



# PASADENA CITY COLLEGE FOUNDATION STRATEGIC MASTER PLAN 2013 - 2015

## **VISION STATEMENT**

**The Vision of the Pasadena City College Foundation is that innovation and student success shall always be encouraged by adequate financial support.**

## **MISSION STATEMENT**

**The Mission of the Pasadena City College Foundation is to develop funding and community support for the enhancement of teaching and learning at Pasadena City College.**

## **CORE VALUES**

The Board members of the Pasadena City College Foundation are guided by the following essential, enduring and shared values:

### **A Commitment to Pasadena City College**

We recognize and support the mission of community colleges and value the efforts of the students and staff of Pasadena City College in fulfilling that mission in our community.

### **An Appreciation of the Importance of Fundraising**

We recognize that the primary mission of the Foundation is to raise funds in support of the College and we commit ourselves to participate whole-heartedly in this important work.

### **A Passion for Integrity**

We recognize that stewardship of the Foundation resources requires the highest level of personal and organizational ethical behavior.

### **An Appreciation for Diversity**

We recognize the value of a Board of Directors that reflects the broad diversity of the College's student body and of the communities it serves.

### **A Respect for Collegiality**

We recognize that it takes the talents, skills and efforts of every member of the Board of Directors, the Advisors, and the broader community to nurture a successful Foundation.

### **A Recognition of the College's Heritage of Excellence**

We recognize that we build upon the College's rich tradition of excellence and innovation as we invite new members of the community to become involved in the support of the College.

## **SIGNATURE GOALS**

The signature goals of the Pasadena City College Foundation are:

**Congruence with the College mission**

**Unparalleled community college fundraising**

**Widespread community support**

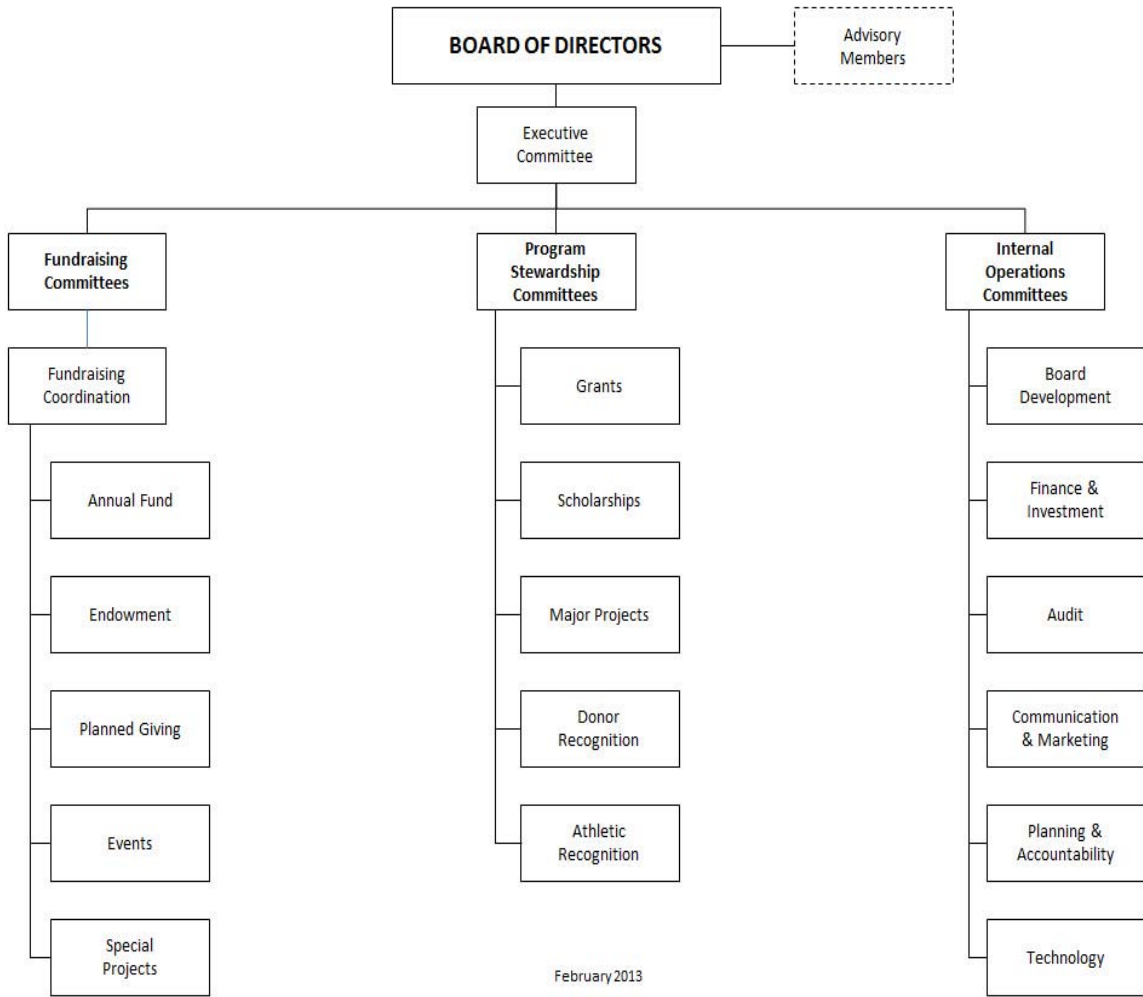
**Self-sustaining management**

**Ethical and transparent stewardship**

**Inclusive, collegial, and joyful teamwork**

# FOUNDATION COMMITTEE STRUCTURE

## *Pasadena City College Foundation*



# FOUNDATION COMMITTEE

## GOALS AND OBJECTIVES FOR 2015

Within the context of the overall Vision, Mission, Core Values, and Signature Goals of the Foundation, each committee has developed two year goals and supporting objectives specific to that committee's area of responsibility.

### FOUNDATION EXECUTIVE COMMITTEE

This committee is responsible for directing the planning, coordination, and implementation of all Foundation activities.

#### MEMBERSHIP

**Lonnie Schield, Chair**, Shirley Burt, Mel Cohen, Jon Fuhrman, John Gregory, Bill Hawkins, Ken Hemming, Diane Holguin, Ann Marsh, Mark Rocha, Jim Sarni, Bill Thomson, Staff Liaison: Bobbi Abram.

#### GOAL STATEMENT

By June 2015, The Foundation will have made significant progress on reaching the Goals and Objectives of the Strategic Master Plan adopted by the Board of Directors on September 18, 2013.

#### OBJECTIVE STATEMENTS

By October, 2013, the Executive Committee will restructure the Board of Directors' agenda to include reporting time for each committee.

By October, 2013, the Executive Committee will ensure that an annual budget will have been approved by the full Board of Directors.

By December, 2013, the Executive Committee will ensure that a permanent Accounting Officer will have been hired.

By February, 2014, the Executive Committee will ensure that donated artwork currently held in storage will be appropriately placed on campus prior to the opening of the Center for the Arts.

By March 31, 2014, the fundraising goals will be set by the Board's fundraising committees. The Executive Committee will monitor these goals and report back to the full board at each quarterly meeting on the progress in meeting these goals.

By April, 2014, the fundraising goals proposed by the Fundraising Committees will be approved by the Executive Committee. The Executive Committee will monitor these goals and report to the Board of Directors at each quarterly meeting the progress in meeting these goals

By July, 2014, the Executive Committee will ensure that any Bylaws revisions are presented for approval by the Board of Directors.

By July, 2014, the Executive Committee will ensure that all policies and procedures that require an annual review will have been assigned to their respective committees for review and any changes to policies or procedures will be brought before the Board of Directors.

By July, 2014, the Executive Committee will ensure that a slate of officers and directors will have been presented to the full Board of Directors for election.

