(\$463.18)
Postage	\$1,000.00	\$666.64	\$6.70	\$659.94
Computer Software and Equipment	\$5,000.00	\$3,333.32	\$2,353.95	\$979.37
Office Interior	\$5,000.00	\$3,333.32	\$50.68	\$3,282.64
Photocopier Lease	\$2,500.00	\$1,666.64	\$1,709.54	(\$42.90)
Advertising	\$15,000.00	\$10,000.00	\$9,670.00	\$330.00
Legal Fees	\$3,000.00	\$2,000.00	\$125.00	\$1,875.00
Bank Fees	\$2,000.00	\$1,333.32	\$438.50	\$894.82
Taxes	\$250.00	\$166.64	\$0.00	\$166.64
Miscellaneous	\$2,000.00	\$1,333.32	\$19.79	\$1,313.53
Subscriptions	\$3,000.00	\$2,000.00	\$619.00	\$1,381.00

writer

Bill Fiscal

	Total Budget 6/30/2019	YTD Budget 2/28/2019	YTD Actual 2/28/2019	YTD Budget Variance
Audit Fees	\$15,000.00	\$10,000.00	\$7,070.00	\$2,930.00
Travel	\$3,000.00	\$2,000.00	\$2,989.37	(\$989.37)
Software Training	\$2,000.00	\$1,333.32	\$510.00	\$823.32
Total Operating Expenses	\$202,750.00	\$135,166.44	\$156,006.99	(\$20,840.55)
Total General and Administrative	\$368,790.46	\$245,860.05	\$204,048.26	\$41,811.79
Development Expenses				
Personnel Expenses	\$114,162.00	\$76,107.95	\$42,453.25	\$33,654.70
Fundraising Expenses				
Printing Expense	\$5,000.00	\$3,333.32	\$0.00	\$3,333.32
Computer Software and Equipment	\$12,000.00	\$8,000.00	\$13,142.01	(\$5,142.01)
Advertising	\$2,000.00	\$1,333.32	\$2,835.00	(\$1,501.68)
Miscellaneous	\$2,000.00	\$1,333.32	\$0.00	\$1,333.32
Travel	\$1,000.00	\$666.64	\$0.00	\$666.64
Donor Cultivation	\$10,000.00	\$6,666.64	\$566.71	\$6,099.93
Presidents Circle	\$12,000.00	\$8,000.00	\$0.00	\$8,000.00
Annual Dinner	\$12,000.00	\$8,000.00	\$9,656.10	(\$1,656.10)
Memberships	\$4,000.00	\$2,666.64	\$2,001.43	\$665.21
Database Maintenance	\$5,000.00	\$3,333.32	\$500.00	\$2,833.32
Software Training	\$10,000.00	\$6,666.64	\$812.50	\$5,854.14
Major Gifts Operational	\$110,000.00	\$73,333.32	\$37,921.42	\$35,411.90
Major Gifts Campaign Campaign Director	\$150,000.00	\$100,000.00	\$83,197.89	\$16,802.11
Total Fundraising Expenses	\$335,000.00	\$223,333.16	\$150,633.06	\$72,700.10
Total Development Expenses	\$449,162.00	\$299,441.11	\$193,086.31	\$106,354.80
Total Expenses	\$1,337,395.36	\$891,596.33	\$452,614.03	\$438,982.30
NET OPERATING SURPLUS/(DEFICIT)	(\$49,049.36)	(\$91,032.35)	\$6,531.69	\$97,564.04
Investment Income				
Investment Income Allocation	\$90,000.00	\$60,000.00	\$41,327.14	(\$18,672.86)
Total Investment Income	\$90,000.00	\$60,000.00	\$41,327.14	(\$18,672.86)
Transfers				
Transfers In				
Transfer from other funds	\$0.00	\$0.00	(\$2,500.00)	\$2,500.00
Total Transfers In	\$0.00	\$0.00	(\$2,500.00)	\$2,500.00
Transfers Out				
Transfer to other funds	\$0.00	\$0.00	\$40,000.00	(\$40,000.00)
Total Transfers Out	\$0.00	\$0.00	\$40,000.00	(\$40,000.00)
Total Transfers	\$0.00	\$0.00	\$37,500.00	(\$37,500.00)
NET SURPLUS/(DEFICIT)	\$40,950.64	(\$31,032.35)	\$10,358.83	\$41,391.18

