

**COLLEGE OF THE CANYONS FOUNDATION**  
26455 Rockwell Canyon Road, Santa Clarita, CA 91355

**College of the Canyons Board of Directors**

**Meeting - Minutes**

July 22, 2025 5:30 PM

Canyons Hall 201

**Members Present:** Gary Horton (Foundation Chair), Shawna Mann (Foundation CEO), Scott Schauer (Foundation Vice Chair), Monica Lee Copeland (Foundation Secretary), Dawn Abasta, Lisa Burke, Joyce Carson, Tom Dierckman, Bruce Fortine, Tamara Gurney, William Harwood, Arnoldo Jaquez, Jesse McClure, Jill Mellady, Dr. Thea Alvarado, Taylor Kellstrom, Dr. Paul Wickline

**Members Absent:** David Andrus, JD (Interim President), Jason Hinkle (Foundation Treasurer), Steve Corn, Shawn Fonder, Brian Koegle, Mike Lebecki, George Reyes, Doreen Shine, Joyce Shulman, T. Meyer, Shawn Fonder, Jenny Ketchepaw, Ed Masterson, Randy Moberg, Leticia Meza-Guerrero, Matthew Sreden, Jill Mellady

**Foundation Staff Present:** Melayn Poladian (Foundation Relations Coordinator III), Dylan Mahoney (Events and Marketing Coordinator)

**District Staff**

**Present:**

**Affiliated**

**Guests Present:** Cristian Benoit

**Other**

**Attendees:**

**1. PRELIMINARY FUNCTIONS**

**1.1 Call to Order/Establishment of a Quorum**

**Gary Horton**

Noting that a quorum was present, Gary Horton called the meeting to order at 5:34 PM.

**1.2 Approval of Meeting Agenda**

**Gary Horton**

Gary Horton requested a motion to approve the meeting agenda with an amendment to remove the President's Report from the agenda considering David Andrus's absence.

**Motion to Approve:**

Bruce Fortine

**Second:**

Joyce Carson

**Voting Yes:**

Gary Horton, Shawna Mann, Scott Schauer, Monica Lee Copeland, Dawn Abasta, Lisa Burke, Tom Dierckman, Tamara Gurney, William Harwood, Arnoldo Jaquez, Jesse McClure, Dr. Thea Alvarado, Jeremy Patrich, Dr. Paul Wickline

**1.3 Approval of Meeting Minutes: May 28<sup>th</sup>, 2025**

**Gary Horton**

Gary Horton requested a motion to approve both sets of meeting minutes from the Joint Foundation Board meeting with the Board of Trustees which occurred on May 28<sup>th</sup>, 2025.

**Motion to Approve:**

Joyce Carson

**Second:**

Jeremy Patrich

**Voting Yes:**

Gary Horton, Shawna Mann, Scott Schauer, Monica Lee Copeland, Dawn Abasta, Lisa Burke, Tom Dierckman, Bruce Fortine, Tamara Gurney, William Harwood, Arnoldo Jaquez, Jesse McClure, Dr. Thea Alvarado, Dr. Paul Wickline

**2. PUBLIC COMMENT**

**2.1 Comments by Members of the Audience NOT on the Agenda**

**Gary Horton**

There were no comments made by members of the audience not on the agenda.

**3. GUEST SPEAKER**

**3.1 Student Speaker: Cristian Benoit**

**Shawna Mann**

Alumni and current Building Performance Bachelor's student Cristian Benoit spoke about his experience transferring to College of the Canyons from Antelope Valley College and the impact the Architecture and Design Department has had on his life. He looks forward to working in a career in Architecture, and feels prepared thanks to the work of counselors, professor's, and the Foundation at COC.

**4. INFORMATION AND ITEMS APPROVED BY EXECUTIVE COMMITTEE**

**4.1 Financial Statements as of May 31, 2025**

**Lisa Burke**

Lisa Burke presented the financial statements through May 31, 2025. With 92% of the fiscal year complete, revenues stand at 83% and expenses at 80%, resulting in a net revenue of approximately \$7,912. Year-end activities will likely increase revenues. Due to a successful yearly performance, the Foundation will likely not have to utilize the \$30,000 interest sweep from Fund 82. Lisa emphasized that the Golf Tournament and Silver Spur performed above budget, which compensated for a decrease in President's Circle funding. Gary Horton asked Lisa to clarify the distinction between the operating budget for Silver Spur and the money raised for the Marlee Lauffer Endowment.

**4.2 Professional Service Agreements**

**Shawna Mann**

- **Encore – AV Services for Silver Spur - \$3,334.28**
- **Melinda Gilmore – Food Services for SCV Book Fair - \$0.00**
- **Alan Bruni – Valencia Campus Drum Circle - \$300.00**
- **Gary Pickett – Guest Speaker, Anthropology Department - \$500.00**
- **Brooke Ritter – Amended contract due to OT at Silver Spur - \$1,450.00**
- **Paulina Jones – Blackbaud Audit – Not to exceed \$4,200.00**
- **Amendment to extend the contract date to 07/08/2025**

Shawna Mann presented the professional service agreements above. She also explained the ratification process.

### 4.3 Updated Strategic Plan – Overview

**Monica Lee  
Copeland**

Monica Lee Copeland presented a comprehensive overview of the Foundation’s updated strategic plan – a four-year comprehensive campaign. This includes focusing on the Foundation’s student-focused mission to be a fundraiser, grant maker, and fiscal sponsor. The plan emphasizes a path toward fiscal self-sufficiency and outlines the framework for an annual campaign. Through portfolio management across donor levels and the usage of targeted strategies for each donor class, the plan is designed to increase engagement and fundraising efforts. New committees will be formed to augment fundraising efforts across the donor classes. ML shared student-focused vision statements to address federal policy changes and local funding challenges.

The Board discussed how outreach will increase to hit fundraising targets. Strategies include recruiting non-board member volunteers, expanding outreach into the San Fernando Valley, and increasing Board involvement.

ML underscored the consolidation of the donor-benefit program and the proposed donor class model; she also promoted targeted 1:1 fundraising efforts. Shawna explained that many of our Board members will play a vital role in achieving our new fundraising goals.

## 5. APPROVAL

### 5.1 ~~Adopted Budget for the 2025–2026 Fiscal Year~~

**Jason  
Hinkle/Shawna  
Mann/Monica  
Lee Copeland**

Due to time constraints, the Board requested that the approval of the budget be pushed to a special meeting to be scheduled in August.

Gary Horton requested a motion to approve a special meeting in August to discuss the Adopted Budget for the 2025-2026 Fiscal Year.

**Motion to approve:**

Jeremy Patrich

**Second:**

Joyce Carson

**Voted Yes:**

Gary Horton, Shawna Mann, Scott Schauer, Monica Lee Copeland, Dawn Abasta, Lisa Burke, Tom Dierckman, Bruce Fortine, Tamara Gurney, William Harwood, Arnoldo Jaquez, Jesse McClure, Dr. Thea Alvarado, Dr. Paul Wickline

### 5.2 Approval of Endowment Policy

**Monica Lee  
Copeland**

Monica Lee Copeland requested a motion to approve proposed revisions to the Foundation’s Endowment Policy. The changes would introduce modest establishment, deposit, and management fees—set below nonprofit industry averages—to help offset the staff time and resources required to create and administer endowments.

**Motion to approve:**

Tom Dierckman

**Second:**

Tamara Gurney

**Voted Yes:**

Gary Horton, Shawna Mann, Scott Schauer, Monica Lee Copeland, Dawn Abasta, Lisa Burke, Joyce Carson, Bruce Fortine, William Harwood, Arnolito Jaquez, Jesse McClure, Dr. Thea Alvarado, Dr. Paul Wickline, Jeremy Patrich

~~Shawna Mann/Monica Lee Copeland~~

**5.3 ~~Bylaws Changes based on Strategic Plan~~**

This item was tabled alongside the Adopted Budget and will be discussed for approval in at the special meeting to be scheduled in August.

**Motion to approve:**

Jeremy Patrich

**Second:**

Joyce Carson

**Voted Yes:**

Gary Horton, Shawna Mann, Monica Lee Copeland, Dawn Abasta, Lisa Burke, Joyce Carson, Tom Dierckman, Bruce Fortine, Tamara Gurney, William Harwood, Arnolito Jaquez, Jesse McClure, Dr. Thea Alvarado, Dr. Paul Wickline

**Abstention:**

Scott Schauer

**6. REPORTS**

**~~6.1 President's Report~~**

~~David Andrus~~

**7. ADJOURNMENT**

**7.2 Adjournment**

**Gary Horton**

Gary Horton adjourned the meeting at 7:59 PM.

# Combined Strategic Plan and Fund Development Plan

Presented by

Monica Lee Copeland, Chief Development Officer  
College of the Canyons Foundation

Presented to

College of the Canyons Foundation Board of Directors

August 2025

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## I. Executive Summary

This strategic fundraising plan outlines a comprehensive approach to ensuring sustainable financial support for the College of the Canyons Foundation (COCF). Through a combination of individual giving efforts with donor engagement, improved internal accountability, corporate and public partnerships, grant acquisitions, and innovative fundraising events, we aim to expand our impact, reduce our dependency on the College of the Canyons (COC or District) for operational support, and create sustainable support for College of the Canyons students and key College philanthropic initiatives for years to come.

Our strategy aims to refocus COCF on its core mission: fundraising, grantmaking, and serving as a fiscal sponsor. We will diversify revenue by launching an individual giving strategy that targets a broad range of donors—including College of the Canyons alumni, businesses in the San Fernando, Santa Clarita, and Antelope Valleys, and Ventura County, as well as major donors and foundations that believe in community college education. Donors will be invited to join an annual membership campaign to boost engagement. We will adopt best practices from nonprofit and public foundations, benchmarking against peer institutions and related NGOs to identify areas for improvement and growth. By aligning our fundraising efforts with the Foundation’s mission and donor interests, we aim to meet financial goals and strengthen our long-term impact in the community.

This plan is a phased implementation approach. Short-term and long-term fundraising objectives, key performance indicators, and strategies to maximize donor retention. It also includes relevant business development and cause-marketing opportunities that can be exploited. Through proactive leadership, data-driven decision-making, and effective stewardship, the College of the Canyons Foundation is poised to enhance its funding capacity and further its mission.

### A. Strategic Plan versus Fund Development Plan

Currently, our Foundation is operating without a Strategic Plan. A Strategic Plan and a Fund Development Plan that is strategic and tactical (often referred to as a Strategic Development Plan) are two separate things. Normally, the Fund Development Plan, created by the lead fundraising professional and the Development Committee begins where the Strategic Plan created and ratified by

the Board and the Office of the President leave off. The Strategic Plan identifies the philanthropic and operational objectives, and the Fund Development Plan attempts to get ahead of them so that the efforts can be financially sourced.

This plan also makes recommendations that are outside of the scope of the Chief Development Officer as articulated by the current organizational structure. For instance, while the author of this Combined Strategic Plan and Fund Development Plan is the Chief Development Officer, she does not have uniform authority to implement fundraising plans, nor does she have uniform authority to create or revise board committee plans, philanthropic initiatives, and the like. Therefore, this plan should be viewed as a well-considered recommendation. Its modification and implementation will be the work of the College of the Canyons Office of the President and Administration, the Foundation staff, and the Foundation Board.

## **B. Timeline**

Traditionally, the Strategic Plan outlines philanthropic and operational priorities over a three-to-five-year period. This combined Strategic and Fund Development Plan proposes a four-year roadmap for philanthropic initiatives, along with long-term sustainability goals extending into years 5–7 and 8–10.