By July, 2014, the Executive Committee will ensure that the President has assigned all board members to at least one Operations or Stewardship Committee and to one Fundraising Committee.

# FUNDRAISING COMMITTEES

The Fundraising Committees have responsibility for planning and guiding the major fundraising activities of the Foundation. All Foundation Directors belong to at least one Fundraising Committee and are appointed by the Board of Directors.

## FUNDRAISING COORDINATING COMMITTEE

Composed of the Chairs of the Fundraising Committees, and chaired by the Executive Director of the Foundation, this committee is responsible for assuring the coordination of the Foundation's fundraising activities.

### MEMBERSHIP

**Bobbi Abram, Chair**, Bobbie Moon, Ken Ott, Ann Marsh, Clara Potes-Fellow, Sandi Mejia, Mel Cohen

### GOAL STATEMENT

By June 2015, The Foundation will have in place an effective process for coordinating the efforts of those committees responsible for fundraising activities on behalf of the Foundation.

### OBJECTIVE STATEMENTS

By September, 2013, the Fundraising Coordination Committee will establish its membership, including committee chairs responsible for ancillary activities such as Donor Recognition and Communications, and will publish a schedule of regular meetings for reviewing and coordinating fundraising and fundraising-related activities.

By January, 2014, the Fundraising Coordination Committee will recommend to the Executive Committee specific, measurable annual fundraising goals for each of the fundraising committees.

By January, 2014, the Fundraising Coordination Committee will recommend to the Executive Committee a timeline and plan for fundraising efforts that would encompass the celebration of the 90<sup>th</sup> anniversary of the College, and a "readiness" audit for any future major gift campaigns.

By June, 2014, the Fundraising Coordination Committee will lead an effort to determine major gift campaign projects and develop the draft of a Case Statement for consideration in possibly undergoing a major gift campaign that may include portions of the College's Facilities Master Plan.

By October, 2014, if a decision is made by the Board of Directors to conduct a major gifts campaign, the Fundraising Coordination Committee will determine if a campaign consultant should be hired and if so, will lead the search process.

By January, 2015, if a decision to hire a consultant has been approved, the Fundraising Coordination Committee will appoint a Campaign Committee to oversee a Feasibility Study and develop a Campaign Plan.

# FUNDRAISING COMMITTEES

## ANNUAL FUND COMMITTEE

This committee is responsible for planning and implementing fundraising for the Foundation's annual fund program with outreach to alumni, employees and retirees of the college, and community members. The committee also oversees the President's Circle program.

### MEMBERSHIP

Susan Kinney, Vivian Chan, Ken Hemming, John Gregory, Winston Uchiyama,  
Staff Liaison: Bobbi Abram.

### GOAL STATEMENT

By June 2015, The Foundation will create and execute a sustainable annual giving plan that will reach out to alumni, faculty, staff, businesses, and the community.

### OBJECTIVE STATEMENTS

By August, 2013, the Annual Fund Committee will have reviewed the current status of annual giving with the Foundation staff.

By September, 2013, the Annual Fund Committee will hold a joint meeting with the Donor Recognition Committee.

By January, 2014, the Annual Fund Committee will have developed a specific annual giving plan for alumni.

By July, 2014, the Annual Fund Committee will have developed a specific annual giving plan for faculty.

By July, 2014, the Annual Fund Committee will have developed a specific annual giving plan for staff.

By July, 2014, the Annual Fund Committee will have developed a specific annual giving plan for businesses.

By July, 2014, the Annual Fund Committee will have developed a specific annual giving plan for the community.

# FUNDRAISING COMMITTEES

## ENDOWMENT & MAJOR GIFTS COMMITTEE

This committee is responsible for planning and implementing fundraising for the Foundation's endowment development program. The endowment, which is grown through specific gifts and bequests, is intended to serve the college and the foundation in perpetuity.

