

3-YEAR STRATEGIC PLAN

2025 - 2027



Prepared by:

2024 Strategic Planning Committee

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3-YEAR STRATEGIC PLAN 2025 - 2027

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Introduction

Founded in 1947 in Torrance, CA, El Camino College is the community college of the South Bay. The college enrolls approximately 30,000 students annually, offering a curriculum of more than 200 degree and certificate programs, while supporting student equity. With over 900 faculty and 600 staff, the college employs nearly 1,500 employees across its expansive 126-acre campus. El Camino College's district serves nine cities, including El Segundo, Hawthorne, Hermosa Beach, Inglewood, Lawndale, Lennox, Manhattan Beach, Redondo Beach, and Torrance.

Established in 1983, the El Camino College Foundation is a 501(c)(3) nonprofit charitable organization that is an auxiliary organization of El Camino College. The Foundation is led by a 30-member Board of Directors. The Foundation is the fundraising arm of the college and supports student success initiatives. To date, the Foundation has raised nearly \$45 million to support El Camino students, has assets of \$22 million, and has grown its endowment fund to nearly \$13 million.

Importance of College Foundations in Supporting their Institutions:

- Generating philanthropic support for students, faculty, research, academic, and vocational programs
- Advising and guiding donors, and connecting their passion with institutional priorities
- Engaging alumni and volunteers in the life of the college
- Building and creating partnerships with businesses to drive workforce development
- Partnering with the institution to address major challenges
- Protecting sensitive donor financial information and donor anonymity
- Raising and managing private support for the benefit of the institution, as well as the communities it serves
- Advocating for the importance of philanthropy at the institution and beyond
- Supporting program innovation and the discovery of new ideas

El Camino College Overview

ECC Mission Statement

El Camino College makes a positive difference in people's lives. We provide innovative and excellent comprehensive educational programs and services that promote student learning, equity, and success in collaboration with our diverse communities.

ECC Vision Statement

El Camino College will be the college of equity and innovation by transforming, strengthening, and inspiring our community to excel through learning.

ECC Statement of Values

Our highest value is placed on our students and their educational goals; interwoven in that value is our recognition that the faculty and staff of El Camino College are the college's stability, its source of strength and its driving force. With this in mind, our five Core Values are:

People - We strive to inspire our diverse students, employees, and community with purpose, passion, and pride.

Respect - We work in a spirit of civility, cooperation and collaboration.

Integrity - We act ethically and honestly toward our students, colleagues and community.

Diversity - We embrace our similarities and differences to promote an inclusive campus community with equitable outcomes for all.

Excellence - We deliver quality, innovation, and excellence in all we do.

To advance the mission, vision and values, El Camino College develops strategic initiatives and action items for institutional improvement as part of long-range master planning. A set of aspirational goals on selected student achievement measures informs institutional progress.

The College uses evidence and the collegial consultation process to evaluate the mission, vision, and values, and revises them on a regular basis.



El Camino College

El Camino College Foundation Overview

ECCF Mission Statement

To support the success of students, faculty, and staff in the pursuit of their higher educational goals and career objectives by strategically developing community relationships and raising funds.

ECCF Vision Statement

To provide educational opportunities to support the success of every El Camino student.

ECCF Statement of Values

The current El Camino College Statement of Values has five core areas to success:

- Student-Centered Learning & Experience
- Multiple Pathways to Success
- Innovative Community Partnerships
- Culture of Inclusion
- Environment for Transformation

ECCF Core Values

Student Focus - We consider the needs and initiatives of our students and always make them a top priority.

Community Relationships - We work collaboratively with stakeholder groups including local businesses, community organizations, faculty, departments and the entire campus community, to establish mutually beneficial relationships and educational partnerships.

Integrity - We serve our students and campus community with integrity and instill honesty, trust, fairness, and respect in our daily efforts.

Opportunity - We help make education available, affordable, accessible, and inclusive for all students, regardless of background, through educational resources and experiences.

Innovation - We achieve educational excellence and attain greater outcomes for our students through new ideas, improved processes, and taking risks when needed.