## II. Strategic Plan

### A. Revise Mission and Vision Statements

The following mission statement is found on the College of the Canyons website:

*“The College of the Canyons (COC) Foundation is a 501(c)(3) non-profit auxiliary organization formed to **generate philanthropic support for College of the Canyons.** The Foundation is governed by a Board of Directors who are an enthusiastic and committed group of volunteer business and community leaders who donate their time, resources and energy to positively impact educational access in the Santa Clarita Valley. The board’s mission is to **provide an affordable and accessible college education for all having the desire to succeed.**”*

- **Finding:** During the Discovery Process, 22 individuals did not have a clear understanding of COCF’s role as a fiscal conduit supporting fundraising and managing assets for college programs. Nor did most respondents realize that offering fiscal sponsorship services to community nonprofit projects is a viable income stream.
- **Conclusion:** Growing the fiscal sponsorship business internally and externally can aid the Foundation in achieving higher ROI and increasing assets under management.
- **Recommendation:** Update the Mission and Vision Statements for greater clarity.

#### 1. Proposed Mission Statement

The College of the Canyons Foundation bridges the gap between public funding and student need by investing in student success. With the support of a dedicated Foundation Board and committed volunteers, we fulfill this mission by:

- **Fundraising** – Engaging stakeholders to generate philanthropic support.
- **Grant Making** – Distributing scholarships and programmatic grants to students and college initiatives.
- **Fiscal Sponsorship** – Serving as a financial conduit for college departments and community-based nonprofit projects.

## 2. Proposed Vision and Guiding Principal Statements:

### a. Vision

We envision a dynamic, self-sustaining foundation that ensures every student has the resources to succeed.

### b. Guiding Principles

- We provide essential scholarships and student mini grants that help students achieve their educational and career goals.
- We empower college departments and community programs by offering fundraising guidance and asset management.
- We take an inclusive approach to alumni engagement—whether you transferred, earned a certificate, or took a single class, you are part of the COC alumni family. We invite you to help future students achieve their dreams.
- We rely on the collective investment of time, talent, and resources from our board, committees, donors, and volunteers to fulfill our mission.
- We manage resources wisely, following best practices from the Association of Fundraising Professionals (AFP), Council for Advancement and Support of Education (CASE), American Marketing Association (AMA), Generally Accepted Accounting Principles (GAAP) and the IRS, as well as the District’s financial and auditing procedures. We publish our Audited Financial Statements and Form 990 Report on the website.

## B. Philanthropic Initiatives and Case for Support

### 1. Federal and Local Challenges Impacting Student Support and Fundraising

- a. **Federal Policy Changes**—Recent federal legislation presents significant challenges to student support and fundraising in higher education:
  - **Pell Grant Restrictions:** Students receiving full-ride scholarships or substantial grants will no longer qualify for Pell Grants, regardless of financial need. Part-time students—who make up a large portion of community college enrollment—are now excluded entirely. Additionally, the credit requirement for a full Pell award has increased from 24 to 30 credit hours per year, disadvantaging students who work, attend part-

time, or take evening classes. While a \$10.5 billion allocation has been made to prevent short-term Pell shortfalls, the broader legislative intent appears focused on cost-cutting at the expense of the most vulnerable students. These changes significantly increase the need for Foundation-funded scholarships and emergency support.

- **Student Loan Changes:** Subsidized federal loans have been eliminated, meaning interest will now accrue while students are still in school—potentially adding thousands of dollars to their debt. For returning students with existing debt, economic hardship deferments have been removed, and repayment options have been reduced from twelve to just two.

**b. Local Funding Challenges—**At the local level, College of the Canyons is facing additional pressures:

- **Promise Program Cuts:** Due to funding challenges, the number of students who can participate in the Canyons Promise Program has been reduced. A projected shortfall of approximately \$700,000 is expected in FY 2026–27.
- **Basic Needs Center (BaNC) Funding Loss:** Federal COVID relief funds have supported the Basic Needs Center will expire at the end of 2025. The BaNC provides critical services such as food assistance, transportation support, emergency grants, book vouchers, laptop lending, and school supplies. On average, 400 students rely on the BaNC daily for meals and pantry items. While food insecurity is the most pressing issue, housing instability is also a major concern—approximately 500 students are unhoused, relying on couch surfing, Safe Park facilities in Hollywood, or the limited shelter space in Santa Clarita Valley.
- **District Need for Greater Foundation Self-Reliance:** As the District navigates challenges with its budget the Foundation’s ROI and CRD has come under greater scrutiny. FY 2025 District Foundation costs exceeded \$1.37 MM dollars. While the Foundation successfully raised \$1.21 MM during the same period, its grantmaking to students and college programs does not exceed its internal costs. To put forth a reimbursement plan that

maintains a CRD of less than 10%, the Foundation must raise more funds to cover its general operations over the next several years.

## 2. Funding Initiative Focus and Making the Case

a. **The Purpose of Defining Philanthropic Initiatives in the Case for Support Development**—A case is not a stand-alone document; it is the basis for all campaign literature. It takes into consideration the audience making an emotional appeal centered in “need,” not “want.” The case determines strategic priorities that will be funded.

- **Finding:** During the Discovery Interviews, ongoing distrust over bond fund usage and facilities management was regularly articulated, as well as mistrust associated with the upcoming forensic audit.
- **Conclusion:** There is an urgent need for greater student support during a period of heightened fiscal accountability.
- **Recommendations:** Pause fundraising efforts associated with areas of controversy. Concentrate fundraising efforts on student-centered initiatives that have strong community backing and directly address the growing needs of our most vulnerable students. Center funding priorities around need and urgency.

### b. Proposed Philanthropic Initiatives

- **Infinite Possibilities: A Bold Investment in Our Students**—This 4-Year Comprehensive Campaign will be 100% student focused, providing:  
FY 2025-2026
  - **Over \$732,000 in support to Student Scholarships and Mini Grants** (\$350,000 Expendable, \$236,708 Endowed, \$96,000 CA Community College Awards, \$25,000 Foundation Mini Grants, \$25,000 Cougars Care)
  - **\$945,000 in support of College Programs** (\$370,000 to BaNC, POA, Student-focused programs at the ATC and Student Center, \$175,000 to Instructional Programs, Campus Departments, and Athletics, as well as \$400,000 in Endowed Program support.)
  - **Generate \$385,000 in Operating Income** to support greater sustainability and fundraising program growth.

FY 2025-2026

- Grow annual fundraising revenue to \$3.5 MM annually.
- Raise \$12MM between FY 2026 and FY 2029



Figure 1

### 3. Performance-Driven Portfolio Fundraising Model

The Annual Campaign cycle is the backbone of nonprofit fundraising. In almost all cases, nonprofits with strong financial success have a diversified fundraising mix with the greatest emphasis on Individual Giving.

**Why is Individual Giving Important?** In 2024, Americans donated \$592.5 billion dollars to charitable institutions. Individual donors were the largest source of income, representing \$392.45 billion. This represents nearly 69% of total giving and was an 8.2% increase over 2023. The average yearly charitable donation is \$3,296 for middle income owners and the average high net worth household donated \$34,917.

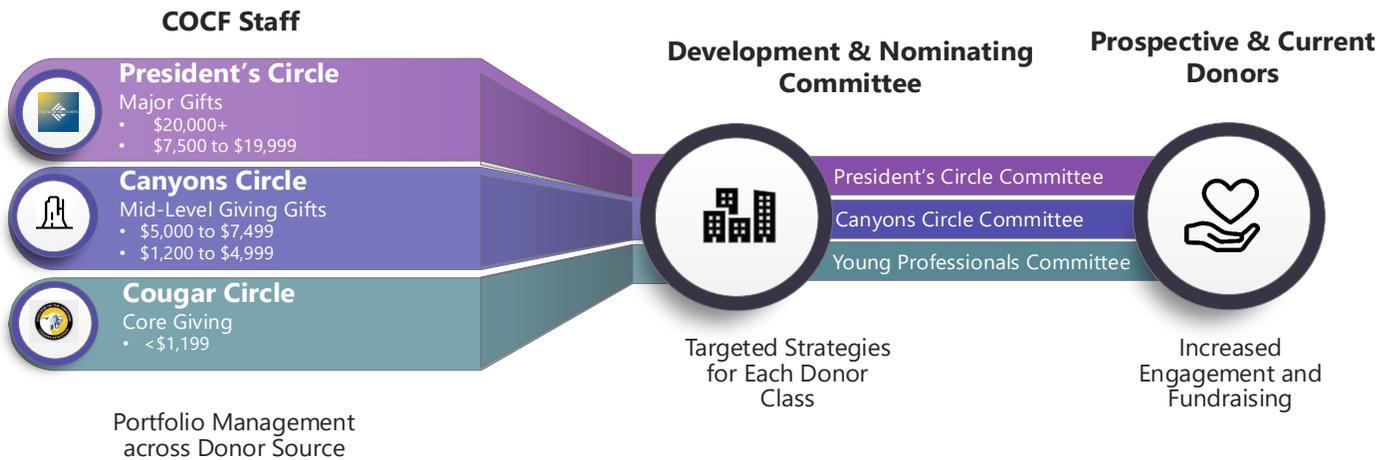
Developing the structure for a robust individual platform requires structuring the department into portfolios with performance goals. Mastery of the fundraising portfolio allows nonprofits to pursue and enhance relationships with major gift donors and prospects. The deeper the relationship, the greater the likelihood of a gift.



In terms of cost effectiveness, conducting personal meetings with current and prospective donors has no overhead.

- **Finding:** While there is a long and rich history of event fundraising at COCF, there has never been a concerted effort on annual campaign growth from individuals. While 2025 Silver Spur and Golf performance was stronger than prior years, these fundraising programs need upleveling to generate sufficient ROI to achieve strategic goals.
- **Conclusions:** Focus on event-driven income reduces time that staff can spend cultivating and stewarding new and existing relationships to greater investment.
- **Recommendations:** Support the proposed performance-driven portfolio model.

# Fundraising Workflow Slide



- Figure 2

## 3. Strategic Goals We Want to Achieve

### a. Improve Internal Accountability

- Use a Philanthropy Specialists Model with assigned portfolios, revenue goals, and performance-based evaluation.
- Structure Portfolios to Align with Donor Giving Societies
- Align a Volunteer Solicitor Team co-chaired by Board Members to support fundraising strategies and tactics to achieve a fundraising goal.
- Generate sufficient revenue to reimburse the District to 25% by 2029, 50% by 2033, and 75% by 2036.
- Generate a Fundraising Report that tracks revenue generation by campaign source, highlighting board giving and gift planning efforts and providing fundraising analytics. See the Fundraising Report in Appendix IV.A.

### b. Grow General Fund Unrestricted Income

- Using the Case of Support to define Philanthropic Initiatives, encourage donors to make gifts to the General Fund.

- Grow Foundation income with appropriate endowment fees.
  - Recommendation: Adopt the Updated Endowment Policy in Appendix IV.C.
- c. Re-Constitute the Development and Nominating Committee and charter new fundraising committees:** President’s Circle Committee, Canyons Circle Committee, and Young Professionals Committee.
- Recommendation: Add Development Committee language to Article 7.1 of the Bylaws as proposed in Appendix IV.D.
- d. Greater and Diversified Individual Giving**
- Broaden the prospect base by targeting alumni throughout the US as well as prospects throughout the region.
- c. Increase Volunteer Engagement**
- Develop meaningful Volunteer Solicitor activity and training.
  - Increase and intensify social and virtual mass fundraising events.
- d. Develop Unique Giving Programs with Branded Identities** that recognize investors for their commitment.