### MEMBERSHIP

**Ken Ott, Chair**, Bob Cheney, Jon Fuhrman, Bill Hawkins, William Opel, Staff Liaison: Bobbi Abram.

### GOAL STATEMENT

By June, 2015, the Foundation will create a system so that a major gifts structure can be implemented to sustain an ongoing major gifts program.

### OBJECTIVE STATEMENTS

By October 2013, the Endowment & Major Gifts Committee will work with Clarus to identify potential focus groups and questions to be involved with the College's Benchmark survey.

By November, 2013, the Endowment & Major Gifts Committee will meet with other fundraising committees to ensure there is no overlap in approaching donors.

By January, 2014, the Endowment & Major Gifts Committee will assist the Foundation in purchasing and installing a state-of-the-art fundraising software program.

By January, 2014, the Endowment and Major Gifts Committee will work with the Marketing and Communications Committee to decide what the Foundation's message will be as members talk to potential donors.

# FUNDRAISING COMMITTEES

## PLANNED GIVING COMMITTEE

This committee is responsible for planning and implementing fundraising through the Foundation's planned giving program, including sponsoring meetings, activities, and events to inform and encourage potential donors regarding why and how they can include the college, through the Foundation, in their wills.

### MEMBERSHIP

**Ann Marsh, Clara Potes-Fellow, Co-Chairs**, Jim Kossler, Mark Ladesich, Shirley Burt, James Dougherty, Staff Liaison: Bobbi Abram

### GOAL STATEMENT

By June, 2015, the Foundation will have implemented a planned giving program.

### OBJECTIVE STATEMENTS

By December, 2013, the Planned Giving Committee will know: what structure and materials currently exist; what is the planned giving history of the Foundation, what are the existing planned giving commitments.

By March, 2014, the Planned Giving Committee will have completed a workshop for the committee members on the best practices in planned giving programs.

By April, 2014, the Planned Giving Committee will have developed a plan for re-initiating the Foundation's planned giving program.



# FUNDRAISING COMMITTEES

## EVENTS COMMITTEE

This committee is responsible for planning and implementing fundraising through an annual signature event sponsored by the Foundation.

### MEMBERSHIP

**Sandi Mejia, Chair**, Estela Richeda, Preston Howard, Lisa Sugimoto, Greg Sun, Ladd Thomas, Julie Gallant, Staff Liaison: Bobbi Abram, Valerie Wardlaw

### GOAL STATEMENT

By June, 2013, the Foundation will host two signature/annual fundraising events that will reflect the “Proud Past/Global Future” mission of the college with unique venues that will engage the community in supporting us.

### OBJECTIVE STATEMENTS

By December, 2013, the Events Committee will confirm dates and locations for two fundraising events in 2014.

By January, 2014, the Events Committee will finalize the program/agenda for signature events that will be launched in 2014.

# FUNDRAISING COMMITTEES

## SPECIAL PROJECTS COMMITTEE

This committee is responsible for planning and implementing occasional special fundraising activities approved by the Board of Directors, (such as the Arts Building Campaign and the Band Uniforms Campaign).

### MEMBERSHIP

**Mel Cohen, Chair**, Bobbie Moon, Wade Winter, Susan Kinney, Ralph Hurtado, Bob Cheney, Phyllis Specht, Don Anderson, Staff Liaison: Bobbi Abram.

### GOAL STATEMENT

By June 2015, the Foundation will have raised enough funds to provide new band uniforms for the Tournament of Rose Parade on January 1, 2014.

### OBJECTIVE STATEMENTS

By September, 2013, the Special Projects Committee will develop a follow-up plan for faculty.

By October 2013, the Special Projects Committee will develop a follow-up plan for board members.

By January, 2014, the Special Projects Committee will make personal follow-ups to the Chamber Luncheon guests.

# PROGRAM STEWARDSHIP COMMITTEES

Program Stewardship Committees have responsibility for planning and monitoring the activities of the programs which the Foundation administers in support of the College. Committee members are appointed by the Board of Directors.