Pasadena City College Foundation
Check Register
February 28, 2019

Date	Number	Payee Name	Amount	Description	Account	Project
02/12/19	61259	Snap-On Industrial	\$ 45,790.23	Program equipment	Agency	Auto. Associates-AGC-R
02/28/19	61236	Pasadena City College	30,305.67	Salary and Benefits Foundation Dec 2018	Salaries	Scholarship General-SCH-R
02/01/19	61235	Elder Tree	30,000.00	PCC Pathways campaign for students	Agency	Promises Count-GNT-R
02/28/19	61261	Chelsea Philanthropy	11,666.00	Major Gifts Director Fee January 2019	Major Gifts Campaign	Unrestricted
02/01/19	61237	Patricia Pejoumand	6,274.18	Accounting Fees Jan 15-31 and Travel January	Accounting Fees	Unrestricted
02/12/19	61260	National Service Trust	5,730.00	Refund - Scholar not enrolled	Scholarships	Third Party Scholarships-SCH-R
02/12/19	61272	Patricia Pejoumand	5,425.00	Accounting Fees February 16-28 2019	Accounting Fees	Unrestricted
02/28/19	61264	Patricia Pejoumand	5,425.00	Accounting Fees Feb 1-15, 2019	Accounting Fees	Unrestricted
02/01/19	61238	Roth Staffing Companies, L.P.	3,300.01	Consulting Fee WE 01/13/19 Lvelasco	Consulting Fees	Unrestricted
02/28/19	61267	Roth Staffing Companies, L.P.	3,300.00	Consulting Fees WE 2/3/19 Lvelasco	Consulting Fees	Unrestricted
02/28/19	61263	Outlook Newspapers	2,835.00	Advertising Fees	Advertising	Unrestricted
02/05/19	61263	Uline	2,456.35	automotive supplies	Agency	Auto. Associates-AGC-R
02/08/19	61258	Monica Tantlinger	2,000.00	Reimburse Softball team retreat expenses	Agency	Major Gifts Athletics-AGC-R
02/01/19	Debit	Pasadena City College	698.00	Sabrina Katarjian	Scholarships	Third Party Scholarships-SCH-R
02/14/19	Debit	Myers Tires	560.62	Tires for automobiles	Agency	Auto. Associates-AGC-R
02/14/19	61271	Masters of Taste	500.00	Wine Barrel Sponsor	Community Involvement	Unrestricted
02/12/19	61273	Alisa Shinn	500.00	Tiana Banks #24 Scholar	Scholarships	Tiana Sanders #24 Sch-SCH-R
02/12/19	61246	Robert Lam	500.00	RN Breeze and Pearson Fees Nursing Students	Scholarships	Student Success Scholar-SCH-R
02/12/19	61240	Daisy Sanchez	500.00	Puente Scholar - matriculating student	Scholarships	Puente Project-SCH-R
02/12/19	61244	Maria Reyes	500.00	Puente Scholar - matriculating student	Scholarships	Puente Project-SCH-R
02/01/19	61249	Dajitt Padda	500.00	RN Breeze and Pearson Fees	Scholarships	Student Success Scholar-SCH-R
02/12/19	61241	Jeff Chan	350.00	Support Student success towards completion	Scholarships	Latino's Scholars Fund-AGC-P
02/14/19	61269	Allison Robertson	300.00	Excellence in Japanese Language	Scholarships	Latino's Scholars Fund-AGC-P
02/12/19	61275	Donald Loewel	297.51	Reimburse program expenses	Agency	Kathleen Loly-SFA-P
02/05/19	Debit	University Club	295.64	Stewardship and dues	Agency	PCC Small Business Dev-AGC-R
02/01/19	61250	Linden Optometry, A.P.C.	289.15	New glasses student Katherine Devine	Scholarships	Unrestricted
02/12/19	61239	Aaron Wong	280.00	Support Student success towards completion	Scholarships	America Dream Keepers-SCH-R
02/12/19	61242	Jonathan Calderon	280.00	Support Student success towards completion	Scholarships	Latino's Scholars Fund-AGC-P
02/05/19	Debit	University Club	220.00	Stewardship and dues	Memberships	Unrestricted
02/07/19	Debit	CASE	215.00	Legislative update inv 1006810244	Conference and Seminar	Unrestricted
02/01/19	61232	De Lage Landen Financial Services	212.71	Copier Lease January 2019	Photocopier Lease	Unrestricted
02/01/19	61233	De Lage Landen Financial Services	212.71	Copier Lease December 2018	Photocopier Lease	Unrestricted
02/12/19	61277	Speech Language Pathology Audiology and Hearing Aid Dispensers Board	200.00	Membership Fees	Agency	Katie Peters Memorial-AGC-R
02/12/19	61243	Kristopher Conechado	200.00	Pearson RN Fee Nursing student	Scholarships	Student Success Scholar-SCH-R
02/12/19	61245	Rebeka Hovanessian	200.00	Pearson RN Fee Nursing Student	Scholarships	Student Success Scholar-SCH-R
02/01/19	61252	Vicente Carlos	200.00	Student basic needs	Scholarships	Students in Need-AGC-R
02/12/19	61274	Carol Calandra	194.64	Reimburse program expenses	Agency	Fund for Veterans Edu-AGC-S
02/14/19	61270	Myers Tire Supply	135.90	Program Supplies	Agency	Auto. Associates-AGC-R
02/12/19	61276	Patricia D'Orange-Martin	119.96	Reimburse program expenses	Agency	Fund for Veterans Edu-AGC-S
02/01/19	61251	Nikki Gruver	110.00	CSU App Reimbursement	Scholarships	Student Success Scholar-SCH-R
02/19/19	Debit	Costco	100.95	Refreshments for Foundation meetings	Foundation Meetings	Unrestricted
02/14/19	Debit	Ready Refresh	93.18	Water for Foundation Office	Office Supplies	Unrestricted
02/01/19	Debit	DUSTD2	83.37	Communication Comm Mtg	Major Gifts Operational	Unrestricted
02/08/19	61256	AT&T	78.24	Phone bill student Katherine Devin	Scholarships	America Dream Keepers-SCH-R
02/06/19	Debit	Green Street Rest	77.81	Strategic planning meeting	Community Involvement	Unrestricted
02/08/19	61257	Helen Au	71.12	Reimburse classroom equipment	Agency	Athletic Division-AGC-R
02/28/19	61265	PCC Extension	70.00	Hospitality Operations Prg student registration	Agency	Foothill Campus-AGC-R
02/12/19	61247	Sara Wang	55.00	Support student success towards completion	Scholarships	Latino's Scholars Fund-AGC-P
02/01/19	61254	Bobbi Abram	55.00	Reimburse Refreshments Red & Green	Community Involvement	Unrestricted
02/01/19	Debit	Amazon.com	47.48	Tablecloth & clock CDC 219	Agency	Hixon Teacher Prep-AGC-P
02/01/19	61248	Marilyn Johnson	46.03	Reimburse Retreat snacks	Agency	Natural Sciences-AGC-R
02/01/19	61255	PCC Staging Services	45.00	Writers in Residence Workshop	Agency	English Division-AGC-R
02/28/19	61268	Shelta Gutter	42.37	Reimburse office candy	Agency	Natural Sciences-AGC-R
02/28/19	Debit	Amazon.com	39.86	Book rental Sabrina Katarjian	Scholarships	Third Party Scholarships-SCH-R
02/04/19	Debit	Amazon.com	34.01	Office Supplies	Office Supplies	Unrestricted
02/12/19	Debit	Amazon.com	30.43	Xerox Waste box replacement	Office Supplies	Unrestricted
02/08/19	61253	PCC Athletics	30.00	T-shirts for Foundation managers	Community Involvement	Unrestricted
02/01/19	Debit	The Rose	29.04	Red & Green Celebration	Community Involvement	Unrestricted

Date	Number	Payee Name	Amount	Description	Account	Project
02/01/19	61231	Clara Lee	23.53	Reimburse office cart part expense	Office Supplies	Unrestricted
02/28/19	61262	Clara Lee	21.90	Flowers for coaches Cancer Game	Community Involvement	Unrestricted
02/28/19	61266	PCC Publications Office	20.00	Scholarship Certificates	Agency	Robert Westerbeck-SCH-P
02/01/19	61230	Annalisa Chang-Miller	17.98	Reimburse mileage SWP Teach LA Citrus College	Agency	Hixon Teacher Prep-AGC-P
02/19/19	Debit	Commons Garage	16.00	Managers meeting parking	Discretionary Fund	Unrestricted
02/01/19	61234	Dolores Ybarra	11.11	Reimburse Get well cards W Galloway	Donor Cultivation	Unrestricted
02/06/19	Debit	Modern Parking	6.00	Red & Green celebration	Community Involvement	Unrestricted
			<u>\$164,224.69</u>			

Pasadena City College
Major Gifts Campaign
As of February 28, 2019

	Budget	YTD	
	2018-2019	Actual	Variance
	2018-2019	2018-2019	
Revenue			
Unrestricted	276,000	115,033	(160,967)
Unrestricted Investment Income		\$41,327.14	
Restricted	2,484,000	1,780,292	(703,708)
Restricted Investment Income		\$303,065.71	
Restricted Pledges	41,886	503,000	461,114
Unrestricted Pledges	41,886	14,000	(27,886)
TOTAL REVENUE	2,843,772	2,756,718	(431,447)
EXPENSES			
Major Gifts	492,524	121,119	371,405
TOTAL EXPENSES	492,524	121,119	371,405
Income Less Expense	\$ 2,351,248	\$ 2,635,598	\$ 284,350

Pledges

Beginning Balance	\$ 529,750.33
New Pledges	-
Adjustments	7,500.00
Pledge Payments Received	20,250.33
Ending Balance	<u>\$ 517,000.00</u>

