



ANTELOPE VALLEY COLLEGE

Office of the President

September 10, 2015

To the College Community:

Following is the organizational structure for the staffing of the Institutional Advancement and Foundation Office at Antelope Valley College that will be presented to the Board of Trustees, as an information item, at its regular meeting of September 14, 2015. This reorganization has been presented to the full college for its review since July 14, 2015, and has been reviewed at the College Coordinating Council on August 12 and then returned to the college for a final review. These changes take into consideration the input and suggestions of the staff of the office; comments and ideas from members of the college community; input from the Executive and Finance Committee of the Foundation Board of Directors; 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

The foregoing supports a plan that will allow the Foundation to build an unrestricted fund balance of approximately \$900,000 over the next 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 enhancing fundraising activities, increasing endowed accounts, and revising investment strategy parameters.

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

1. Eliminate the position of Development Officer
2. Create two Coordinator positions
 - a. Coordinator for Scholarship Donor Relations
 - b. Coordinator for Alumni Relations
3. Replace the Clerical III position vacated by the transfer of the incumbent with an Administrative Assistant position.
4. Reassign the Accounting Assistant II position to the Business Services Office.

5. Reassign the vacant Financial Aid Technician I position to the Financial Aid Office.
6. Vacate the current Coordinator, Academic Senate position and laterally transfer to the new Coordinator Alumni Relations position.

These actions will open a Coordinator for Scholarship Donor Relations open 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.

Ed Knudson
Superintendent/President