## GRANTS COMMITTEE

**This committee is responsible for planning and implementing the Foundation's Grants for Academic Excellence program, including maintaining criteria, reviewing and recommending proposals, and attending the annual awards presentation event.**

### **MEMBERSHIP**

**Jil Sheldon, Chair**, Greg Sun, Wade Winter, Vivian Chan, Winston Uchiyama, Jack Van Amringe, Dr. Bob Bell, Staff Liaison: Kris McPeak

### **GOAL STATEMENT**

By June 2015, the Foundation will expand and enhance the grants program, to include more faculty and staff while further engaging businesses and the local community.

### **OBJECTIVE STATEMENTS**

By January 2014, the Grants Committee will expand the applicant base to include representation more reflective of campus demographics (outreach).

By February 2014, The Grants Committee will create and execute a process by which non-board members from businesses and the local community can participate in the grant selection process.

On April 11, 2014, the Grants Committee will have the 2013-2014 grant recipients' reception and share a process by which we will track grant recipient progress, capturing and celebrating successes throughout the year.

By November 2014, the Grants Committee will have a recommendation to expand the level of funding for the Foundation grants program

# PROGRAM STEWARDSHIP COMMITTEES

## SCHOLARSHIP COMMITTEE

This committee is responsible for reviewing and monitoring all the scholarships managed by the Foundation, and making recommendations to the Board of Directors and/or to the Executive Director when appropriate.

### MEMBERSHIP

**Bill Hawkins, Lisa Sugimoto, Co-Chairs**, Ladd Thomas, Shirley Burt, Sandi Mejia, Julie Gallant, Ralph Hurtado, Greg Sun, Ken Hemming, Staff Liaison: Kris McPeak

### GOAL STATEMENT

By June 2015, the Foundation will position its Scholarship Program to assist the college in meeting its completion agenda according to the new Student Success Initiative.

### OBJECTIVE STATEMENTS

By September, 2013, the Scholarships Committee will review and update the processes used for the awarding of scholarships.

By September, 2013, the Scholarships Committee will develop ways to market scholarship opportunities to current PCC students.

By October 2013, the Scholarships Committee will identify and appoint selection committees for pilot awarding of fall 2013 new scholarships (*Herbert Eleanor Blackhall, Westerbeck, Talty Family, Marti Bekey, Osher, and Schow Foundation*); appointments will be made in such a way that we build partnerships with other parts of campus.

By January 2014, the Scholarships Committee will evaluate the Fall Pilot Program in order to further review and update the scholarship awarding process.

# PROGRAM STEWARDSHIP COMMITTEES

## MAJOR PROJECTS COMMITTEE

This committee is responsible for reviewing and monitoring the implementation all major projects funded through the Foundation, and making recommendations to the Board of Directors and/or to the Executive Director when appropriate.

### MEMBERSHIP

Currently Not Operational

### GOAL STATEMENT

### OBJECTIVE STATEMENTS

# PROGRAM STEWARDSHIP COMMITTEES

## DONOR RECOGNITION COMMITTEE

This committee is responsible for reviewing and monitoring the implementation of the Foundation's appropriate recognition of donors, and making recommendations to the Board of Directors and/or to the Executive Director when appropriate.

### MEMBERSHIP

**Julie Gallant, Chair**, Preston Howard, Phyllis Specht, Bobbie Moon, Estela Richeda, Staff Liaison:  
Valerie Wardlaw

### GOAL STATEMENT

By June, 2015, the Foundation will have in the Donor Recognition Committee a repository of ideas to recognize and appreciate donors in order to grow the relationship between the Foundation and its contributors.

### OBJECTIVE STATEMENTS

By October, 2013, the Donor Recognition Committee will create a list of premiums and programs for the President's Circle that will engage donors of \$1,000 or more to steward the relationship and promote donor loyalty.