Pasadena City College Foundation
Pledges Receivable
February 28, 2019

Total Pledged	Fund	Pledge Balance at 1/31/2019	Pledge Balance at 2/28/2019	Payments Received in February
20,000.00	Art Association	3,825.00	3,825.00	-
150,000.00	Berger Found-CDC GR	100,000.00	100,000.00	-
10,000.00	Child Development Center	9,165.00	8,998.00	167.00
5,000,000.00	Found-Endowment	2,024,999.05	2,024,999.05	-
8,000.00	Gertmenian	8,000.00	8,000.00	-
2,000.00	Gertmenian Food Emergency	2,000.00	1,000.00	1,000.00
16,666.66	IMPACT-Arts	13,333.33	13,333.33	-
2,500.00	IMPACT-Arts	1,875.00	1,875.00	-
5,000.00	Carol Liu Scholarship	40,000.00	40,000.00	-
75,000.00	IMPACT-CTE	45,000.00	45,000.00	-
5,000.00	IMPACT-CTE	3,000.00	3,000.00	-
16,666.67	IMPACT-CTE	13,333.33	13,333.33	-
300,000.00	IMPACT-CTE	300,000.00	300,000.00	-
15,000.00	IMPACT-Scholarships	9,000.00	9,000.00	-
2,500.00	IMPACT-Scholarships	2,000.00	2,000.00	-
25,000.00	IMPACT-Scholarships	20,000.00	20,000.00	-
10,000.00	IMPACT-Scholarships	8,000.00	8,000.00	-
2,500.00	IMPACT-Scholarships	2,000.00	2,000.00	-
10,000.00	Impact -Scholarships	10,000.00	10,000.00	-
25,000.00	JackScottSCH	16,000.00	16,000.00	-
11,000.00	Kossler	6,600.00	6,600.00	-
16,666.67	Moon	13,333.34	13,333.34	-
10,000.00	Opera Program Fund	7,500.00	5,000.00	2,500.00
5,000.00	PCC Retirees Association	2,075.00	2,075.00	-
25,000.00	PCC Retirees	20,000.00	20,000.00	-
10,000.00	PCC Retirees	10,000.00	9,000.00	1,000.00
40,000.00	Unrestricted	24,000.00	24,000.00	-
30,000.00	Unrestricted	27,000.00	26,500.00	500.00
5,000.00	Unrestricted	3,000.00	3,000.00	-
75,000.00	Unrestricted	40,000.00	25,000.00	15,000.00
15,000.00	Unrestricted	8,850.00	8,850.00	-
5,000.00	Unrestricted	3,000.00	3,000.00	-
25,000.00	Unrestricted	20,000.00	20,000.00	-
5,000.00	Unrestricted	4,666.68	4,583.35	83.33
10,000.00	Unrestricted	10,000.00	10,000.00	-
2,500.00	Unrestricted	2,125.00	2,125.00	-
6,000.00	Unrestricted	6,000.00	6,000.00	-
10,000.00	Smadison	8,000.00	8,000.00	-
5,000.00	Vets	2,075.00	2,075.00	-
				-
5,943,500.00		2,849,755.73	2,829,505.40	20,250.33

Pasadena City College Foundation
Check Register
January 31, 2019

Date	Amount	Number	Payee name	Memo	Account	Project
01/16/19	\$ 11,666.00	61206	Chelsea Philanthropy	Major Gifts Campaign Director Dec 2018	Unrestricted	Major Gifts Campaign Campaign Director
01/14/19	6,273.48	61203	Patricia Pejoumand	Accounting Fees and travel reimbursement Jar	Unrestricted	Accounting Fees
01/08/19	6,062.31	61199	Patricia Pejoumand	Accounting Fees and Travel	Unrestricted	Accounting Fees
01/16/19	5,073.78	61211	Roth Staffing Companies, L.P.	Consulting Fees WE 12/16/18 L Velasco	Unrestricted	Consulting Fees
01/02/19	4,118.00	61164	ColourWorks USA	Student Juried Exhibition	Art Alliance-GNT-R	Agency
01/16/19	2,890.80	61218	Nick Rail Music	Mellophone and baritone horn	Jerry and Terri Kohl-AGC-R	Agency
01/14/19	1,147.93	61204	Out-Fit	Program Equipment	Athletic Division-AGC-R	Agency
01/16/19	1,100.00	61216	Mejia Orozco	AIFS study abroad housing and meals	Friends of Foster Care-AGC-R	Agency
01/07/19	1,020.82	61180	I-8 Food Services	Board of Directors Meeting	Unrestricted	Foundation Meetings
01/02/19	927.56	61167	Xiaodan Leng	Reimburse expenses trip to university of mont	Exp. of Teach Math & Phy-AGC-R	Agency
01/16/19	666.29	61210	PCC Staging Services	Educators Panel	Hixon Teacher Prep-AGC-P	Agency
01/18/19	665.06	61221	Kristin Pilon	Reimburse Program Supplies	William Lindquist-AGC-P	Agency
01/18/19	591.50	61222	PCC Staging Services	Staging Services	Astronomy Prog-AGC-R	Agency
01/07/19	589.53	61183	AAA Flag & Banner Mfg. Co.	Tournament of Roses Honor Band Banners	Jerry and Terri Kohl-AGC-R	Agency
01/28/19	574.88	Debit	ATI	ATI fee Andrew Punsalan	Student Success Scholar-SCH-R	Scholarships
01/29/19	574.88	Debit	ATI	ATI fee Tyana Stewart	Student Success Scholar-SCH-R	Scholarships
01/18/19	574.88	Debit	ATI	Nursing services December	Talty Family Nursing-SCH-R	Scholarships
01/07/19	500.00	61182	Vavrinek, Trine, Day & Company LLP	Auditing services December	Unrestricted	Audit Fees
01/07/19	500.00	61184	Abigail Abiog	NCLEX Fees	Student Success Scholar-SCH-R	Scholarships
01/07/19	500.00	61191	Kayla Smietanka	Breeze & Pearson RN FeesKayla	Student Success Scholar-SCH-R	Scholarships
01/07/19	500.00	61187	Giovani Leyva	Breeze & Pearson RN Fees	Student Success Scholar-SCH-R	Scholarships
01/07/19	500.00	61189	Julie Leonard	Breeze & Pearson RN Fees	Student Success Scholar-SCH-R	Scholarships
01/07/19	500.00	61185	Aziel Manago	NCLEX exams for 4th year student	Student Success Scholar-SCH-R	Scholarships
01/07/19	500.00	61196	Nataly Gonzalez	NCLEX exam for 4th year nursing student	Student Success Scholar-SCH-R	Scholarships
01/07/19	500.00	61186	Chanel Loyd	NCLEX Fees	Student Success Scholar-SCH-R	Scholarships
01/07/19	500.00	61190	Karyna Solis	NCLEX Fees	Student Success Scholar-SCH-R	Scholarships
01/07/19	500.00	61195	Naomi Bogonko	NCLEX Fees	Student Success Scholar-SCH-R	Scholarships
01/16/19	500.00	61213	Jerelino Sabino	RN Breeze & Pearson Fee	Student Success Scholar-SCH-R	Scholarships
01/16/19	500.00	61214	Jonica Portillo	RN Breeze & Pearson Fee	Student Success Scholar-SCH-R	Scholarships
01/16/19	500.00	61219	Thuy Thi Minh Pham	RN Breeze and Pearson Fees	Student Success Scholar-SCH-R	Scholarships
01/02/19	500.00	61174	Kellie Bohner	NCLEX exam 4th year student	Student Success Scholar-SCH-R	Scholarships
01/02/19	500.00	61169	Binh T. Nguyen	NCLEX exam 4th year student	Student Success Scholar-SCH-R	Scholarships
01/02/19	500.00	61170	Colten Tognazzini	NCLEX exam 4th year student	Student Success Scholar-SCH-R	Scholarships
01/02/19	500.00	61177	Sarah Flores	NCLEX exam 4th year student	Student Success Scholar-SCH-R	Scholarships
01/02/19	500.00	61175	Konstantin Brusilovsky	NCLEX exam 4th year student	Student Success Scholar-SCH-R	Scholarships
01/02/19	500.00	61171	Edward Chang	NCLEX exam 4th year nursing student	Student Success Scholar-SCH-R	Scholarships
01/18/19	500.00	61224	Yuk Ting Michelle Mok	RN Breeze and Pearson Fee	Student Success Scholar-SCH-R	Agency
01/14/19	429.68	61201	Dyan Miller	Reimburse program equipment expense	Athletic Division-AGC-R	Agency