## Donor Benefits

	Alumni & Friends	Business
<b>President’s Circle: Medallion Level \$20,000</b> (\$600)	<ul style="list-style-type: none"> <li>• Annual President’s Balcony Reception</li> <li>• Annual Leadership Conference Call</li> <li>• Annual Parking Pass</li> <li>• 6 POA Pre-Shows + 1 Master Class for Two</li> <li>• 4 Tickets to All Foundation Signature Receptions– VIP Status</li> <li>• <i>and italicized items below</i></li> </ul>	<ul style="list-style-type: none"> <li>• Title Sponsorship for a COCF Event or Two Weeks of Marquee Access</li> <li>• Complimentary Use of the UCEN for One Day (8.5 hours)</li> <li>• Annual President’s Balcony Reception</li> <li>• Annual Parking Pass</li> <li>• 4 Tickets to All Foundation Signature Receptions—VIP Status</li> <li>• <i>and italicized items below</i></li> </ul>
<b>President’s Circle: Mace Level \$7,500</b> (\$225)	<ul style="list-style-type: none"> <li>• 4 POA Pre-Show Events + 1 Master Class for Two</li> <li>• 2 Tickets to All Foundation Signature Receptions – VIP Status</li> <li>• <i>Lunch for two at the iCUE</i></li> <li>• 2 Tickets to Silver Spur Donor Recognition Event</li> <li>• Private Foundation &amp; Student-Led Annual Campus Tour</li> <li>• <i>and italicized items below</i></li> </ul>	<ul style="list-style-type: none"> <li>• Secondary Event Sponsorship or One Week of Marquee Access*</li> <li>• Complimentary Use of the UCEN for a Half Day (4 hours)</li> <li>• Annual President’s Balcony Reception</li> <li>• 2 Tickets to All Foundation Signature Receptions—VIP Status</li> <li>• 2 Tickets to Silver Spur Donor Recognition Event</li> <li>• <i>and italicized items below</i></li> </ul>
<b>Canyons Circle: Sierra Level \$5,000</b> (\$150)	<ul style="list-style-type: none"> <li>• 4 POA Pre-Show Events</li> <li>• 2 Tickets to three Foundation Signature Receptions</li> <li>• Discounted Tickets to Silver Spur Donor Recognition Event</li> <li>• Canyons Circle Guided Campus Tour</li> <li>• 4 Tickets to any Athletic Event</li> <li>• <i>and italicized items below</i></li> </ul>	<ul style="list-style-type: none"> <li>• Complimentary Use of the UCEN for Two-Hour Meeting</li> <li>• Two Tickets to three Foundation Signature Receptions</li> <li>• Discounted Tickets to Silver Spur Donor Recognition Event</li> <li>• Stadium Banner</li> <li>• Name mentioned on Foundation URL</li> <li>• Special Invitations to Blackbox and Campus Events</li> </ul>
<b>Canyons Circle: Honor Grove Level \$1,200</b> (\$36)	<ul style="list-style-type: none"> <li>• 4 POA Pre-Show Events</li> <li>• 2 Tickets to two Foundation Signature Receptions</li> <li>• Special Invitations to Black Box Events</li> <li>• Advance Season Purchase for POA Events</li> <li>• <i>and italicized items below</i></li> </ul>	<p>*Use of Marquee at Business Mace Level is additional \$2,500</p>
<b>Cougars Circle: Top Cats \$600</b> (\$18)	<ul style="list-style-type: none"> <li>• 2 Tickets to any athletic event</li> <li>• Name mentioned on Foundation URL</li> <li>• Cougar License Plate</li> <li>• COC Logo Cup</li> </ul>	<p><b>COCF Signature Receptions</b></p> <p>COCF will host four receptions annually highlighting our wide array of student-focused programming.</p> <ul style="list-style-type: none"> <li>• Homecoming Football Pre-Game Reception</li> <li>• An Intercultural Event Reception</li> <li>• A Canyon Country Star Party Reception</li> <li>• COC Spring Musical Reception</li> </ul>

Figure 3

### III. Fund Development Plan

The purpose of creating an annual giving plan is to assist the philanthropy staff and the board of directors in setting performance-oriented goals with respect to the annual budget process. This plan outlines the strategic steps required to reach those goals, as well as the roles and responsibilities in accomplishing the plan.

The Proposed FY 2026 budget identifies target financial goals as recommended by the Finance Committee and the District’s Office of Business Services. It also offers a new Fundraising Report that tracks our efforts by gift source, which is a fundraising best practice.

#### A. Financial Goals

This budget reflects a new effort to measure fundraising by the source of the gift as presented in the FY 2026 Fundraising Report. It calls for a 70% increase in total fundraising to \$2,063,000, a 70% increase over FY 2025. While this is an ambitious target, the goal is necessitated by an analysis of CRD (Cost to Raise a Dollar) and ROI. Nonprofit best practices recommend that CRD remain under ten percent. Detailed Fundraising Report and Financials are in Appendices IV.A. and IV.B.

➤ **Recommendation: Accept the fundraising goals for FY 2026.**

#### FY 2026 Fundraising Goals *excerpt from new Fundraising Report*

Individual Giving	
Major Giving	\$475,000
ML Giving	\$375,000
Core Giving	\$378,000
Total Individual Giving	
Foundations, Government, NGOs	\$275,000
Corporate Giving	\$150,000
Special Events	\$370,000
Investment Income	\$40,000
<b>Total Fundraising Income</b>	<b>\$2,063,000</b>

## B. Strategic Goals (non-monetary goals impacting plan success)

- Finding: Our Board Giving Threshold is lower than comparable organizations and is not a formal component of Board Bylaws.
- Recommendation: Update the Board Personal Significant Gift criteria as proposed in Appendix IV.E.
  1. Board Giving at 100% with all board members fulfilling their existing \$1,500 commitment and new members fulfilling a commitment of \$2,500 annually; and with some members making larger personally significant gifts. Fundraising assumption: Four members making gifts of \$20,000, four at \$7,500, ten giving at \$5,000, eight at \$2,500, and ten giving at \$1,500 totaling \$195,000. (*This scenario includes new board members and two junior board members.*)
  2. Restore Employee and Retiree Giving to 2022-2023 level of \$64,868. It was \$33,107 in 2024-2025.
  3. Enhanced communication regarding fund development within the board, including a one-on-one annual meeting with the Chief Development Officer and a selected member of the Development Committee. Regular Fundraising Report updates at Board meetings by the CDO.
  4. Recruit a minimum of seven new board members and twenty new non-board members to work in fund development.
  5. Enhanced communications with prospects and current donors, including an annual welcome letter, invitation to meet with a philanthropy advisor, connections to the appropriate fundraising committee, and a robust donor benefits plan.
  6. Annual Volunteer Solicitor Event to train Foundation directors, volunteers, and staff.
  7. Develop new prospects for both personal solicitation campaign and direct email/mail/social solicitation.
  8. Strengthen donor cultivation programs with communications that highlight the case of support, showcase the best of the college, and recognize donors for their investment.
  9. Actively involve staff and students in executing Foundation tours,

events, and fundraising activities, including but not limited to direct mail, phonathons, and other campaigns.

10. Strengthen coordination between the public relations office and the Foundation to further support fundraising efforts.
11. Develop a small task force to create a home-grown student records system within IT that Foundation can use for fundraising identification and qualification.

## C. Solicitation Strategies

### 1. Personal Solicitation Campaign

- Board Solicitation                      CDO and Board Chair  
Time Frame:                              September-December 2025  
# of Prospects:                          30-35  
Goal    100% giving at \$195,000.  
Method                                         Personal solicitation. Request amounts based on donor history (one-time annual giving in lieu of multiple direct mail solicitations.  
  
Solicitors: CDO, ED, and Development Dev Comm Chairs
  
- Individual Solicitation              Philanthropy Advisors & Comm Chairs  
Time Frame:                              1<sup>st</sup> Pass: September-December 2025  
   2<sup>nd</sup> Pass: February-March 2026  
# of Prospects:                          Major:     All  
   Mid:        Top 75-100  
Goal:     \$1,247,999; 60 Renewals, 15% upgrades, 15% New Donors  
Method:                                        Welcome Letter with remit device followed by Personal Solicitation. Portfolios divided and shared by a committee of board and non-board volunteers. Preference for one-time annual giving in lieu of multiple solicitations. Calendar and Fiscal YE Phonathons. Goal includes MG, ML, Foundation, and Corporate Giving.  
  
Solicitors:                                    CDO and President's Circle Committee, DDE and Canyons Circle Committee.
  
- Mass Solicitation                      EMM & Comm Chairs  
Time Frame:                              September-December 2025

- |                     |  |
|---------------------|--|
|                     | February-March 2026                                  |
| # of Prospects:     | 2,000  |
| Goal:               | \$378,008; 60 Renewals, 15% upgrades, 15% New Donors |
| Method:             | Email/Social/Mailings                                |
| Solicitors (names): | EMM and Young Professionals                          |
2. Fundraising Event(s)
- |                 |   |
|-----------------|---|
| ▪ <u>Golf</u>   | EMM, CDO, Comm Chairs   |
| Time Frame:     | August-October 18, 2025   |
| # of Prospects: | 144 Golf and 80 Croquet   |
| Goal:           | \$150,000 Gross   |
|                 | ML Copeland, Dylan Mahoney and Golf Committee<br>(List Committee Members) |
| Methods:        | Personal Solicitation, Email/Mailings/Social, Publicity                   |
  
  - |                      |  |
|----------------------|--|
| ▪ <u>Silver Spur</u> | EMM, CDO, Comm Chairs  |
| Time Frame:          | April-June 2026  |
| # of Prospects:      | 400  |
| Goal:                | \$30,000   |
| Method:              | Donor Benefit Program and Invitation followed up with, Tickets, Personal solicitation, |
3. Special Appeals
- |                         |  |
|-------------------------|--|
| ▪ <u>Giving Tuesday</u> | EMM, FRC, CDO                            |
| Time Frames             | October-November 2025                    |
| # of Prospects          | 2,000                                    |
| Goal:                   | \$30,000                                 |
| Method:                 | Email/Social, Local and campus publicity |
| Solicitors:             | EMM and Volunteers                       |
  
  - |   |  |
|---|--|
| ▪ <u>Spring/EOY Appeal <i>subject TBD</i></u> |  |
| Time Frame:                                   | April-June 2026                          |
| # of Prospects:                               | 2,000                                    |
| Goal:   | \$30,000                                 |
| Method:                                       | Email/Social, Local and campus publicity |
| Solicitors:                                   | EMM and Volunteers                       |

## D. Cultivation Strategies

1. Targeted prospecting by Development Philanthropy Advisors and Fundraising Committees
2. Using CRM to identify existing donors to move up to a higher giving level and become more involved through donor benefits program.
3. Increase public speaking before businesses and associations.
4. Develop the COCF Signature Receptions program inviting existing donors and prospects.
5. Enhanced recognition for featured Individual Giving, Foundation, Corporate, and Employee/Retiree in addition to our primary Silver Spur recipient.
6. Scheduled Campus Tour Program.