By November, 2013, the Donor Recognition Committee will identify a publications plan to recognize donors through print outlets, including but not limited to, Outlook, Pasadena Star News, Pasadena Sun, The Beacon, and The Dragon News.

By January, 2014, the Donor Recognition Committee will oversee the creation of a Donor Wall for the Center for the Arts.

By January, 2015, the Donor Recognition Committee will create a plan for an on campus publicity and recognition of donors, including a Donor Wall in the Administration Building

# PROGRAM STEWARDSHIP COMMITTEES

## ATHLETIC RECOGNITION COMMITTEE

This committee, composed of Foundation members (by appointment), college staff, and members of the community, is responsible for planning and implementing the Foundation's Court of Champions and Hall of Fame programs, including maintaining criteria, selecting honorees, and organizing recognition events.

### MEMBERSHIP

Dick Ratliff, Bob Cheney, Foundation Representatives

### GOAL STATEMENT

By June 2015, The Foundation will appropriately commemorate the accomplishments of those who have made outstanding contributions to the athletic history and tradition of the Pasadena City College campus.

### OBJECTIVE STATEMENTS

By November, 2013, the Athletic Recognition Committee will select and induct new members to the Court of Champions, Hall of Fame, and Wall of Fame.

By November, 2013, the Athletic Recognition Committee will write a plan and hold a ceremony to honor inductees.

By June 2015, the Athletic Recognition Committee will collaborate with the Events Committee and draft a plan to make the 2015 Induction Ceremony a fund raising event.

# INTERNAL OPERATIONS COMMITTEES

The Internal Operations Committees are responsible for planning and implementing the various functions of the Foundation which are necessary to ensure that it operates in a responsible, ethical, efficient, and transparent manner.

## BOARD DEVELOPMENT COMMITTEE

**This committee is responsible for planning and implementing the Foundation's process for nominating and electing new Board members, conducting board orientation and training, and recommending membership on all of the Foundation's committees.**

### MEMBERSHIP

**Preston Howard, Chair**, Mel Cohen, Ralph Hurtado, Staff Liaison: Bobbi Abram, Kris McPeak

### GOAL STATEMENT

By June 2015, The Foundation will have a structured board development process to recruit and qualify potential board members.

### OBJECTIVE STATEMENTS

By December, 2013, the Board Development Committee will discuss starting a schedule of events to which existing board members will be encouraged to invite guests.

By December, 2013, the Board Development Committee will identify specific individuals that the Foundation will want to cultivate for board membership.

By December 2013, the Board Development Committee will create a list of criteria for board membership.

By December, 2013, the Board Development Committee will create opportunities for potential board members to learn about Pasadena City College.



# INTERNAL OPERATIONS COMMITTEES

## FINANCE AND INVESTMENT COMMITTEE

This committee is responsible for maintaining the Foundation's Statement of Investment and Spending Policy, selecting investment consultants, when necessary, monitoring the performance of Foundation investments, reviewing financial reports, and recommending the annual Operating Budget to the Board of Directors.

### MEMBERSHIP

**Jon Fuhrman, Chair**, Shirley Burt, James Dougherty, Julie Gallant, Bill Hawkins, Mark Ladesich, William Opel, James Sarni, Staff Liaison: Bobbi Abram, Kris McPeak.

### GOAL STATEMENT

Through June, 2015, The Foundation will continue responsible stewardship which preserves and enhances the financial resources it manages in support of Pasadena City College.

### OBJECTIVE STATEMENTS

By October, 2013, the Finance & Investment Committee will define a standard reporting form and mechanism to insure the committee, the Executive Committee, and the Board of Directors have timely updates on the financial status of the Foundation.

By June, 2014, the Finance & Investment Committee will oversee an annual review of the Foundation's investment policy.

# INTERNAL OPERATIONS COMMITTEES

## AUDIT COMMITTEE

This committee is responsible reviewing the draft of the annual audit of the Foundation, monitoring the relationship between the auditor and the Foundation's accounting firm, monitoring the implementation of any audit recommendations – in the audit or management letter, and making recommendations to the Board of Directors and/or the Executive Director when appropriate.