Date	Amount	Number	Payee name	Memo	Account	Project
01/16/19	375.00	61215	Martine Jones	AIFS study abroad meals	Friends of Foster Care-AGC-R	Agency
01/07/19	324.58	61179	Bobbi Abram	Reimburse expenses	Unrestricted	Community Involvement
01/07/19	300.00	61188	Grace Du	RN Fees NCLEX	Student Success Scholar-SCH-R	Scholarships
01/07/19	300.00	61197	Thuy Thi Minh Pham	NCLEX exam for 4th year nursing student	Student Success Scholar-SCH-R	Scholarships
01/07/19	300.00	61193	Marvin Dela Cruz	NCLEX exam for 4th year nursing student	Student Success Scholar-SCH-R	Scholarships
01/07/19	300.00	61192	Kristopher Conechado	NCLEX exam for 4th year nursing student	Student Success Scholar-SCH-R	Scholarships
01/16/19	300.00	61217	Michelle Badillo	RN Breeze Fee	Student Success Scholar-SCH-R	Scholarships
01/02/19	300.00	61176	Rebeka Hovanessian	NCLEX exam 4th year nursing student	Student Success Scholar-SCH-R	Scholarships
01/02/19	300.00	61168	Abbie Chen	NCLEX exam 4th year student	Student Success Scholar-SCH-R	Scholarships
01/02/19	300.00	61172	Gheorghe Petre Scurtu	NCLEX exam 4th year student	Student Success Scholar-SCH-R	Scholarships
01/14/19	272.89	61205	Rita Nazarian	Reimburse Program luncheon expense	Dental Hygiene Assoc-AGC-R	Agency
01/29/19	229.94	61225	I-8 Food Services	Catering for SBDC meeting	Unrestricted	Agency
01/01/19	220.00	Debit	University Club	Fees and lunch	Unrestricted	Memberships
01/16/19	210.88	Debit	BannerBuzz	Step and Repeat for Hixon TPP	Hixon Teacher Prep-AGC-P	Agency
01/16/19	202.53	61208	Jennifer Orona	Reimburse program materials expense	Friends of Parent Edu-AGC-R	Agency
01/07/19	200.00	61181	Isela Ocegueda	Festival of Women Authors Registration	English Division-AGC-R	Agency
01/07/19	200.00	61194	Michelle Badillo	NCBSN reimbursement for Nursing student	Student Success Scholar-SCH-R	Scholarships
01/29/19	200.00	61229	Yikong Ding	Registration Fee Music 043 Fall 2018	Piano Program-AGC-R	Scholarships
01/29/19	200.00	61227	Cana Kashima	Registration fee Music 043 Fall 2018	Piano Program-AGC-R	Scholarships
01/18/19	175.00	61223	Jonathan Chai	Boone Rad Tech Program Reimbursement	Boone Achievement Award-SCH-R	Scholarships
01/02/19	160.51	61166	Robert Lee	Reimburse supplies for writing center	English Division-AGC-R	Agency
01/22/19	155.91	Debit	Amazon.com	Textbooks for Hixon student resource	Hixon Teacher Prep-AGC-P	Agency
01/18/19	150.00	61220	City of Pasadena Fire Department	Fire prevention Scholarship Ceremony	Robert Westerbeck-SCH-P	Agency
01/29/19	135.59	61228	Fred Fimbres	Reimburse classroom equipment expense	Athletic Division-AGC-R	Agency
01/16/19	131.72	61207	I-8 Food Services	Refreshments Executive Committee Meeting	Unrestricted	Foundation Meetings
01/04/19	130.44	Debit	Amazon.com	Office supplies	Unrestricted	Office Supplies
01/08/19	128.75	Debit	Panera	Jeanette Mann Ctr meeting	Unrestricted	Foundation Meetings
01/02/19	100.00	61173	Jason Perez	Registration for MUSC 042C Fall 2018	Piano Program-AGC-R	Scholarships
01/14/19	90.00	Debit	Twilight Club	Introduction of Dr. Andrijonas	Unrestricted	Community Involvement
01/29/19	85.82	61226	PCC Duplication Services	Board Directory handbook	Unrestricted	Printing Expense
01/11/19	79.99	Debit	Amazon.com	Luggage for student Mejia Orozco	Friends of Foster Care-AGC-R	Scholarships
01/22/19	77.86	Debit	Costco	Refreshments for Foundation meetings	Unrestricted	Foundation Meetings
01/07/19	73.00	Debit	Nothing Bundt	Cake for birthdays and Board mtg	Unrestricted	Foundation Meetings
01/11/19	68.41	Debit	Ready Refresh	Water for office	Unrestricted	Office Supplies
01/17/19	68.41	Debit	Ready Refresh	Water for Office	Unrestricted	Office Supplies
01/25/19	64.00	Debit	PCC	Parking permit Sabrina Katarjian	Third Party Scholarships-SCH-R	Scholarships
01/18/19	60.40	Debit	Cafe Santorini	meeting with Charlie Goldsmith	Unrestricted	Foundation Meetings
01/22/19	53.50	Debit	Cash Management Fee	English Div Open House	Unrestricted	Bank Fees
01/02/19	45.00	61165	PCC Staging Services	Hardware for T of R Band banners	English Division-AGC-R	Agency
01/16/19	39.42	61212	AAA Flags and Banners	Reimburse program materials expense	Jerry and Terri Kohl-AGC-R	Agency
01/16/19	36.09	61209	Kelly McCord	Reimburse Lunch Meeting expense	Friends of Parent Edu-AGC-R	Agency
01/14/19	35.51	61200	Bobbi Abram		Unrestricted	Foundation Meetings

Date	Amount	Number	Payee name	Memo	Account	Project
01/01/19	24.30	Debit	University Club	Fees and lunch	Unrestricted	Foundation Meetings
01/08/19	16.73	Debit	Amazon.com	Creamer for office	Unrestricted	Office Supplies
01/28/19	15.48	Debit	Amazon.com	Coffee for Office	Unrestricted	Office Supplies
01/16/19	10.00	Debit	LAZ Parking	Meeting with Charlie Goldsmith	Unrestricted	Foundation Meetings
01/09/19	9.95	Debit	Amazon.com	Office supplies	Unrestricted	Office Supplies
01/14/19	6.55	61202	Lisa Velasco	Reimburse coffee creamer expense	Unrestricted	Foundation Meetings
	<u>\$62,211.54</u>					



CHALLENGES AND OPPORTUNITIES REPORT

PART I: SWOT ANALYSIS

SWOT refers to strengths, weaknesses, opportunities and threats. SWOT analysis is a process where the strategic planning team identifies the internal and external factors that will affect the institution's future performance. The Foundation's strengths and weaknesses are the internal factors. Opportunities and threats deal with factors external to the Foundation--environmental factors. The purpose in using SWOT to assess strengths and weaknesses is that it helps the organization to firmly understand its core market position, uniqueness's, and advantages.

Macro Environment
We live in a giving community. Competition is high. We should create an on-going strategy to cultivate potential new donors and targeted communities for support.
While the current financial environment is extremely challenging for nonprofits, large and small, a new emphasis should be placed on capturing the transfer of wealth in order to sustain and potentially grow organizational capacity.
Due to the increased levels of competition and demographics (age), the nonprofit community needs to devote greater attention to individual donors and relationship development (stewardship) resulting in retention and alternate fundraising strategies, such as planned giving.
The San Gabriel Valley is the third largest area in L.A. County, based on geography. A mixed population, San Gabriel Valley is characterized by: (a) limited urbanization in the area's northern part due to the San Gabriel Mountains; (b) very diverse communities with some pockets of higher net worth households; (c) higher current net worth values and somewhat greater transfer of wealth potential, higher incidence of high net worth households and higher housing values on average when compared to L.A. County; and (d) comparable economic and demographic growth when compared to L.A. County, but with net job losses over the past decade.
The area's business community is dominated by small companies and new start-up companies.