## E. Communications

1. New Case for Support brochure
2. Foundation Spread in Public Affairs catalog to all zip codes in the region
3. Annual Report
4. Foundation Newsletter
5. Annual Conference Call for President' Circle Donors
6. COC Digital and Physical Signage
7. Fundraising Media List provided to Public Affairs

## F. Reporting and Monitoring

1. The Development and Nominating Committee will meet two to three times a year to review the progress of the plan with the CDO and fundraisers, identify problems, and recommend solutions.
2. Development staff will hold a monthly Moves Management meeting where they discuss progress to goal and specific prospects and donors.
3. The President's Circle Committee, Canyons Circle Committee, and Your Professionals Committee will determine their own meeting cadence, connecting at least once a year in person, otherwise meeting remotely to develop tactics to meet their

fundraising goal.

4. The CDO will meet bimonthly with the College President updating him/her on fundraising progress, identifying new prospecting opportunities, and learning about unfunded college needs.
5. All fundraising activities will be tracked in the database and used to identify opportunities and facilitate analysis and reporting.

## G. Fundraising Calendar

1. The CDO and EMM will prepare a fundraising calendar to keep track of fundraising activities.

# IV. Appendices

## Appendix IV.A.1: Fundraising Report-Income

	2025 Actual	2026 Projections	2026 Actual	2026 % of	2026 CRD
<b>Individual Giving</b>					
Major Gifts/President's Circle (ML, SM)					
20,000+		\$275,000		0	
7,500+		\$200,000		0	
Major Giving SUB TO		\$475,000			
ML Giving/Canyons Circle (DD, ML, SM)					
\$5000+		\$275,000		0	
\$1,200+		\$100,000		0	
MidLevel Giving SUB TO		\$375,000		0	
Core Giving/Cougars Circle (DM, DD)					
\$600+		\$302,407		0	
\$0+		\$75,602		0	
Core Giving SUB TO	\$315,007	\$378,008		0	
<b>Individual Giving SUB TO</b>	<b>\$384,622</b>	<b>\$1,228,008</b> <sup>1</sup>		0	
<b>Foundations, Government, &amp; NGOs (ML, SM, DD)</b>					
\$20,000+		\$110,000		0	
\$1,200+		\$90,000		0	
<\$1,200		\$75,000		0	
<b>Foundations, Gov't, Govt SUB TO</b>	<b>\$267,851</b>	<b>\$275,000</b>		0	
<b>Corporate Giving (ML, SM, DD)</b>					
\$20,000+		\$70,000		0	
\$1,200+		\$70,000		0	
<\$1,200		\$10,000		0	
<b>Corporate Giving SUB TO</b>	<b>\$134,958</b>	<b>\$150,000</b>		0	
<b>Special Events (Dylan &amp; ML)</b>					
Golf		\$150,000		0	
COC Event FRs		\$190,000		0	
Signature: SS & Road Rally		\$30,000		0	
<b>Special Events SUB TO</b>	<b>\$279,240</b>	<b>\$370,000</b>		0	
<b>Investment Income</b>					
<b>Investment Income SUB TO</b>		<b>\$40,000</b>		0	
<b>TOTAL INCOME</b>	<b>\$1,213,046</b>	<b>\$2,063,008</b>	<b>\$0</b>	<b>0</b>	
<b>Gifts in Kind</b>					
<b>Gifts in Kind SUB TO</b>	<b>\$96,061</b>	<b>\$95,000</b>			
<b>Total Fundraising Expense</b>		<b>(\$196,657)</b> <sup>2</sup>			
<b>NET INCOME</b>		<b>\$2,259,665</b>			
<b>Gift Planning</b>		<b>\$1,500,000</b>			
<b>Board Giving Goal</b>					
President's		\$110,000 <sup>3</sup>			
Canyons		\$80,000			
Cougar (2 JR Board Members)					
<b>SUB TO</b>		<b>\$190,000</b>			
<b>Analysis/KPIs</b>					
Fundraising Expense		\$196,657			
60% of Expense Paid by District		\$822,425 <sup>4</sup>			
COCF ROI <sup>5</sup>		10.49			
Actual ROI <sup>5</sup>		121.74			
COCF CRD <sup>6</sup>		\$0.10			
Actual CRD <sup>6</sup>		\$0.40			
Board Giving		9%			
<b>Fiscal Sponsorship (General) Programs<sup>7</sup></b>					
COC Instructional		\$60,000			
COC Clubs		\$80,000			
COC Teams		\$35,000			
COC Administration/Student Svcs		\$100,000			
Community NGO Projects		\$5,000			
<b>SUB TO</b>		<b>\$280,000</b>			

## Appendix IV.A.2: Fundraising Report-Expense

	2025 Actuals	2026 Projections
<b>OPERATING Expense<sup>1</sup></b>		
Salaries & Benefits		
Classified Staff		\$88,000
Contracted Labor		\$1,500
	Sub TO	<b>\$89,500</b>
<b>Administration Expense<sup>2</sup></b>		
Software/Technology		
Raiser's Edge		\$11,200
? Alumnae		\$2,000
Planned Giving		\$3,000
	Sub TO	<b>\$16,200</b>
Professional Training & Dev		
AFP SMNGO Membership		\$185 <sup>4</sup>
Online Workshops		\$500
AFP Icon '26 San Diego		\$1,199
CASE for Comm College Adv (Oct '26)		
CFRE		\$175
	Sub TO	<b>\$2,059</b>
Benefits Programs (.02% of FR Goal)		
Pres Circle		\$9,500 <sup>5</sup>
Canyons Circle		\$7,500 <sup>5</sup>
Cougars Circle		\$7,560 <sup>5</sup>
Silver Spur Donor Recog		\$7,500 <sup>6</sup>
	Sub TO	<b>\$32,060</b>
Special Events		
Golf		\$42,000
Signature		\$10,000
Other		
	Sub TO	<b>\$52,000</b>
Advertising & Marketing		
Constant Contact/Other		\$3,000
Fulfillment House		\$500
	Sub TO	<b>\$3,500</b>
Networking/Memberships		
VICA		\$2,200
SCV Chamber		\$700
Other Events		\$2,500
	Sub TO	<b>\$5,400</b>
<b>General Operations</b>		
Postage		\$1,000
Contract Services		
Finacial Advisor		\$15,000
RE Audit		\$1,500
Mileage		\$4,800
Credit Card Fees		\$5,000
Board		
Installation		\$5,000
District Reimbursement		\$68,535 <sup>7</sup>
	Sub TO	<b>\$100,835</b>
<b>Total Operating Expense</b>		
	<b>Operations Expense Sub TO</b>	<b>\$301,555</b>
<b>Total Fundraising Expense</b>		<b>\$196,657<sup>8</sup></b>

Appendix IV.B: Financials

COLLEGE OF THE CANYONS FOUNDATION  
 2025-2026 Adopted Budget  
 Fund 81: Operating Fund

	Adopted Budget 2024-2025	YTD Actuals as of 5/31/25	Projections through 6/30/25	Adopted Budget 2025-2026	Variance Adopted 2024-2025 vs Adopted 2025-2026	Budget Variance Explanation
<b>REVENUES</b>						
<b>General</b>						
Interest/Dividends	\$ 5,000	\$ 4,212	\$ 6,000	\$ 5,000	\$ -	Same as prior year budget
Change in Life Insurance Cash Value (Year End Adj)	\$ 4,000	\$ -	\$ 4,000	\$ 4,000	\$ -	Same as prior year budget
Change in Irrevocable Planned Gift Value (Year End Adj)	\$ 700	\$ -	\$ 700	\$ 700	\$ -	Same as prior year budget
Interfund Transfers (5% Admin Fees)	\$ 5,000	\$ 1,000	\$ 1,000	\$ 5,000	\$ -	Same as prior year budget
Interfund Transfers (Fund 82 Interest Sweep)	\$ 30,000	\$ -	\$ 30,000	\$ 25,300	\$ (4,700)	Decrease based on fundraising projection
<b>Subtotal General</b>	<b>\$ 44,700</b>	<b>\$ 5,212</b>	<b>\$ 41,700</b>	<b>\$ 40,000</b>	<b>\$ (4,700)</b>	
<b>Fundraising</b>						
Annual Fund Appeal	\$ 15,000	\$ 8,529	\$ 9,000	\$ -	\$ (15,000)	Budget in Unrestricted Giving
Development Fundraising	\$ 4,000	\$ 1,941	\$ 2,000	\$ -	\$ (4,000)	Budget in Unrestricted Giving
Alumni Development	\$ 4,000	\$ 2,940	\$ 3,000	\$ -	\$ (4,000)	Budget in Unrestricted Giving
President's Circle	\$ 50,000	\$ 12,874	\$ 12,874	\$ -	\$ (50,000)	Budget in Unrestricted Giving
Unrestricted Giving	\$ -	\$ -	\$ -	\$ 165,300	\$ 165,300	Account used for overall Unrestricted Giving
<b>Subtotal Fundraising</b>	<b>\$ 73,000</b>	<b>\$ 26,284</b>	<b>\$ 26,874</b>	<b>\$ 165,300</b>	<b>\$ 92,300</b>	
<b>Special Events</b>						
Golf Tournament	\$ 70,000	\$ 79,735	\$ 79,735	\$ 150,000	\$ 80,000	Increase based on fundraising projection
Silver Spur/Road Rally	\$ 80,000	\$ 110,175	\$ 115,000	\$ 30,000	\$ (50,000)	Decrease based on fundraising projection
<b>Subtotal Special Events</b>	<b>\$ 150,000</b>	<b>\$ 189,910</b>	<b>\$ 194,735</b>	<b>\$ 180,000</b>	<b>\$ 30,000</b>	
<b>TOTAL REVENUES</b>	<b>\$ 267,700</b>	<b>\$ 221,406</b>	<b>\$ 263,309</b>	<b>\$ 385,300</b>	<b>\$ 117,600</b>	
<b>EXPENSES</b>						
<b>Salaries &amp; Benefits</b>						
Classified Employee	\$ 80,000	\$ 31,103	\$ 40,592	\$ 80,000	\$ -	Same as prior year budget
Employee Benefits - Classified Employee	\$ 8,000	\$ 2,719	\$ 4,208	\$ 8,000	\$ -	Same as prior year budget
College Assistant/Adult Hourly	\$ -	\$ 16,531	\$ 16,531	\$ -	\$ -	No expenses anticipated
Employee Benefits - College Asst/Adult Hourly	\$ -	\$ 1,607	\$ 1,607	\$ -	\$ -	No expenses anticipated
Contract Services (Temp Staffing)	\$ -	\$ 11,771	\$ 11,771	\$ 1,500	\$ 1,500	Add based on fundraising projection
<b>Subtotal Salaries &amp; Benefits</b>	<b>\$ 88,000</b>	<b>\$ 63,731</b>	<b>\$ 74,709</b>	<b>\$ 89,500</b>	<b>\$ 1,500</b>	