### MEMBERSHIP

**Ken Hemming, Chair**, Ann Marsh, Wade Winter, Staff Liaison: Bobbi Abram, Kris McPeak

### GOAL STATEMENT

By December 2013, the Foundation will have completed its 2012-2013 Audit. Annually, the Foundation will complete its audit and present the official audit findings at the December meeting of the Board of Directors.

### OBJECTIVE STATEMENTS

By September, 2013, the Audit Chair and staff and accountants from Temo Arjani will meet with the new auditors, Vicenti, Lloyd & Stutzman to set the dates for the field work to be done on the 2012-2013 audit.

By October, 2013, the Audit Committee will meet with the staff to discuss any potential matters that were noted in the previous year's management letter to discuss policy or procedural remedies.

By November, 2013, the Audit Committee will meet with the Auditors to discuss preliminary drafts of the 2012-2013 audit.

By December, 2013, the Audit Committee will approve a final draft of the audit and present the final audit at the December meeting of the Board of Directors.

# INTERNAL OPERATIONS COMMITTEES

## COMMUNICATION & MARKETING COMMITTEE

This committee is responsible for planning and implementing a marketing plan for the Foundation, reviewing all promotional communications between the Foundation and the public -- both print and digital, and making recommendations to the Board of Directors and/or Executive Director when appropriate.

### MEMBERSHIP

**John Gregory, Chair**, Susan Kinney, Jil Sheldon, Staff Liaison: Bobbi Abram, Kris McPeak

### GOAL STATEMENT

By June, 2015, the Foundation will dramatically increase, throughout the College District, public awareness of the Foundation's goals and projects.

### OBJECTIVE STATEMENTS

Within six weeks after PCC's community survey is completed, the Communications & Marketing Committee will establish specific goals and benchmarks for dramatically increasing public awareness by June 15, 2015.

By October, 2013, the Communications & Marketing Committee will create five short-term and five long-term "white paper" themes relating to PCC programs and fundraising opportunities that the Foundation can promote.

By November, 2013, the Communications & Marketing Committee will assess whether to recommend to the Executive Committee the hiring of a public relations firm to generate publicity for the first half of PCC's 90<sup>th</sup> Anniversary (Jan-Jun 2014).

By January, 2014, the Communications & Marketing Committee will redesign the Foundation's website and expand social networking sites.

By January, 2014, the Communications & Marketing Committee will create a Foundation brand, including logo, mission statement, and tagline aimed at donors.

By January, 2014, the Communications & Marketing Committee will develop a speakers' bureau for the Foundation.

By January, 2014, the Communications & Marketing Committee will create a plan for print materials, including the possibility of a twice-annual magazine aimed at donors and community leaders.

By July, 2014, the Communications & Marketing Committee will prepare a media relations plan for the second half of PCC's 90<sup>th</sup> anniversary (Jul-Dec 2014).

By July, 2014, the Communications & Marketing Committee will develop a long-range public relations plan for Foundation activities, including the possibility of a major fundraising campaign.

By January, 2015, the Communications & Marketing Committee will develop a recommendation for questions and assessment tools to be used with PCC's follow-up Assessment Survey in 2015.

# INTERNAL OPERATIONS COMMITTEES

## PLANNING & ACCOUNTABILITY COMMITTEE

This committee is responsible for planning and implementing the Foundation's planning activities, maintain the Foundation Strategic Plan, and collecting and reporting to the Board of Directors annual progress reports from all Foundation committees.

### MEMBERSHIP

**Diane Holguin, Chair**, Warren Weber, Jim Kossler, Winston Uchiyama, Clara Potes-Fellow, Mel Cohen, Phyllis Specht, Staff Liaison: Bobbi Abram, Kris McPeak.