Micro Environment
Strengths:
100% of board members donate to the foundation annually.
The brand of the Foundation is expanded for fundraising, recognition, raising awareness and institutional advancement and recognized by all stakeholders.
Major gifts campaign was a tremendous success--the reach of the high goal. We created a vision among board members of where we could go. We were given a tall mountain that we could climb and we did. The board is thrilled and enthused. They are appreciative of the support from the staff. We feel more empowered and have a greater vision. The campaign was managed very well and the results reflect it. At the end of the day, we will exceed \$15 million. Exposure and position within the community has been heightened. The public phase of the campaign and branding was excellent. Very formal and organized. Highly successful. It created exposure for the college in ways that were needed. We will be well positioned for the next one. To Bobbi's credit, the campaign has been this foundation board's greatest achievement.
Got some high-quality people to join the Board. Great leaders and high-quality people. The stature of the membership is increasing. Selection of new members was deliberate. We have raised the bar for people sitting around the table. We can now be very selective. It is a privilege to be a member of our team. Less of a disconnect between the board and institution. Incredible group of people. Committed, bright and willing to work. I love to see professionals in action.
Bringing more attention to its work. It has been a silent partner for many years. The community events, speakers' series, and pulling in community members to act as advocates and ambassadors was beneficial.
The scholarship program was the most exciting. What resonates most is the "student success."
Better defining the board requirements and thoughtful and strategic board development process.
Bobbi has given us purpose. We are now invested in the Foundation Board and the college. We have a responsibility to the college. A new direction that is very clear. She is really the first director that we have had. She has made that happen. We are all involved in something. Our board is now sought after. Now we have terms. A new face to foundation.
We now have term limits which is a good thing.
Executive director and board members. Good relationship with the college. Right now, we have adequate funding. When I first came, we had \$5,000 in assets (1988). We have an excellent executive director. The staff is talented. We also have some volunteers that are excellent fundraisers.
Staff is customer service mentality. Very professional, responsive, and dedicated. Nothing slips. Hard working. "They have good bones." Positive relationships among board members. They are supportive of the mission and committed to the college and board. Increased staff and we have more resources. The staff loves PCC, so they are devoted and enjoy the work. Nobody on this floor

is not amazing.
The chair is going down the right path. I like the way that he is moving forward. The FB tends to evolve and change because the membership is changing. The continuity is established through the staff. The importance of maintaining some level of continuity is critical. The FB has focused on what it is supposed to be doing. It never got caught up with the dysfunctionality of the college's leadership.
We have exceptional leadership. We have new blood that will take us to a new level. The leadership has enough muscle. Bobbi has done a great job in all that she has taken on. I'm not sure how she accomplishes all that she does. She has hired an equally exceptional team. All players are heading in the right direction. This is one of the best boards in the area. The staff is the best group in the area. The staff is the best that there is. The threat is that we must keep them.
The strength of the FB is maintained at the standing committee level. The committees are legitimate and empowered.
We have a large board, but we have a core group of people who carry the load. We must have a way to engage all members. We have a good cross section of people. All people need to do something. It does not have the broad depth and participation that it should have. We have term limits now. We have some fresh talent now.
The scholarship program was the most exciting. What resonates most is the "student success."
We demonstrated that the FB is fiscally prudent and being accountable. We need to maintain the faith of our donors.
It's a well-oiled machine. Bobbi is a strong leader. She has some great board members. They are dedicated to and supportive of PCC. Loyalty and creativity. Messaging is on target. I attribute most of the foundation board's success to Bobbi. They've done some of the best events I've ever been to and I've been to a lot. A few years ago, an outdoor event – history of PCC. Mirror pools, special effects. Buildings came down before our eyes! Classiest thing I've ever seen. I attribute much of this to Bobbi. Very strong staff includes Bobbi, Kris, and now Dolores. Enables school to attract top-notch people. Organize things exceptionally. They are friendly and complimentary to board. No friction – part of the team. Board itself is because of great recruiting. It's an honor to serve with some of the people on this board. E.g. Jack Scott – made the campaign a success. Strongest board I ever sat on.
Weaknesses:
Symbiotic relationship. We are marching to the same drummer. I see the potential of the FB and feel that the bar is not being set high enough. My challenge to them is why compare yourselves to other community colleges? Go higher. The college is beloved and will provide support. There is so much more we can do. There is not enough professional development with the staff.
The Trustees are aware of the foundation board. We need to do more things with them. Can't do

enough with communication channels.
The development process of members is a bit weak. I think that the financial contributions are a bit low from individual members. The board needs some additional “eagles” representing major entities with the Valley. It is insulated. It represents only a 2-3-mile radius of PCC.
We need a larger number of board members to become involved. About 25% are a bit inactive. They come to meetings but that is about it. Our attempt to counter that has been our committee structure. Our committees are more active and engaging.
We need to identify what we are raising money for in order to do it. In the past, it was about “student success.” That seems to have slipped away. How is it that the foundation can contribute to “student success?” The foundation board should not appear as just a fundraising organization. There are other things to be accomplished. Such as the CTE program needs to expand. We should support it.
The average person on the board probably didn’t know about the specifics of the campaign. We could have involved the board a bit more thru better communication.
We need to stop apologizing for themselves as being associated with a community college foundation.
Pick a few things to accomplish and do it well. Can’t be all things to all people.
CTE area. One of the things that we need to do is strengthen the counseling and advising services...anything from teaching students to fill out applications, pay for certification exams or equipment sets. These are financial barriers. Let’s fund trips to other colleges. Internships. The school has started a workforce development project which is a step in the right direction. We must reach out to constituents (employers) and let them know that students are getting a quality education at PCC. Internships are traditionally juniors and seniors – why not our freshmen and sophomores? These are capable individuals who are eager. Many of them are older, not fresh out of HS and bring a wealth of experience (budgeting, time management, caregiving, etc.) and hunger that traditional college juniors and seniors eligible for internships may not have. As a school, we need to champion those individuals so they can be groomed with future employers. Not all are going to go to 4-year college. At PCC for a trade, business, nursing, etc. We can’t think we are going to feed everyone to big universities. If they go to a four-year college, great! But, not everyone can. What can we do to help them? If they get a good internship early on, perform and do well, they will rise through ranks.
We have missed some opportunities because we concentrate too much on scholarships. We should implement some pilot programs that would address students’ diverse needs. Merit of programs should be established. We need more doers...passionate doers.
We didn’t really have a fund-raising president. The past one was an internal president and he did an excellent job. I hear that we do now. The president is key to fundraising success. Fundraising success

is directly tied to the economy. Finding volunteers is always an issue. We need to have continuity of thought and action for the FB leadership. Succession planning of some kind for the FB leadership.

We need to have better communication between the trustees and the FB.

Some areas of the community are not in tune with the college. There is lack of awareness within the community. Aside from lack of onboarding, clarity around follow up on agenda items. My experience, there isn't a lot of communication outside of committee or board meetings. We raised some issues recently (e.g. finance committee income statement) and I'm not sure who owns this. What's being done? Where should this best be raised/resolved? In my own biz, we use SMART goals (specific, measurable, achievable, relevant, time-bound, etc.). Perhaps there are applications for this here as well.

Sometimes the board gets stuck in a rut. The board does what the board does – it's always been on the same track. Times are changing and we need to make sure we are in sync with what's happening now. Do we have finger on the pulse of what's relevant? E.g. scholarships – we fell short of granting more. Is it because we're communicating in outmoded ways? If so, maybe we need to adjust communication. Are we using the right methods?

Efficiency can always be enhanced. Maintain a real business-like approach to meetings. We are very sensitive of everyone's time.

We should look at the whole student educational experience and see where we can intervene and help promote overall student success. We should open our students' vision...to encourage them to consider greater opportunities.

The state of flux that the college has been in in terms of leadership has been an issue. We have had to recover from all the past events.

The board needs to continue to recruit new members. Younger board members. More diverse members. People more representative of community and student body. Average age is older. The board is very traditional. They have great contacts. But for sustainability, we need smart, younger, non-white, female members. We must start planting those seeds on the board. There may be a learning curve for younger board members, but we must invest in them now. Five to seven years out, they are going to be powerhouses and they'll be around a long time. Important for growth and sustainability.

Not major, but I have noticed that attendance is erratic for certain committees. If people miss meetings, they aren't up to speed. Meeting notes are kept, and leadership is doing a good job of updating everyone, but if there is some way that we could be more tuned into regularity on this, it would be helpful. Of course, we are all volunteers, and other things come up. It's not a criticism. Maybe if meeting schedule and agendas are established and shared ahead? I don't expect 100% but maybe better. Anything that would encourage us to be as regular on our committee attendance as possible would be an improvement.