**COLLEGE OF THE CANYONS FOUNDATION**  
**2025-2026 Adopted Budget**  
**Fund 81: Operating Fund**

	Adopted Budget 2024-2025	YTD Actuals as of 5/31/25	Projections through 6/30/25	Adopted Budget 2025-2026	Variance Adopted 2024-2025 vs Adopted 2025-2026	Budget Variance Explanation
<b>Development Fundraising</b>						
Contract Services (Raisers Edge Software)	\$ 11,200	\$ 9,499	\$ 9,499	\$ 39,400	\$ 28,200	Cost increase and previously funded by District
Mileage	\$ 500	\$ -	\$ -	\$ 4,800	\$ 4,300	Increase based on fundraising projection
Conferences	\$ 2,000	\$ -	\$ -	\$ 1,199	\$ (801)	Decrease based on fundraising projection
Event/Meeting Attendance	\$ 2,000	\$ 820	\$ 1,000	\$ 3,360	\$ 1,360	Increase based on fundraising projection
Memberships	\$ 800	\$ 340	\$ 800	\$ 2,900	\$ 2,100	Increase based on fundraising projection
Advertising/Marketing	\$ 5,200	\$ 4,918	\$ 5,300	\$ 3,500	\$ (1,700)	Decrease based on fundraising projection
Board Designated	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ (5,000)	No expenses anticipated
Other Expenses	\$ 9,500	\$ 6,229	\$ 9,500	\$ -	\$ (9,500)	No expenses anticipated
Alumni Development	\$ 4,000	\$ 752	\$ 2,000	\$ 2,000	\$ (2,000)	Decrease based on fundraising projection
Planned Giving expense	\$ 4,000	\$ -	\$ -	\$ 3,000	\$ (1,000)	Decrease based on fundraising projection
<b>Subtotal Development Fundraising</b>	<b>\$ 44,200</b>	<b>\$ 22,558</b>	<b>\$ 33,099</b>	<b>\$ 60,159</b>	<b>\$ 15,959</b>	
<b>General Operations</b>						
Office Supplies	\$ 1,500	\$ 1,232	\$ 1,500	\$ 1,500	\$ -	Same as prior year budget
Contract Services (Financial Advisor)	\$ 15,000	\$ 12,170	\$ 12,170	\$ 15,000	\$ -	Increase based on fundraising projection
Auditors	\$ -	\$ -	\$ -	\$ 17,000	\$ 17,000	Previously funded by District
Legal Services (Attorney)	\$ -	\$ -	\$ -	\$ 26,880	\$ 26,880	Previously funded by District
Mileage	\$ 200	\$ -	\$ 200	\$ -	\$ (200)	No expenses anticipated
Postage	\$ 600	\$ 350	\$ 600	\$ 1,000	\$ 400	Increase based on fundraising projection
Other Expenses (Board Installation)	\$ 5,500	\$ 4,231	\$ 6,000	\$ 5,000	\$ (500)	Decrease for expense funded by District
Credit Card Fees	\$ 8,000	\$ 9,364	\$ 10,000	\$ 5,000	\$ (3,000)	Decrease based on 24/25 actuals
<b>Subtotal General Operations</b>	<b>\$ 30,800</b>	<b>\$ 27,347</b>	<b>\$ 30,470</b>	<b>\$ 71,380</b>	<b>\$ 40,580</b>	
<b>Benefit Programs</b>						
President's Circle	\$ 18,000	\$ 180	\$ 180	\$ 9,500	\$ (8,500)	Decrease based on fundraising projection
Canyons Circle	\$ -	\$ -	\$ -	\$ 7,500	\$ 7,500	Add based on fundraising projection
Cougars Circle	\$ -	\$ -	\$ -	\$ 7,560	\$ 7,560	Add based on fundraising projection
<b>Subtotal Benefit Programs</b>	<b>\$ 18,000</b>	<b>\$ 180</b>	<b>\$ 180</b>	<b>\$ 24,560</b>	<b>\$ 7,560</b>	
<b>Special Events</b>						
Golf Tournament	\$ 40,000	\$ 35,116	\$ 35,116	\$ 42,000	\$ 2,000	Increase based on fundraising projection
Silver Spur/Road Rally	\$ 45,000	\$ 61,562	\$ 63,000	\$ 17,500	\$ (27,500)	Decrease based on fundraising projection
Scholarly Presentation	\$ 1,500	\$ 3,000	\$ 3,000	\$ 1,500	\$ -	Same as prior year budget
<b>Subtotal Special Events</b>	<b>\$ 86,500</b>	<b>\$ 99,678</b>	<b>\$ 101,116</b>	<b>\$ 61,000</b>	<b>\$ (25,500)</b>	
<b>TOTAL EXPENSES</b>	<b>\$ 267,500</b>	<b>\$ 213,494</b>	<b>\$ 239,574</b>	<b>\$ 306,599</b>	<b>\$ 39,099</b>	
<b>Net Revenue</b>	<b>\$ 200</b>	<b>\$ 7,912</b>	<b>\$ 23,735</b>	<b>\$ 78,701</b>		

**COLLEGE OF THE CANYONS FOUNDATION**  
**2025-2026 Adopted Budget**  
**Fund 81: Operating Fund**

	Adopted Budget 2024-2025	YTD Actuals as of 5/31/25	Projections through 6/30/25	Adopted Budget 2025-2026	Variance Adopted 2024-2025 vs Adopted 2025-2026	Budget Variance Explanation
Beginning Fund Balance	\$ 181,631	\$ 181,631		\$ 329,032		
Trf to Fund 87 - COC Foundation Endowment	\$ -	\$ -				
Investment in Life Insurance Cash Value	\$ 99,181	\$ 99,181		\$ -		
Irrevocable Planned Gift	\$ 33,290	\$ 33,290				
Fair Market Value Adj. on Cash in County	\$ -	\$ 7,018				
Subtotal - Beginning Fund Balance	\$ 314,102	\$ 321,120		\$ 407,733		
<b>Ending Fund Balance</b>	<b>\$ 314,302</b>	<b>\$ 329,032</b>		<b>\$ 407,733</b>		

<b>Cash Balance</b>	
Discretionary Cash Balance	\$ 178,384
Fair Market Value Adj on Cash in County	\$ -
<b>Total Cash Balance</b>	<b>\$ 178,384</b>

*Note: Fund Balances for all Funds are Estimated and will be Updated at Year End Close*

**COLLEGE OF THE CANYONS FOUNDATION**  
**2025-2026 Adopted Budget**  
**Fund 82 - 89: Temporarily Restricted and Permanently Restricted Funds**

	Adopted Budget 2024-2025	YTD Actuals as of 5/31/25	Adopted Budget 2025-2026	Variance Adopted 2024-2025 vs Adopted 2025-2026	Comments
<b>FUND 82: PROGRAM FUND</b>					
<b>2025-26 Fund Raising Revenue Goal:</b>					
<b>Beginning Fund Balance</b>	1,958,121	1,958,121	2,070,918		
Foundation Capacity Campaigns					
Advanced Technology Center Support	1,000,000	-	250,000	(750,000)	\$3M Goal by 2027 - Campaign being revisited
BANC - Basic Needs Center	72,500	3,103	-	(72,500)	
Foundation Mini Grant Program	-	20,000	25,000	25,000	Increase based on fundraising projections
Cougars Care Emergency Grant	10,000	2,025	25,000	15,000	Increase based on fundraising projections
Patrons of the Arts	25,000	15,890	20,000	(5,000)	Decrease based on fundraising projections
Roger Van Hook Raising the BAR	25,000	1,240	-	(25,000)	
Student Center Support	-	-	100,000	100,000	Add based on fundraising projections
Foundation Capacity Campaigns Subtotal	1,132,500	42,258	420,000	(712,500)	
Donor Contributions:					
All Other Instructional Programs	55,000	47,372	60,000	5,000	Increase based on fundraising projections
All Other Campus Departments/Clubs	100,000	73,135	80,000	(20,000)	Decrease based on fundraising projections
All Other Athletics	10,000	37,526	35,000	25,000	Increase based on fundraising projections
Donor Contributions Subtotal	165,000	158,033	175,000	10,000	
<b>Revenue Goal Total</b>	<b>1,297,500</b>	<b>200,291</b>	<b>595,000</b>	<b>(702,500)</b>	
<b>Ending Fund Balance</b>	<b>3,255,621</b>	<b>2,158,412</b>	<b>2,665,918</b>		
Interest/Transfers/Expenses/FMV		(87,494)			
<b>Estimated total maximum expenditure</b>	<b>3,255,621</b>	<b>2,070,918</b>	<b>2,665,918</b>		
<b>Approved LACOE Appropriation Budget</b>			<b>2,665,918</b>		

**COLLEGE OF THE CANYONS FOUNDATION**  
**2025-2026 Adopted Budget**  
**Fund 82 - 89: Temporarily Restricted and Permanently Restricted Funds**

	Adopted Budget 2024-2025	YTD Actuals as of 5/31/25	Adopted Budget 2025-2026	Variance Adopted 2024-2025 vs Adopted 2025-2026	Comments
<b>FUND 83: CAPITAL CAMPAIGNS FUND</b>					
2025-26 Fund Raising Revenue Goal:					
Beginning Fund Balance	8	8	9		
Capital Campaign - new revenue	-	-	-	-	
<b>Revenue Goal Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Ending Fund Balance	8	8	9	-	
Interest/Transfers/Expenses/FMV	-	1	-		
<b>Estimated total maximum expenditure</b>	<b>8</b>	<b>9</b>	<b>9</b>		
Approved LACOE Appropriation Budget			9		
<b>FUND 84: EXPENDABLE SCHOLARSHIPS FUND</b>					
2025-26 Fund Raising Revenue Goal:					
Beginning Fund Balance	662,273	662,273	832,410		
External 3rd Party Scholarships	65,000	193,758	100,000	35,000	Increase based on fundraising projections
New & Existing Expendable Scholarships	150,000	134,707	250,000	100,000	Increase based on fundraising projections
<b>Revenue Goal Total</b>	<b>215,000</b>	<b>328,465</b>	<b>350,000</b>	<b>135,000</b>	
Ending Fund Balance	877,273	990,738	1,182,410		
Interest/Transfers/Expenses/FMV		(158,328)			
<b>Estimated total maximum expenditure</b>	<b>877,273</b>	<b>832,410</b>	<b>1,182,410</b>		
Approved LACOE Appropriation Budget			1,182,410		

**COLLEGE OF THE CANYONS FOUNDATION**  
**2025-2026 Adopted Budget**  
**Fund 82 - 89: Temporarily Restricted and Permanently Restricted Funds**

	Adopted Budget 2024-2025	YTD Actuals as of 5/31/25	Adopted Budget 2025-2026	Variance Adopted 2024-2025 vs Adopted 2025-2026	Comments
<b>FUND 85: MAJOR GIFTS FUND</b>					
2025-26 Fund Raising Revenue Goal:					
Beginning Fund Balance	4,674	4,674	4,998		
Donations: Major gifts	-	-	-	-	
Revenue Goal Total	-	-	-	-	
Ending Fund Balance	4,674	4,674	4,998		
Interest/Transfers/Expenses/FMV		324			
Estimated total maximum expenditure	4,674	4,998	4,998		
Approved LACOE Appropriation Budget			4,998		
<b>FUND 86: ENDOWED SCHOLARSHIPS FUND</b>					
2025-26 Fund Raising Revenue Goal:					
Beginning Fund Balance	1,270,067	1,270,067	1,384,668		Funds held at Raymond James
Donations: New & existing Endowed Scholarships	50,000	113,745	236,708	186,708	Increase based on fundraising projections
Revenue Goal Total	50,000	113,745	236,708	186,708	
Ending Fund Balance	1,320,067	1,383,812	1,621,376		
Interest/Transfers/Expenses/FMV		856			
Estimated total maximum expenditure	1,320,067	1,384,668	1,621,376		
Approved LACOE Appropriation Budget			1,621,376		

**COLLEGE OF THE CANYONS FOUNDATION**  
**2025-2026 Adopted Budget**  
**Fund 82 - 89: Temporarily Restricted and Permanently Restricted Funds**

