



## ANTELOPE VALLEY COLLEGE

Office of the President

July 14, 2015

Foundation Board Members  
Board of Trustees  
AVC Campus Employees

Following are the recommendations for the staffing of the Advancement and Foundation Office at Antelope Valley College. These recommendations take into consideration the input and suggestions of the staff of the office; research in to the structure of similar offices at other institutions; and the budgetary requirements to achieve self-sufficiency in the operation within a five year period.

In consideration of the financial strength of the office the following assumptions were made:

- Growth of revenue is 5% in each of the next 6 years
- Growth in operating costs of 2% in each of the next 6 years
- The Advancement and Foundation Office will achieve full self-sufficiency in the sixth year (2020-21) with the exception of the salary and benefits of the Executive Director
- The salaries and benefits of the office staff, after reorganization, will be stair-stepped as follows:
  - 100% absorbed by the District in 2015-16 and 2016-17
  - 75% absorbed by the District in 2017-18
  - 50% absorbed by the District in 2018-19
  - 25% absorbed by the District in 2019-20
  - Fully absorbed by the Foundation in 2020-21
  - The Salary and Benefits of the Executive Director will remain with the District

Under the current structure it is very difficult for the Foundation to not only raise Unrestricted Funding to support its daily operations, but also in building a strong enough fund balance to provide the base funding required to sustain those operations. The foregoing supports a plan that will allow the Foundation to build an unrestricted fund balance of approximately \$900,000 over the five year period, and show a net income of nearly \$50,000 per year beginning in year six (2020-21).

This plan would be further strengthened by enhanced fundraising activities, an increase in endowed accounts, and responsive investment strategies.

Therefore, it is my recommendation to restructure the Advancement and Foundation office as follows:

1. Eliminate the position of Development Officer
2. Reassign the Accounting Assistant II position to the Business Services Office
3. Reassign and fill the vacant Financial Aid Technician I position to the Financial Aid Office
4. Reassign the current Coordinator, Academic Senate to the Advancement and Foundation Office and modify the duties to reflect a Coordinator, Alumni Relations position
5. Create and fill a Coordinator, Scholarship Donor Relations position
6. Fill Advancement Assistant position that is currently vacant

These actions will create a Coordinator for Scholarship Donor Relations vacancy to be filled through appropriate Human Resource processes. The Financial Aid Technician I position will be housed in the Financial Aid Office and the scholarship application and award processes will be managed in the Financial Aid Office. All Scholarship Donor Relations and fundraising will be the duties of the newly created Coordinator position.

The Coordinator of Alumni Relations will be responsible for developing and maintaining effective alumni database, relationships, event planning and execution, fundraising support for targeted and unrestricted funds, and will work closely with the Alumni and Friends Committee.

The Accounting Assistant II position will continue to work with the full range of the accounting duties in the current job description but will be reassigned to the Business Services Office as the finance and accounting functions of the Foundation are incorporated into the integrated, central system of record. The support for the position in this environment will be much stronger and ensure consistency of practice for all operations of the District.

The Executive Director will be responsible for all operations of the office to include development of major gifts, planned giving, trusts, corporate donors, President's Circle and unrestricted fundraising in addition to the duties outlined in the revised job description.

It is the intention of the District to implement these changes effective with the timelines outlined in AP 3100, but no later than August 15, 2015. All appropriate notifications, human resource processes, and collective bargaining requirements will be followed.



Ed Knudson  
Superintendent/President