Opportunities:

Increase the self-sustainability, considerations should be made to begin a planned giving educational campaign. We should move forward with a planned giving program...and focus on the retirees.

Diversify and strengthen business and community representation on board.

Foundation is here to help the PCC students. I'd like for Foundation to focus on the impact of students' lives and get this story – the Foundation's ability to help students--out more. Publicize success stories. Not just where they went on to university, but how they are changing their own communities, giving back, etc. And, let's not just spotlight the "big winners" who went to Yale, but regular kids, too. Real stories of day-in-and-day-out students who are struggling and PCC gives them a new future.

Increase cultivation activities by board and key staff through campus events. Increase new community and corporate partnerships related to internships and collaborations.

Expand donor list by contacting new prospects via direct mail and approaches to family foundations, trusts and individual donor prospects.

Wish that the college itself would prioritize making the foundation known to the students. More than just once a year at our annual scholarships' ceremony. Wish the college would make it known in the community the great things the foundation does. Staff who have gotten grants; students who have received scholarships. We've given over a million in the last few years – we need some gratitude and recognition.

Bond issue needs to be paid by the FB. We need to maintain great relations with the community. The president will have to get out into the community. Need to pay for all aspects and be engaged with all aspects of the bond campaign.

Partnering more and more with the school – sponsoring more events with students, for clubs, etc. Foundation has opportunity to expose itself more. Sponsor armory night or ballet show. Use school facilities to throw more foundation events on campus. Foundation should use its wealth to sponsor as many events on campus to bring people to the campus.

A development committee is required for on-going support and continuance. Perhaps we should look at the sub-committee structure and modify. We should concentrate on stewardship of our donors particularly those that have made pledges. Communication and demonstration are critical. We should also focus on a more comprehensive annual campaign.

Better defining the board requirements and thoughtful and strategic board development process.

One of the first priorities is to implement a comprehensive cultivation and stewardship program.

Younger board members that represent industry. They were recognized for their community leadership.

Board succession...moving from Jim to Bill. Attracting new members to the board and enhancing diversity. Jim did a great job and Bill is picking it right up and doing an equally good job.

“A light touch with firm guidance.”
The idea of a strategic plan is warranted. We need to be more proactive. Our planning process will accomplish this. We completed all the major tasks in the old plan. Our board has grown, represents the community and is more energized due to new members. The board is committed and dedicated and is working for the good of the college. Leadership has been exceptional.
Fundraising for the bond (supporting). The potential bond issue is a real possibility and will require the FB. We have a 100 th anniversary around the corner. This is a terrific opportunity. I’m not sure what the expectations of the FB will be for the bond.
Students have diverse sets of needs that require financial support. We need to look beyond scholarships. There is a big financial disparity with our students. We have many wealthy students but just as many that are lower class. We should consider other ways to assist these students. We should figure out a way to take a holistic look at student needs.
We are not at the peak yet...although heading in the right direction. We should be increasing connections in the community more and more. Exposure is a constant battle. We need to do a lot of outreach with different groups to keep the college and foundation in their minds. More partnerships and collaborations would be beneficial.
Not everyone needs a four-year degree. We should be training para-professionals. We don’t just must train transfer students. We need to find ways to support these students...thru program development, student support and other services. Let’s become renowned as a “comprehensive community college.”
We should diversify our fundraising strategies. Strategies should reflect short, intermediate and long-term goals and needs (of the college).
We do particularly well on the major campaigning, but we need to enhance our annual giving. We should institute a more formalized employee giving program. “Lancer’s for Life” has been good. Our goal should be financial independence from the college. But we are somewhat away from that scenario. We have not had enough time to accomplish this feat. We should be very aggressive in acquiring annual funds. Annual funds lead to major gifts in time.
We need to have CEO leadership (college). Let’s make that happen.
We should look at the retirees as an opportunity. Further, a more structured employee campaign is warranted. The local competition is tough and aggressive. The fact that we are state funded is problematic.
We always need to develop the board. It is the highest priority. We now have diversity. We represent the district in a better way. We need to look at enhancement of corporate membership. Someone from retail, or culinary arts, or IT, or health or auto or construction management. I can’t emphasize enough how important it is to diversify the board and why. We need to understand the issues/concerns/realities of the people we represent. There are sometimes subtle cultural (and other) issues/obstacles we may not understand unless we have representation on our board. Why

education can sometimes be more valuable than a job, for example. And, we need to cultivate board growth beyond just those who can raise money. It's very important, of course, but there's more. We need to recruit for the long-term. For sustainability.

Maintaining continuity. There have been disruptions due to the changing administration. The organization is now reaching a point where it can be less reactionary and more proactive. Stability is critical. We are in a transition period with the institution. Alignment with institutional priorities is mandatory. It will give us an opportunity to move forward in a positive direction.

Get connected to the Tournament and re-establish relations with it. Go for the top...that is where the president belongs. Focus on external relationships. Tell our story. Join up with Bobbi to take our message out. Get ready for the bond. Meet any and all players. Get us into the corporate door.

Some scale for measuring the effectiveness of the program. Keep the strategic plan at the forefront of the meetings. It should serve as the overarching agenda for the meetings.

We probably need to look at more staff for the foundation in order to quicken the speed of our work and therefore our outcomes. We might be close to requiring a "deputy director." So, let's improve our annual fund so we can become self-sustaining and enhance our infrastructure. We need to grow. The ball is in Dolores' court...her program can result in more freedom and position us to grow.

Stewardship is critical and should be the highest priority. We need to do a planned giving program for the retirees. Further, isolated targeted gifts should be pursued...corporate.

We should look at the committee structures and fine tune them. Make sure that they align with the plan's goals and objectives. Similarly, we should communicate where our annual and operational resources go and what it results in for the FB and the college.

We must keep the donors engaged. Further, we should always be looking for new opportunities. Perhaps we should assess the committee structures and become more efficient. Raise money for the bond. We should fund activities for the faculty. Relatedly, we should institute a more formalized employee giving program. Not just the "Giving Tuesday" strategy.

We need to continue to raise money and support major initiatives that the college deems necessary. We should always have forums for strategic planning—and in concert with the college. We need to articulate to the community what the ROI has been as a result of the campaign. Let them know what the impact and value are as a result of their investments.

CTE initiative. But we need guidance from the president before we do anything.

The foundation should determine its position on the bond issue. The bond campaign will require a significant amount of time and money. On the CTE side, we should offer wrap-around unified services. Support them with books, equipment, clinical training, connect them to local industry, how we follow up with them 3-5 years later. Counseling for part-time students is critical. It's not just about scholarships. Let's do more in terms of comprehensive student programming. Mentoring programs, shadowing programs, Co-ops, etc. Put efforts behind workforce program. Get students into jobs. At my firm, we hire paralegals, but I don't have a point person or a place where I can reach