	Adopted Budget 2024-2025	YTD Actuals as of 5/31/25	Adopted Budget 2025-2026	Variance Adopted 2024-2025 vs Adopted 2025-2026	Comments
<b>FUND 87: ENDOWMENTS - OTHER</b>					
2025-26 Fund Raising Revenue Goal:					
Beginning Fund Balance	1,047,070	1,047,070	1,076,333		Funds held at Raymond James
General Endowments	100,000	27,526	400,000	300,000	Increase based on fundraising projections
Revenue Goal Total	<u>100,000</u>	<u>27,526</u>	<u>400,000</u>	<u>300,000</u>	
Ending Fund Balance	1,147,070	1,074,596	1,476,333		
Interest/Transfers/Expenses/FMV		1,737			
Estimated total maximum expenditure	<u>1,147,070</u>	<u>1,076,333</u>	<u>1,476,333</u>		
Approved LACOE Appropriation Budget			1,476,333		
<b>FUND 88: CALIFORNIA COMMUNITY COLLEGES SCHOLARSHIP AWARDS</b>					
2025-26 Fund Raising Revenue Goal:					
Beginning Fund Balance	3,282	3,282	226,503		
FCCC Osher contribution to fund Scholarships	91,350	91,350	96,000	4,650	From FCCC yearly statement
Revenue Goal Total	<u>91,350</u>	<u>91,350</u>	<u>96,000</u>	<u>4,650</u>	
Ending Fund Balance	94,632	94,632	322,503		
Interest/Transfers/Expenses/FMV		(105,436)			
Funds held by FCCC Endowed Scholarships	244,557	237,307			
Estimated total maximum expenditure	<u>339,189</u>	<u>226,503</u>	<u>322,503</u>		
Approved LACOE Appropriation Budget			322,503		

**COLLEGE OF THE CANYONS FOUNDATION**  
**2025-2026 Adopted Budget**  
**Fund 82 - 89: Temporarily Restricted and Permanently Restricted Funds**

	Adopted Budget 2024-2025	YTD Actuals as of 5/31/25	Adopted Budget 2025-2026	Variance Adopted 2024-2025 vs Adopted 2025-2026	Comments
<b>FUND 89: CALIFORNIA COMMUNITY COLLEGES SCHOLARSHIP ENDOWMENT</b>					
2025-26 Fund Raising Revenue Goal:					
Beginning Fund Balance	1,041,613	1,041,613	1,041,613		
Donations: New & existing CCC Scholarships	-	-	-	-	
<b>Revenue Goal Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
Ending Fund Balance	1,041,613	1,041,613	1,041,613		
Estimated total maximum expenditure	1,041,613	1,041,613	1,041,613		
Approved LACOE Appropriation Budget			1,041,613		

## Appendix IV.C: Endowment Policy

COLLEGE OF THE CANYONS FOUNDATION  
FOUNDATION POLICY MANUAL

SECTION NO. 100  
DOCUMENT NO. 108

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SECTION: **POLICY STATEMENT – GENERAL**

SUBJECT: **ENDOWMENT FUNDS POLICY**

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PURPOSE: To provide a policy framework for managing endowment and related accounts.

NEW/REVISED: Revised

EFFECTIVE  
DATE: August 22, 2025

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### I. **Definition and Endowment Types**

**A. Definition:** An endowment is a special fund in which the gift amount or principal is invested, and a portion of the income earned on the principal is spent as directed by the endowment agreement. Endowment principle and additional gifts are held in perpetuity.

#### **B. Types of Endowments**

- 1. Permanent (aka True or Perpetual) Endowment:** This endowment structure holds the principal (corpus) of the gift in perpetuity while earnings from the invested assets are expended on an annual or periodic basis, as outlined in the Memorandum of Understanding (Gift Agreement).
- 2. Termed Endowment:** A termed endowment is established for a specific period or purpose, after which the principal may be spent or released. Unlike permanent endowments, which are intended to last indefinitely, termed endowments have a defined duration as specified by the donor.
- 3. Quasi Endowment:** A quasi-endowment is a fund established by an organization that is intended to be invested to generate income, but unlike a true endowment, the principal can be accessed and used at the discretion of the organization's governing board. This type of fund provides flexibility for spending while still aiming to preserve the principal for future use.

4. **Board-Designated Endowments:** Board-Designated Endowments are donated funds that have been turned into endowments at the approval of the Foundation Board of Directors or, in accordance with this policy, by the Foundation's Executive Director or other Foundation staff member as designated by the Foundation's Executive Committee. Such action is typically taken at the request of the Foundation Board of Directors or, in accordance with this policy, by the Foundation's Executive Director or another staff member designated by the Foundation's Executive Committee. These endowments are invested and managed alongside other endowed funds. The principal is spent in accordance with this Endowment Policy or the Board resolution or Endowment Statement that created the board-designated endowment.

### C. Structuring the Endowment

#### 1. Restricted or Unrestricted

An endowment can be either restricted or unrestricted:

- **Unrestricted endowments** allow the funds to be used for general purposes without specific limitations, giving the organization flexibility in allocating the income generated. This type of endowment is the most common and can be spent whenever and wherever it is needed most.
- **Restricted endowments** are funds in which the donor has specified that the principal must be maintained intact, and only the income generated may be used for designated purposes. These restrictions can be permanent or temporary, and the organization must adhere to the donor's stipulations as outlined in the Memorandum of Understanding (Gift Agreement).

#### 2. Open or Closed

- **An open endowment** allows for ongoing contributions, and in some cases withdrawals, providing flexibility in funding.
- **A closed endowment** restricts access to the principal, using only the investment income for specific purposes. Closed endowments are typically designed to ensure long-term financial stability for the institution.

## II. Investment, Spending Policy, and Usage

### A. Endowment Establishment

When establishing an endowment, a Memorandum of Understanding (Gift Agreement) shall be prepared and shall include or make specific reference to the purpose, conditions, and restrictions associated with each endowment. The agreement shall be approved by the Foundation's Chief Development Officer, in accordance with applicable laws and regulations and the donor's or creator's intent. The Foundation accepts Scholarship, Other, and Osher, Endowments.

#### 1. Endowed Scholarships:

An endowed scholarship is established with a minimum principal gift of \$1,000 or more. The original gift and any additional installments are invested, and the interest income is reinvested to maximize the scholarship fund's balance. The endowed scholarship—which includes the original gift, any installments, and accrued interest income—must reach a total of \$10,000 before any awards are distributed. Once the \$10,000 threshold is met, the first scholarship may be awarded when the fund has accrued sufficient interest above the threshold to support the donor-designated scholarship amount.

**2. Other Endowment Threshold Amount:**

Endowments other than scholarships may be established with a minimum initial donation of \$1,000 but must be funded to a level, as determined by the Foundation, which ensures the annual payout is sufficient to support the donor's intended purpose. Endowments previously approved at lower levels will be grandfathered into this policy but must reach a \$10,000 threshold before any expenditures can be made. Exceptions to any established threshold must be approved by the Foundation Board of Directors and submitted to the Executive Director or another designated Foundation staff member for consideration.

**3. Osher Scholarship Endowments:**

Osher Scholarship Endowments are administered by the Foundation for California Community Colleges ("FCCC") and are subject to the terms provided for in the Foundation's Scholarship & Grant Policy.

- B. Acceptance:** The Foundation reserves the right to reject gifts, endowed or otherwise from any Donor. Assets for endowment other than cash or securities must be referred to by the Executive Director or other Foundation staff member as designated by the Executive Committee for consideration and acceptance.
- C. Maintenance of Corpus:** Assets of endowment funds shall not be hypothecated or pledged for any purpose and shall not be loaned or invested in a manner inconsistent with the Foundation's investment policy.
- D. Investment Policy:** Endowment funds are The Foundation may, at its discretion, reinvest interest not expended for distributions back into the endowment. In years when the interest is lower than average, the amount for that year may be increased through additional one-time gifts by the donor(s) which are specified to be used for distributions and not held as Endowment funds.
- E. Withdrawal Policy:** The annual amount of a distribution from an endowment is based upon the average actual interest earned for the previous three years, not to exceed five percent (7%) or such lower amount as may be required by the California Probate Code.

**F. Administrative Fees:** The Foundation charges the fees below. Fees for recurring gifts will be accrued and charged in June and December.

**1. One-Time Establishment Fee (Set-Up Fee)**

- \$1,500 for Gifts of \$250,000+
- \$800 for Gifts of \$125,000+
- \$450 for Gifts of \$75,000+
- \$250 for Gifts of 20,000+
- \$100 for Gifts >\$20,000

**2. Deposit Fee\***

- One percent on Deposits

**3. Annual Endowment Management Fee**

- 1.5% on Earned Interest for Endowments Greater than \$5,000,000.
- One percent on Earned Interest for Endowments \$500,000 to \$5,000,000
- .075% for Endowments <\$500,000

\*Deposit fees are waived for COC staff recurring auto deduction or payroll deduction to Faculty, Administration, or Student Group endowment funds.

**III. Recognition and Reporting**

- A.** Donors will receive a detailed endowment report at an annual meeting with their Philanthropy Advisor, or have the report sent to them by email or mail.
- B.** A Donor(s) may be recognized for a substantial endowed gift to the Foundation in accordance with the Naming Policy of the Santa Clarita Community College District.

## Appendix IV.D: Bylaws Update: Development & Nominating Committee

### Amended and Restated Bylaws

#### Article 7

#### COMMITTEES AND ADVISORY BOARDS

##### Section 7.1

(e) **Development and Nominating Committee.** The Development and Nominating Committee is co-chaired by a member of the Board of Directors and the Chief Development Officer. Its membership should consist of at least three directors, and the committee size should not exceed more than ten members. The Development and Nominating Committee will meet two to three times a year.

It has at its core the following tasks and may take on other assignments as designated by the Board of Directors: 1) Work with the Chief Development Officer and senior development staff to help shape advancement strategies and plans, including the Annual Giving, Planned Giving, Capital Giving, Social Fundraising Events, and Stewardship events; 2) Recruit and nominate volunteers to serve as directors and fundraising committee members according to our Nominating Policies; 3) Prepare a slate of Nominees for the Executive Committee to consider, vote on, and present to the Full Board for final approval; 4) Review Board of Director Give and Get Policies and encourage directors to make a personally significant annual gift to the Foundation; 5) Ensure Board of Director participation in annual training retreats, orientations, and fundraising events.

## Appendix IV.E: Bylaws Update: Personal Significant Gift

Amended and Restated Bylaws

Article 4

### BOARD OF DIRECTORS

Section 4

#### Section 4.11. Personally Significant Gift

Board membership giving at 100% participation is the goal of the Foundation. Effective 2025-2026 new directors shall make a minimum of two thousand five hundred dollars (\$2,500) per annum. Current board directors in good standing may fulfill their annual commitment at fifteen hundred dollars (\$1,500) annum until June 2027. The Foundation is grateful for all gifts and directors are welcome to make a larger personally significant gift.

Ongoing, the Foundation reserves the option of offering three (3) community director positions for board directors who have active board service and in good standing at the fifteen-hundred-dollar (\$1,500) giving threshold.

Two members of the Young Professional Committee will have the opportunity to serve as Junior Directors with a minimum gift of fifteen hundred dollars (\$1,500).

In addition to a personally significant contribution, directors are responsible for supporting fundraising efforts at the committee level. The “Get” threshold is determined by the goals of the fundraising committee.

## Appendix IV.F: Bylaws Update: Board Appointment

Amended and Restated Bylaws

Article 4.2

### APPOINTMENT OF DIRECTORS

With the exception of Ex Officio Directors, who shall serve by virtue of their position with the District or Foundation, new Directors may be recommended by any other member of the Foundation's Board, as well as college staff, and community members. Directors must submit their recommendations to the **Development and Nominating Committee** for initial review. **The Nominee review will be based on criteria in the Board and Committee Member Nomination Process.** Candidates will be presented to the Executive Committee and after its review, the Executive Committee will forward its recommendation to the Board of Directors for appointment by majority vote of the Board members present at a duly noticed Board Meeting at which a quorum is present.