### GOAL STATEMENT

By June, 2015, The Foundation will successfully complete its first two-year Strategic Master Plan cycle.

### OBJECTIVE STATEMENTS

By August, 2013, the Planning & Accountability Committee will compile and review all Foundation Committee Goals and Objectives for inclusion in the Strategic Master Plan.

By September, 2013, the Planning & Accountability Committee will submit the 2013-2015 Strategic Master Plan to the Foundation Board of Directors for approval and adoption.

By October, 2013, the Planning & Accountability Committee will create an overall planning calendar for the Foundation.

By November, 2013, the Planning & Accountability Committee will develop a monitoring, updating, and reporting process for the on-going evaluation of the strategic planning process to include:

- Assessment of progress by committees
- Review of committee goals/objectives alignment with signature goals

By January, 2014, the Planning & Accountability Committee will develop a process for gathering and disseminating successful practices being used by the committees.

By February, 2014, the Planning & Accountability Committee will develop a planning communication process and/or document.

# INTERNAL OPERATIONS COMMITTEES

## TECHNOLOGY COMMITTEE

This committee is responsible for reviewing all the technology -- hardware and software -- used to support Foundation operations and to make recommendations to the Board of Directors and/or the Executive Director when appropriate.

### MEMBERSHIP

**Bobbie Moon, Chair**, Jon Fuhrman, Lisa Sugimoto, Staff Liaison: Kris McPeak

### GOAL STATEMENT

By June, 2015, the Foundation will explore and embrace technology improvements that support the strategic plan.

### OBJECTIVE STATEMENTS

By January, 2014, the Technology Committee will review Financial Edge software and make a recommendation to the Executive Committee for implementation.

By June, 2014, the Technology Committee will do a peer review of community college foundation websites and make recommendations to the Executive Committee.

# INTERNAL OPERATIONS COMMITTEES

## SEMI-ANNUAL COMMITTEE REPORTING SCHEDULE

| <u>Committee</u>          | <u>Dec 2013</u> | <u>Mar 2014</u> | <u>Jun 2014</u> | <u>Sep 2014</u> | <u>Dec 2014</u> | <u>Mar 2015</u> | <u>Jun 2015</u> |
|---------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Executive                 | XXXX            |                 | XXXX            |                 | XXXX            |                 | XXXX            |
| Fundraising Coordination  |                 | XXXX            |                 | XXXX            |                 | XXXX            |                 |
| Annual Fund               | XXXX            |                 | XXXX            |                 | XXXX            |                 | XXXX            |
| Endowment / Annual Gifts  |                 | XXXX            |                 | XXXX            |                 | XXXX            |                 |
| Planned Giving            | XXXX            |                 | XXXX            |                 | XXXX            |                 | XXXX            |
| Events                    |                 | XXXX            |                 | XXXX            |                 | XXXX            |                 |
| Special Projects          | XXXX            |                 | XXXX            |                 | XXXX            |                 | XXXX            |
| Grants                    |                 | XXXX            |                 | XXXX            |                 | XXXX            |                 |
| Scholarships              | XXXX            |                 | XXXX            |                 | XXXX            |                 | XXXX            |
| Donor Recognition         |                 | XXXX            |                 | XXXX            |                 | XXXX            |                 |
| Athletic Recognition      | XXXX            |                 | XXXX            |                 | XXXX            |                 | XXXX            |
| Board Development         |                 | XXXX            |                 | XXXX            |                 | XXXX            |                 |
| Finance / Investment      | XXXX            |                 | XXXX            |                 | XXXX            |                 | XXXX            |
| Audit                     |                 | XXXX            |                 | XXXX            |                 | XXXX            |                 |
| Comm / Marketing          | XXXX            |                 | XXXX            |                 | XXXX            |                 | XXXX            |
| Planning / Accountability |                 | XXXX            |                 | XXXX            |                 | XXXX            |                 |
| Technology                | XXXX            |                 | XXXX            |                 | XXXX            |                 | XXXX            |