out to see if any PCC students are interested. No one is reaching out to me. Pasadena has a lot of employers. Let's get our students and grads into the workforce!
We can institute a planned giving program to build an endowment. We also need to continue to cultivate new groups of people and steward our current donor base. Outreach to the business community is a high priority... also, we live in a very wealthy community.
Changing the public's perception of how poorly run this institution is. The president needs to go over to the Star News. Don't wait for them. Tell the story...hit the key issues and head them off. The Corporate Council is brilliant. The business council that we formed is something in the right direction. This council is a sub-committee of the foundation. It brings corporate to the college. Workforce is what it is all about. The foundation needs to go in this direction.
We need to keep the momentum that was established during the campaign. In order to do this, we need to establish an advancement committee that would report to the executive committee. The chair should be on the executive committee. We need to develop an annual giving program. We include in that a planned giving program. Let's tell people how to do planned giving. Put seminars on orienting people to this possibility. The marketing committee needs to become more robust. Budget for it. Our name should be everywhere. Keep promoting the FB, its mission and importance. The advancement committee needs to have a structure...Dolores...develop plans for annual, targeted, and planned giving programs. These plans should include a methodology, prospect evaluations, cultivation strategies, and solicitation processes.
Our members should be more engaged with all groups throughout the community and represent the college. Our job should be to enhance awareness of the college and foundation board.
Engage in Board Self-Assessment to assess Board performance and facilitate in identifying priority Areas.
The FB should easily raise \$2-3 million per year. Do we have the right people at the right time for the organization? The FB has a lot of perks. It does not have to worry about security. There is not room for criticism of the foundation. People get defensive of the FB and Bobbi.
We need some diversity. Age is a factor. They need energy. We are missing some industries that have a stake in the college. We have too many "professionals." Not enough corporate representation little localized instead of regionalized.
One of the goals that I would like to see is to convert some of the giving to students to fund internships associated with statewide initiatives and priorities. This is essential for overall technical education resulting in placement. This has been done in concert with the college. We must better service the "nontraditional student." This is the direction that PCC should go, and the foundation needs to help. Nontraditional students should be our highest priority.
Figure out a "case" for the API population. Start a process of cultivation. It takes time. ED5 monies could be available (Sexton Auditorium). The hospitality program was funded. Lack of understanding of API population with reference to giving.

Board development is critical. Need visionaries. Traditionally, the board awards scholarships. Other areas of support are necessary. Students need affordability...using resources to address the affordability issue in a larger sense. Give them a "fishing hook." On-line text books (OER) we would save massive amounts of money. Transportation support is critical. We should afford internships. Another example is to buy a van for nursing students.

Allocate money toward capital improvements. We finished the campaign, now we need to focus on other pet projects. What was missed – refurbishing the theater where we have the award ceremony. Bring some pride back to the school. May be superficial but we could use a touchup in the center of quad. Old campus could use some beautification. Very nice campus, but walk from parking lot, center of campus could use a little attention.

Auditorium (see if we can fulfill our promise to refurbish). Make the ceremony for the recipients even better – meet and greet (bring tents back or bring indoors). Pay attention to the campus's ambience. Make people attending PCC feel like they are going to college. Eliminate the feeling that they are part of a lost population – commuters. Make them proud. Come up with a new set of goals

Perhaps tapping into corporate money in Pasadena. I'd like to see for the first time (or the first time in many years) an investiture of the new president. Foundation Board should help plan it and put on a dinner for that night for corporate community and politicians. Fundraiser.

Threat of any board is that they get too comfortable doing what they do. "If it ain't broke, don't fix it." Need to change and innovate. Especially now. Strategic plan is to look at things we haven't even thought of for the future and then get there. It may be painful (especially for older board members who have been doing things the same way for a long time), but we need to push our comfort zone.

Continue to increase endowment (helps us earn more interest and serve more students)
Develop an even-more extensive publicity campaign to educate and inspire Pasadena and neighboring communities so they know what we do and why it's important. Maybe inspire them to step up and to help us. Example: Proposition P? Campaign (Kossler) that made addition of arts center and other capital improvements possible. Astonishing percentage of people voted in favor of it. Did a fabulous job of getting the word out about it. Got material in mail, advertisements, lots of communication. Over a period of time, not just right before. They did a great job of communicating and persuading. Focus on awarding money for scholarships and student/faculty projects. I think other efforts are important, too, (e.g. new facilities, band uniforms) but I'm more focused on what's going to have the biggest impact on students.

Threats:

Keeping momentum going. We should always be in a fundraising mode. We must keep the excitement going.

The changing mindset regarding fundraising has been good. Fundraising used to be understated. People had us off of the radar. That has changed. Major efforts have been made to change this situation. We are building a solid base and position within the community.

The continuing education part is something good. There is a ton of wealth here...we need to attract these audiences here and it can be done via continuing education programs.
One thing that does concern me is that PCC makes donations to other organizations. I don't want to see my contributions going anywhere other than PCC. Donations to PCC should stay at PCC. Most of the money they raise comes from individuals and should stay on the campus.
For people that don't see themselves as fundraisers, we feel a bit of pressure.
Continuity of leadership is critical for our success.
My biggest single worry is succession planning for the ED of the Foundation. Bobbi has done an amazing job. Bobbi could go anywhere at any time. She has risen to the upper ranks of the areas greatest...statewide and nationally.
We should be doing cross training and offering professional development. What are we doing to professionalize our in-house staff?
We need to see executive committee meetings focus on real issues and discussions and outcomes...not just reports.
Technical programs are the way in which community colleges are making their mark. We need to do more...and become more comprehensive. Having a self-sufficient program...through an annual program. Having the loss of money from KPCC. Let's plan on this consequence.
I think that some form of assessment of the board should be instituted as a means of determining past performance, priority of needs/activities, and future actions.
We need to advocate for the college, be its mouthpiece and promote it wherever we go. It is our job to position it within the community.
Competition for charitable giving in the area has increased. Some organizations are very aggressive. We need to be conscious of this situation and the implications of it.
The biggest threat is the loss of Bobbi. We need to keep Bobbi. The FB needs to have input on her performance and compensation.
How do we identify the future leaders of the foundation? How do we promote staffing sustainability /succession? We need to keep our board diverse. We also need a process to enhance the board each and every year.
Currently, there is no formalized evaluation processes to determine board effectiveness, staff performance, or other areas of activity.
I'm worried that our state legislature is going to hurt our ability to raise funds. People are going to donate less. Scares me more than anything. Wealthy aren't going to be as generous.
Once the campaign is officially over, how do we maintain our focus? How do we stay in relation to our alumni or even those who may not have graduated with a degree? Many go on to 4-year school and then they see allegiance to them and not to us. We need to stay

in touch with them and tout the value of PCC.

Bobbi is key to the foundation. She and leadership really have helped drive the foundation. I worry about her leaving. The college has been through a lot. Changes in leadership. We've survived. Accreditation issues. We've made top 10 lists. We come through unscathed and even better.

Maintaining dialogue and communication between the college and the boards. The foundation's relationship with the college has always been interesting. Hoyt is our trustee liaison and he's great. Important that we have someone on the board of trustees who is involved with Foundation.

Is the board meeting the needs of our students? Information age. Digital age. How do you implement? Our core focus is the students. Where is education going? How do we truly meet the needs of our students while keeping pace with where education is moving?

We are in a different demographic than next generation of donors. We need new ways to reach next generation. Economy is ready for a correction. Tax change for donations could have a negative impact on donations. Because we just did this huge fundraising push, we may have tapped our large donors. This could negatively affect future fundraising. A lot of people may feel "done" for the next few years.

PART II: EXTERNAL AND INTERNAL ENVIRONMENT ANALYSIS

Data related to the environmental marketplace were analyzed to determine relevant trends that could have an impact on the ability of the PCC Foundation to fulfill its mission and achieve its vision. The following trends reflect the external and internal conditions that will have an influence and impact on the Foundation's ability to deliver high quality programs and services:

Macro Data and Trends
A landmark study of \$381 million in online giving across charitable websites, giving portals and social networks reveals important insights about digital philanthropy: People seem to give more when the online experience is intimate and emotionally coherent, and they also give online for reasons of convenience, especially at the end of the year.
While a broad-based fundraising approach is important, the potential for significant charitable giving is shaped by wealth capacity.
Community colleges have seen a 56.8 percent increase in total expense dollars, whereas research and doctoral institution expenses have increased by more than two-thirds (69.8 percent).
With a heightened role within public higher education, institutionally related foundations have evolved significantly over the past five years. Operations are more dynamic, fundraising is strong, and investments are relatively stable.
Foundation staff sizes have increased over the past five years, especially the size of the development staff. Overall staff sizes increased by 58.3 percent, whereas development staff size increased by 81.8 percent.
With the overall economy on an upward trajectory and development staff growing substantially in the past five years, it comes as no surprise that foundations are raising much more money.
Overall expenses have increased--a reflection of increased staff sizes. As a percentage of total expenses, development expenses (including salaries and benefits) grew only three percentage points, to 44.8 percent.
Foundations are also employing more front-line fundraisers. The median number of development officers has almost doubled—amounting to 4 FTE for community colleges.
Community colleges have seen a 56.8 percent increase in total expense dollars which is a trend that will continue for the foreseeable future should staff sizes continue to expand. Average expenses per institution will exceed \$800,000 per year.
Average returns on community college endowments have amounted to 6.7%.