**COLLEGE OF THE CANYONS FOUNDATION**

**2025-2026 Adopted Budget**

**Fund 81: Operating Fund**

	Adopted Budget 2024-2025	YTD Actuals as of 5/31/25	Projections through 6/30/25	Adopted Budget 2025-2026	Variance Adopted 2024-2025 vs Adopted 2025-2026	Budget Variance Explanation
<b>REVENUES</b>						
<b>General</b>						
Interest/Dividends	\$ 5,000	\$ 4,212	\$ 6,000	\$ 5,000	\$ -	Same as prior year budget
Change in Life Insurance Cash Value (Year End Adj)	\$ 4,000	\$ -	\$ 4,000	\$ 4,000	\$ -	Same as prior year budget
Change in Irrevocable Planned Gift Value (Year End Adj)	\$ 700	\$ -	\$ 700	\$ 700	\$ -	Same as prior year budget
Interfund Transfers (5% Admin Fees)	\$ 5,000	\$ 1,000	\$ 1,000	\$ 5,000	\$ -	Same as prior year budget
Interfund Transfers (Fund 82 Interest Sweep)	\$ 30,000	\$ -	\$ 30,000	\$ 25,300	\$ (4,700)	Decrease based on fundraising projection
<b>Subtotal General</b>	<b>\$ 44,700</b>	<b>\$ 5,212</b>	<b>\$ 41,700</b>	<b>\$ 40,000</b>	<b>\$ (4,700)</b>	
<b>Fundraising</b>						
Annual Fund Appeal	\$ 15,000	\$ 8,529	\$ 9,000	\$ -	\$ (15,000)	Budget in Unrestricted Giving
Development Fundraising	\$ 4,000	\$ 1,941	\$ 2,000	\$ -	\$ (4,000)	Budget in Unrestricted Giving
Alumni Development	\$ 4,000	\$ 2,940	\$ 3,000	\$ -	\$ (4,000)	Budget in Unrestricted Giving
President's Circle	\$ 50,000	\$ 12,874	\$ 12,874	\$ -	\$ (50,000)	Budget in Unrestricted Giving
Unrestricted Giving	\$ -	\$ -	\$ -	\$ 165,300	\$ 165,300	Account used for overall Unrestricted Giving
<b>Subtotal Fundraising</b>	<b>\$ 73,000</b>	<b>\$ 26,284</b>	<b>\$ 26,874</b>	<b>\$ 165,300</b>	<b>\$ 92,300</b>	
<b>Special Events</b>						
Golf Tournament	\$ 70,000	\$ 79,735	\$ 79,735	\$ 150,000	\$ 80,000	Increase based on fundraising projection
Silver Spur/Road Rally	\$ 80,000	\$ 110,175	\$ 115,000	\$ 30,000	\$ (50,000)	Decrease based on fundraising projection
<b>Subtotal Special Events</b>	<b>\$ 150,000</b>	<b>\$ 189,910</b>	<b>\$ 194,735</b>	<b>\$ 180,000</b>	<b>\$ 30,000</b>	
<b>TOTAL REVENUES</b>	<b>\$ 267,700</b>	<b>\$ 221,406</b>	<b>\$ 263,309</b>	<b>\$ 385,300</b>	<b>\$ 117,600</b>	
<b>EXPENSES</b>						
<b>Salaries &amp; Benefits</b>						
Classified Employee	\$ 80,000	\$ 31,103	\$ 40,592	\$ 80,000	\$ -	Same as prior year budget
Employee Benefits - Classified Employee	\$ 8,000	\$ 2,719	\$ 4,208	\$ 8,000	\$ -	Same as prior year budget
College Assistant/Adult Hourly	\$ -	\$ 16,531	\$ 16,531	\$ -	\$ -	No expenses anticipated
Employee Benefits - College Asst/Adult Hourly	\$ -	\$ 1,607	\$ 1,607	\$ -	\$ -	No expenses anticipated
Contract Services (Temp Staffing)	\$ -	\$ 11,771	\$ 11,771	\$ 1,500	\$ 1,500	Add based on fundraising projection
<b>Subtotal Salaries &amp; Benefits</b>	<b>\$ 88,000</b>	<b>\$ 63,731</b>	<b>\$ 74,709</b>	<b>\$ 89,500</b>	<b>\$ 1,500</b>	

**COLLEGE OF THE CANYONS FOUNDATION**

**2025-2026 Adopted Budget**

**Fund 81: Operating Fund**

	Adopted Budget 2024-2025	YTD Actuals as of 5/31/25	Projections through 6/30/25	Adopted Budget 2025-2026	Variance Adopted 2024-2025 vs Adopted 2025-2026	Budget Variance Explanation
<b>Development Fundraising</b>						
Contract Services (Raisers Edge Software)	\$ 11,200	\$ 9,499	\$ 9,499	\$ 39,400	\$ 28,200	Cost increase and previously funded by District
Mileage	\$ 500	\$ -	\$ -	\$ 4,800	\$ 4,300	Increase based on fundraising projection
Conferences	\$ 2,000	\$ -	\$ -	\$ 1,199	\$ (801)	Decrease based on fundraising projection
Event/Meeting Attendance	\$ 2,000	\$ 820	\$ 1,000	\$ 3,360	\$ 1,360	Increase based on fundraising projection
Memberships	\$ 800	\$ 340	\$ 800	\$ 2,900	\$ 2,100	Increase based on fundraising projection
Advertising/Marketing	\$ 5,200	\$ 4,918	\$ 5,300	\$ 3,500	\$ (1,700)	Decrease based on fundraising projection
Board Designated	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ (5,000)	No expenses anticipated
Other Expenses	\$ 9,500	\$ 6,229	\$ 9,500	\$ -	\$ (9,500)	No expenses anticipated
Alumni Development	\$ 4,000	\$ 752	\$ 2,000	\$ 2,000	\$ (2,000)	Decrease based on fundraising projection
Planned Giving expense	\$ 4,000	\$ -	\$ -	\$ 3,000	\$ (1,000)	Decrease based on fundraising projection
<b>Subtotal Development Fundraising</b>	<b>\$ 44,200</b>	<b>\$ 22,558</b>	<b>\$ 33,099</b>	<b>\$ 60,159</b>	<b>\$ 15,959</b>	
<b>General Operations</b>						
Office Supplies	\$ 1,500	\$ 1,232	\$ 1,500	\$ 1,500	\$ -	Same as prior year budget
Contract Services (Financial Advisor)	\$ 15,000	\$ 12,170	\$ 12,170	\$ 15,000	\$ -	Increase based on fundraising projection
Auditors	\$ -	\$ -	\$ -	\$ 17,000	\$ 17,000	Previously funded by District
Legal Services (Attorney)	\$ -	\$ -	\$ -	\$ 26,880	\$ 26,880	Previously funded by District
Mileage	\$ 200	\$ -	\$ 200	\$ -	\$ (200)	No expenses anticipated
Postage	\$ 600	\$ 350	\$ 600	\$ 1,000	\$ 400	Increase based on fundraising projection
Other Expenses (Board Installation)	\$ 5,500	\$ 4,231	\$ 6,000	\$ 5,000	\$ (500)	Decrease for expense funded by District
Credit Card Fees	\$ 8,000	\$ 9,364	\$ 10,000	\$ 5,000	\$ (3,000)	Decrease based on 24/25 actuals
<b>Subtotal General Operations</b>	<b>\$ 30,800</b>	<b>\$ 27,347</b>	<b>\$ 30,470</b>	<b>\$ 71,380</b>	<b>\$ 40,580</b>	
<b>Benefit Programs</b>						
President's Circle	\$ 18,000	\$ 180	\$ 180	\$ 9,500	\$ (8,500)	Decrease based on fundraising projection
Canyons Circle	\$ -	\$ -	\$ -	\$ 7,500	\$ 7,500	Add based on fundraising projection
Cougars Circle	\$ -	\$ -	\$ -	\$ 7,560	\$ 7,560	Add based on fundraising projection
<b>Subtotal Benefit Programs</b>	<b>\$ 18,000</b>	<b>\$ 180</b>	<b>\$ 180</b>	<b>\$ 24,560</b>	<b>\$ 7,560</b>	
<b>Special Events</b>						
Golf Tournament	\$ 40,000	\$ 35,116	\$ 35,116	\$ 42,000	\$ 2,000	Increase based on fundraising projection
Silver Spur/Road Rally	\$ 45,000	\$ 61,562	\$ 63,000	\$ 17,500	\$ (27,500)	Decrease based on fundraising projection
Scholarly Presentation	\$ 1,500	\$ 3,000	\$ 3,000	\$ 1,500	\$ -	Same as prior year budget
<b>Subtotal Special Events</b>	<b>\$ 86,500</b>	<b>\$ 99,678</b>	<b>\$ 101,116</b>	<b>\$ 61,000</b>	<b>\$ (25,500)</b>	
<b>TOTAL EXPENSES</b>	<b>\$ 267,500</b>	<b>\$ 213,494</b>	<b>\$ 239,574</b>	<b>\$ 306,599</b>	<b>\$ 39,099</b>	
<b>Net Revenue</b>	<b>\$ 200</b>	<b>\$ 7,912</b>	<b>\$ 23,735</b>	<b>\$ 78,701</b>		

**COLLEGE OF THE CANYONS FOUNDATION**

**2025-2026 Adopted Budget**

**Fund 81: Operating Fund**

	<b>Adopted Budget 2024-2025</b>	<b>YTD Actuals as of 5/31/25</b>	<b>Projections through 6/30/25</b>	<b>Adopted Budget 2025-2026</b>	<b>Variance Adopted 2024-2025 vs Adopted 2025-2026</b>	<b>Budget Variance Explanation</b>
Beginning Fund Balance	\$ 181,631	\$ 181,631		\$ 329,032		
Trf to Fund 87 - COC Foundation Endowment	\$ -	\$ -				
Investment in Life Insurance Cash Value	\$ 99,181	\$ 99,181		\$ -		
Irrevocable Planned Gift	\$ 33,290	\$ 33,290				
Fair Market Value Adj. on Cash in County	\$ -	\$ 7,018				
Subtotal - Beginning Fund Balance	\$ 314,102	\$ 321,120		\$ 407,733		
<b>Ending Fund Balance</b>	<b>\$ 314,302</b>	<b>\$ 329,032</b>		<b>\$ 407,733</b>		

<b>Cash Balance</b>	
Discretionary Cash Balance	\$ 178,384
Fair Market Value Adj on Cash in County	\$ -
<b>Total Cash Balance</b>	<b>\$ 178,384</b>

*Note: Fund Balances for all Funds are Estimated and will be Updated at Year End Close*

**COLLEGE OF THE CANYONS FOUNDATION**  
**2025-2026 Adopted Budget**  
**Fund 82 - 89: Temporarily Restricted and Permanently Restricted Funds**