A record-setting transfer of wealth is occurring now. It will continue and grow over the next decade and the next half century. L.A. will see one of the single largest transfers of wealth of any other major metropolitan area in the country and perhaps the world.
By 2020, residents will transfer almost \$114 billion between generations and an estimated \$1.4 trillion by 2060, according to a 2011 study by the RUPRI Center, commissioned by the California Community Foundation (CCF).
There are many factors that will shape wealth creation and the transfer of wealth opportunity in the future.
Two factors are likely to profoundly shape wealth creation and community giveback over the coming 50 years: entrepreneurship and immigration.
In recent years, corporations and their philanthropic arms have started to invest more in socially and environmentally responsible initiatives.
Email accounts for 26% of online revenue and that the number is estimated to rise in the near future. While only 6% of donors were willing to donate through email in 2012, that number rose to 28% in 2018.
Gen Z makes up a quarter of the population and by 2020 will account for 40% of all consumers. Understanding them will be critical to succeeding in 2019 and the decade to come. Although most of Gen Z hasn't entered the workforce yet, they are very motivated to do "good" and give back.
Nearly one-third of annual giving occurs in December. 12% of all giving happens in the last three days of the year. Volunteers are twice as likely to donate than non-volunteers. 60% of nonprofits make 1-3 "touches" for their year-end campaign. Direct mail is the most popular medium for annual asks, followed by email and in-person.
Volunteer boards often deliberate about making annual contributions mandatory for their members. Most of the community college foundations surveyed (65 percent) do require an annual gift from board members. The remaining 35 percent do not. Among the foundations that do require annual contributions from board members, more than three-quarters specify a dollar amount. Many foundation boards make annual giving a requirement for board service, but the specified amounts are relatively small. The most common dollar figure is exactly \$1,000 (48 percent).
The average total employee count at community college foundations was 5.0 full-time equivalents.
The most popular campaign goal for community colleges in recent years was between \$1 million and \$5 million.
Foundation boards play important advisory and operational roles at two-year institutions. Not just limited to honorary status, the average size of a foundation's board of directors is 24.6 current members.

Foundation boards tend to have multiple committees with distinct missions, which in turn produce different degrees of engagement and activity. An executive committee is the most prevalent sub-entity among foundation boards. Fiscal matters also dominate the agenda for foundations. Other foundation boards maintain a nomination committee, a development committee, a scholarship committee, an audit committee or an “events planning” committee.

Few community college foundations have the resources to employ other advancement staff that do not work in management, finance, development, alumni relations or support roles.

Despite the income they generate on behalf of the college, most foundations are not self-funding with staff salaries.

Community college foundation budgets vary substantially based on many factors such as enrollment, staffing and overhead, but nearly all of the foundations surveyed bring in a great deal of philanthropic income relative to expenses. On average, fundraising expenses accounts for 25 percent of a foundation’s total. Non-fundraising expenses are the largest category at 45 percent. The smallest contribution to foundation expenditure is fund or investment management at ten percent.

Fundraising totals vary considerably across community college foundations, even displaying significant fluctuations within the same foundation from year to year.

All of the effort dedicated to fundraising serves a variety of purposes within the institution. Most popular are scholarship support, program support, endowment, capital campaign and operating dollars.

Average giving levels of faculty and staff amount to 20%.

Community college foundations have taken the steps necessary to integrate contact information from thousands of alumni and other friends of the institution as part of their operations, with an average per foundation of 22,243 viable entries.

Comprehensive or capital campaigns are a unique method for rallying the donor base in support of the college. Approximately three-quarters of community college have conducted a campaign in recent years.

Roughly one-fifth of foundations have an endowment less than \$2.5 million, and one-third fell between \$2.5 million and \$7.49 million. An additional 18 percent of endowments totaled \$7.5 million to \$10 million, with the remaining 25 percent surpassing the \$10 million mark.

Donors today care about where their money is going. There is a lot of momentum around impact transparency and accountability (stewardship).

Foundations will place greater emphasis on the assurance of ongoing increase in donor retention rates.

Recurring giving can have an enormous positive impact on the long-term financial sustainability of a nonprofit. However, most nonprofit organizations still struggle with recruiting recurring donors or converting one-time donors to recurring donors.
Private philanthropy views higher education as a path to economic self-sufficiency and wants to engage with colleges and universities to help low-income students succeed. Foundations are now more likely to identify their own priorities for initiatives, and then seek higher education institutions to adopt those programs. Private funders have shifted their focus from access to higher education to retention and completion of a degree.
In 2017, alumni giving was at 4.5% for community colleges compared to 55.4% of alumni from baccalaureate public institutions and 42.2% of alumni from baccalaureate private institutions.
A new record of \$390.1 billion in American philanthropic giving was realized in 2017, which represented a 2.7% increase over the previous year.
Community College Presidents are expected to do many things, touching all areas of the college and community. The trend over the past several years has been the prioritization of both fundraising and workforce development in the daily activities of the President.
"Mega-gifts"—those exceeding \$10 million—topped \$6 billion in total for the first time in 2017, continuing a post-recession surge in eight- and nine-figure donations to colleges and universities. The total is 11 percent higher than the \$5.6 billion figure recorded in 2015. Donors made 194 mega-gifts last year, also a new high.
The 80-20 donor pyramid of giving that once described development campaigns has given way to a 90-10, sometimes a 95-5 model. Further, a trend toward one-time gifts and away from multi-year pledges is going to continue.
Donors are typically reserving their significant gifts for institutions and organizations with whom they have truly significant relationships. Donor designations will become more frequent and more precise.
Women are playing a much larger role, as donors and as leaders. Couples are making joint decisions about their philanthropy.
Volunteer involvement in development work is decreasing while the reliance on professional staff is increasing.
In higher education: loan payments are displacing alumni contributions for a whole generation of younger alums.
Colleges have been turning ever more to private donors because of declining state funding and market limits on tuition hikes-- Capital campaigns will get more ambitious
Colleges will feel pressure to prove graduates are job-ready — long a priority for community colleges and technical programs but less explicitly so for 4-year institutions.

Micro Data and Trends
We are an open-door institution with high quality programs with a significant majority of our students receiving some form of financial aid.
We provide higher education to many who wouldn't otherwise have access due to the prohibitive cost or the need for extra academic support.
Our accredited two-year degrees make the transfer process to a four-year college smooth (become a college junior for half the cost and 100% the quality!).
Each semester PCC serves 30,250+ students, including international students from 71 different countries.
Our tuition is less than half and even a third of what it is at area four-year colleges; our students don't go into debt like they do at for-profit institutions.
PCC'S academic programs encompass a variety of degrees, transfer programs, certificates of achievement, and occupational skills certificates that challenge students and support progress toward their goals.
PCC offers over 150 academic programs and 500 courses for the entire community.
We serve urban locations across the San Gabriel Valley to a diverse population. We have a diverse staff, faculty and students; PCC truly represents the community's diversity.
People who benefit from programs range from high school to displaced workers learning new skills to seniors benefiting from personal enrichment.
Widely recognized as a transfer leader, PCC is one of California's top schools for transfers to local universities, including the CSU and UC system, USC, Art Center College of Design, Caltech, and more.