	Adopted Budget 2024-2025	YTD Actuals as of 5/31/25	Adopted Budget 2025-2026	Variance Adopted 2024-2025 vs Adopted 2025-2026	Comments
<b>FUND 82: PROGRAM FUND</b>					
<b>2025-26 Fund Raising Revenue Goal:</b>					
<b>Beginning Fund Balance</b>	<b>1,958,121</b>	<b>1,958,121</b>	<b>2,070,918</b>		
Foundation Capacity Campaigns					
Advanced Technology Center Support	1,000,000	-	175,000	(825,000)	\$3M Goal by 2027 - Campaign being revisited
BANC - Basic Needs Center	72,500	3,103	75,000	2,500	
Foundation Mini Grant Program	-	20,000	25,000	25,000	Increase based on fundraising projections
Cougars Care Emergency Grant	10,000	2,025	25,000	15,000	Increase based on fundraising projections
Patrons of the Arts	25,000	15,890	20,000	(5,000)	Decrease based on fundraising projections
Roger Van Hook Raising the BAR	25,000	1,240	-	(25,000)	
Student Center Support	-	-	100,000	100,000	Add based on fundraising projections
Foundation Capacity Campaigns Subtotal	1,132,500	42,258	420,000	(712,500)	
Donor Contributions:					
All Other Instructional Programs	55,000	47,372	60,000	5,000	Increase based on fundraising projections
All Other Campus Departments/Clubs	100,000	73,135	80,000	(20,000)	Decrease based on fundraising projections
All Other Athletics	10,000	37,526	35,000	25,000	Increase based on fundraising projections
Donor Contributions Subtotal	165,000	158,033	175,000	10,000	
<b>Revenue Goal Total</b>	<b>1,297,500</b>	<b>200,291</b>	<b>595,000</b>	<b>(702,500)</b>	
<b>Ending Fund Balance</b>	<b>3,255,621</b>	<b>2,158,412</b>	<b>2,665,918</b>		
Interest/Transfers/Expenses/FMV		(87,494)			
<b>Estimated total maximum expenditure</b>	<b>3,255,621</b>	<b>2,070,918</b>	<b>2,665,918</b>		
<b>Approved LACOE Appropriation Budget</b>			<b>2,665,918</b>		

**COLLEGE OF THE CANYONS FOUNDATION**  
**2025-2026 Adopted Budget**  
**Fund 82 - 89: Temporarily Restricted and Permanently Restricted Funds**

	Adopted Budget 2024-2025	YTD Actuals as of 5/31/25	Adopted Budget 2025-2026	Variance Adopted 2024-2025 vs Adopted 2025-2026	Comments
<b>FUND 83: CAPITAL CAMPAIGNS FUND</b>					
<b>2025-26 Fund Raising Revenue Goal:</b>					
Beginning Fund Balance	8	8	9		
Capital Campaign - new revenue	-	-	-	-	
<b>Revenue Goal Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Ending Fund Balance</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>-</b>	
Interest/Transfers/Expenses/FMV	-	1	-		
<b>Estimated total maximum expenditure</b>	<b>8</b>	<b>9</b>	<b>9</b>		
<b>Approved LACOE Appropriation Budget</b>			<b>9</b>		
<b>FUND 84: EXPENDABLE SCHOLARSHIPS FUND</b>					
<b>2025-26 Fund Raising Revenue Goal:</b>					
Beginning Fund Balance	662,273	662,273	832,410		
External 3rd Party Scholarships	65,000	193,758	100,000	35,000	Increase based on fundraising projections
New & Existing Expendable Scholarships	150,000	134,707	250,000	100,000	Increase based on fundraising projections
<b>Revenue Goal Total</b>	<b>215,000</b>	<b>328,465</b>	<b>350,000</b>	<b>135,000</b>	
<b>Ending Fund Balance</b>	<b>877,273</b>	<b>990,738</b>	<b>1,182,410</b>		
Interest/Transfers/Expenses/FMV		(158,328)			
<b>Estimated total maximum expenditure</b>	<b>877,273</b>	<b>832,410</b>	<b>1,182,410</b>		
<b>Approved LACOE Appropriation Budget</b>			<b>1,182,410</b>		

**COLLEGE OF THE CANYONS FOUNDATION**  
**2025-2026 Adopted Budget**  
**Fund 82 - 89: Temporarily Restricted and Permanently Restricted Funds**

	Adopted Budget 2024-2025	YTD Actuals as of 5/31/25	Adopted Budget 2025-2026	Variance Adopted 2024-2025 vs Adopted 2025-2026	Comments
<b>FUND 85: MAJOR GIFTS FUND</b>					
<b>2025-26 Fund Raising Revenue Goal:</b>					
<b>Beginning Fund Balance</b>	4,674	4,674	4,998		
Donations: Major gifts	-	-	-	-	
<b>Revenue Goal Total</b>	-	-	-	-	
<b>Ending Fund Balance</b>	4,674	4,674	4,998		
Interest/Transfers/Expenses/FMV		324			
<b>Estimated total maximum expenditure</b>	4,674	4,998	4,998		
<b>Approved LACOE Appropriation Budget</b>			4,998		
<b>FUND 86: ENDOWED SCHOLARSHIPS FUND</b>					
<b>2025-26 Fund Raising Revenue Goal:</b>					
<b>Beginning Fund Balance</b>	1,270,067	1,270,067	1,384,668		Funds held at Raymond James
Donations: New & existing Endowed Scholarships	50,000	113,745	236,708	186,708	Increase based on fundraising projections
<b>Revenue Goal Total</b>	50,000	113,745	236,708	186,708	
<b>Ending Fund Balance</b>	1,320,067	1,383,812	1,621,376		
Interest/Transfers/Expenses/FMV		856			
<b>Estimated total maximum expenditure</b>	1,320,067	1,384,668	1,621,376		
<b>Approved LACOE Appropriation Budget</b>			1,621,376		

**COLLEGE OF THE CANYONS FOUNDATION**  
**2025-2026 Adopted Budget**  
**Fund 82 - 89: Temporarily Restricted and Permanently Restricted Funds**

	Adopted Budget 2024-2025	YTD Actuals as of 5/31/25	Adopted Budget 2025-2026	Variance Adopted 2024-2025 vs Adopted 2025-2026	Comments
<b>FUND 87: ENDOWMENTS - OTHER</b>					
<b>2025-26 Fund Raising Revenue Goal:</b>					
<b>Beginning Fund Balance</b>	1,047,070	1,047,070	1,076,333		Funds held at Raymond James
General Endowments	100,000	27,526	400,000	300,000	Increase based on fundraising projections
<b>Revenue Goal Total</b>	<b>100,000</b>	<b>27,526</b>	<b>400,000</b>	<b>300,000</b>	
<b>Ending Fund Balance</b>	<b>1,147,070</b>	<b>1,074,596</b>	<b>1,476,333</b>		
Interest/Transfers/Expenses/FMV		1,737			
<b>Estimated total maximum expenditure</b>	<b>1,147,070</b>	<b>1,076,333</b>	<b>1,476,333</b>		
<b>Approved LACOE Appropriation Budget</b>			<b>1,476,333</b>		
<b>FUND 88: CALIFORNIA COMMUNITY COLLEGES SCHOLARSHIP AWARDS</b>					
<b>2025-26 Fund Raising Revenue Goal:</b>					
<b>Beginning Fund Balance</b>	3,282	3,282	226,503		
FCCC Osher contribution to fund Scholarships	91,350	91,350	96,000	4,650	From FCCC yearly statement
<b>Revenue Goal Total</b>	<b>91,350</b>	<b>91,350</b>	<b>96,000</b>	<b>4,650</b>	
<b>Ending Fund Balance</b>	<b>94,632</b>	<b>94,632</b>	<b>322,503</b>		
Interest/Transfers/Expenses/FMV		(105,436)			
Funds held by FCCC Endowed Scholarships	244,557	237,307			
<b>Estimated total maximum expenditure</b>	<b>339,189</b>	<b>226,503</b>	<b>322,503</b>		
<b>Approved LACOE Appropriation Budget</b>			<b>322,503</b>		

**COLLEGE OF THE CANYONS FOUNDATION**  
**2025-2026 Adopted Budget**  
**Fund 82 - 89: Temporarily Restricted and Permanently Restricted Funds**

	Adopted Budget 2024-2025	YTD Actuals as of 5/31/25	Adopted Budget 2025-2026	Variance Adopted 2024-2025 vs Adopted 2025-2026	Comments
<b>FUND 89: CALIFORNIA COMMUNITY COLLEGES SCHOLARSHIP ENDOWMENT</b>					
<b>2025-26 Fund Raising Revenue Goal:</b>					
<b>Beginning Fund Balance</b>	1,041,613	1,041,613	1,041,613		
Donations: New & existing CCC Scholarships	-	-	-	-	
<b>Revenue Goal Total</b>	-	-	-	-	
<b>Ending Fund Balance</b>	1,041,613	1,041,613	1,041,613		
<b>Estimated total maximum expenditure</b>	1,041,613	1,041,613	1,041,613		
<b>Approved LACOE Appropriation Budget</b>			1,041,613		

## Appendix IV.D: Bylaws Update: Development & Nominating Committee

### Amended and Restated Bylaws

#### Article 7

#### COMMITTEES AND ADVISORY BOARDS

##### Section 7.1

(e) **Development and Nominating Committee.** The Development and Nominating Committee is co-chaired by a member of the Board of Directors and the Chief Development Officer. Its membership should consist of at least three directors, and the committee size should not exceed more than ten members. The Development and Nominating Committee will meet two to three times a year.

It has at its core the following tasks and may take on other assignments as designated by the Board of Directors: 1) Work with the Chief Development Officer and senior development staff to help shape advancement strategies and plans, including the Annual Giving, Planned Giving, Capital Giving, Social Fundraising Events, and Stewardship events; 2) Recruit and nominate volunteers to serve as directors and fundraising committee members according to our Nominating Policies; 3) Prepare a slate of Nominees for the Executive Committee to consider, vote on, and present to the Full Board for final approval; 4) Review Board of Director Give and Get Policies and encourage directors to make a personally significant annual gift to the Foundation; 5) Ensure Board of Director participation in annual training retreats, orientations, and fundraising events.

## Appendix IV.E: Bylaws Update: Personal Significant Gift

Amended and Restated Bylaws

Article 4

### BOARD OF DIRECTORS

Section 4

#### Section 4.11. Personally Significant Gift

Board membership giving at 100% participation is the goal of the Foundation. Effective 2025-2026 new directors shall make a minimum of two thousand five hundred dollars (\$2,500) per annum. Current board directors in good standing may fulfill their annual commitment at fifteen hundred dollars (\$1,500) annum until June 2027. The Foundation is grateful for all gifts and directors are welcome to make a larger personally significant gift.

Ongoing, the Foundation reserves the option of offering three (3) community director positions for board directors who have active board service and in good standing at the fifteen-hundred-dollar (\$1,500) giving threshold.

Two members of the Young Professional Committee will have the opportunity to serve as Junior Directors with a minimum gift of fifteen hundred dollars (\$1,500).

In addition to a personally significant contribution, directors are responsible for supporting fundraising efforts at the committee level. The “Get” threshold is determined by the goals of the fundraising committee.

## Appendix IV.F: Bylaws Update: Board Appointment

Amended and Restated Bylaws

Article 4.2

### APPOINTMENT OF DIRECTORS

With the exception of Ex Officio Directors, who shall serve by virtue of their position with the District or Foundation, new Directors may be recommended by any other member of the Foundation's Board, as well as college staff, and community members. Directors must submit their recommendations to the **Development and Nominating Committee** for initial review. **The Nominee review will be based on criteria in the Board and Committee Member Nomination Process.** Candidates will be presented to the Executive Committee and after its review, the Executive Committee will forward its recommendation to the Board of Directors for appointment by majority vote of the Board members present at a duly noticed Board Meeting at which a quorum is present.