Who We Are

Our Students

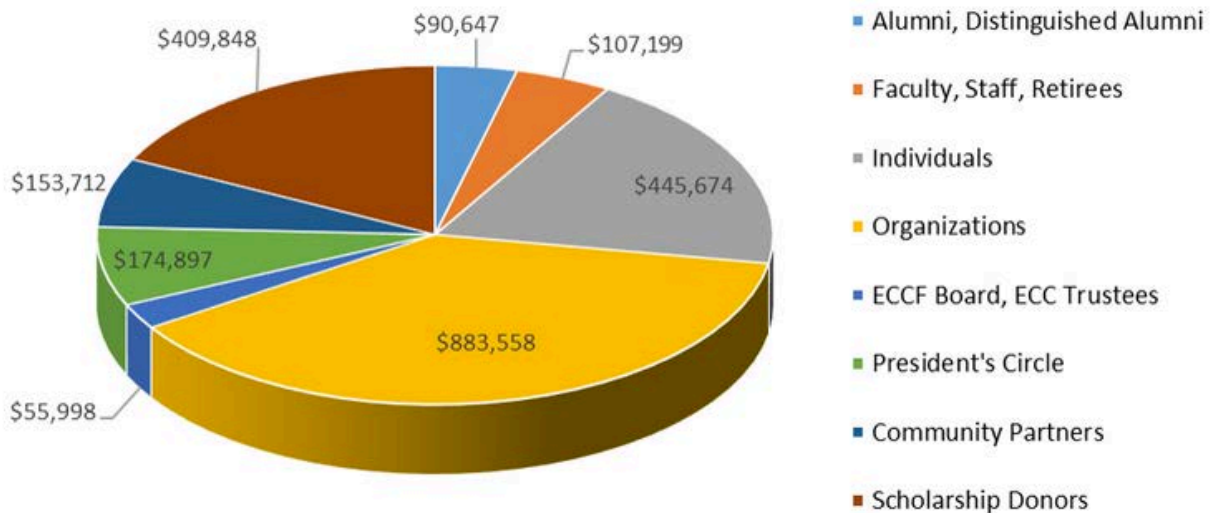
El Camino College’s nearly 30,000 students represent a very diverse student population. Each year, over 3,200 students graduate and receive a two-year degree, and nearly 500 certificates are awarded. We are very proud of all our alumni, and especially those distinguished alumni who have achieved great success in their careers and lives. Through educational and workforce development opportunities, it is estimated that El Camino students will receive more than \$782 million in increased earnings over the course of their working lives.

Student Demographics

Student Demographics		
Race/Ethnicity	Gender	Age
Latino: 51%	Female: 56%	18-24: 63%
Asian: 15%	Male: 42%	25-29: 16%
Caucasian: 14%	Non-binary: 1%	30-39: 13%
African American: 13%	Unknown: 1%	40-49: 5%
Pacific Islander: 1%	Financial aid: 52%	50-64: 2%
Two or more/other: 6%		65+: 1%

Our Donors

Gifts by Donor Type FY24



*Note: Overlap of donor type may exist; reflected as primary donor type.

Strategic Priorities

1. Increase Annual Fundraising Revenue

- Develop and implement targeted fundraising campaigns to secure increased financial contributions from individuals, alumni, community partners, corporations, and philanthropic organizations.
- Strengthen donor relations through personalized stewardship efforts, recognizing and appreciating contributions at all levels.
- Explore innovative fundraising strategies, including digital and social media campaigns, events, and partnerships, to expand the donor base and maximize revenue generation.
- Monitor and evaluate fundraising efforts regularly, adjusting strategies as necessary to achieve annual revenue goals.

2. Increase Overall Endowment Value

- Establish a comprehensive endowment growth strategy focused on sustainable investment practices and prudent financial management.
- Cultivate major donors and planned giving opportunities to build the endowment through substantial, long-term contributions.
- Implement policies and procedures to safeguard and grow the endowment, ensuring its effectiveness in supporting the mission and programs of El Camino College.
- Collaborate with financial advisors and investment managers to optimize portfolio performance and mitigate risks associated with endowment investments.

3. Increase Overall Students Served

- Expand scholarship programs and financial aid initiatives to support a diverse student population, promoting access to higher education and reducing financial barriers.
- Enhance student support services to facilitate academic success and persistence to graduation.
- Foster partnerships with local schools, community organizations, and employers to create pathways for students from underrepresented backgrounds and underserved communities.
- Implement data-driven approaches to assess student needs and outcomes, ensuring that resources and services are effectively tailored to enhance overall student success rates.

Each of these strategic priorities is integral to advancing the mission of the El Camino College Foundation, contributing to the institution's growth, sustainability, and impact within the community.

Strategic Goals and Objectives

Our strategic plan focuses on seven primary goals and objectives.

Goals

1. Fundraising
2. Student Support Programs
3. Donor Engagement
4. Corporate Partnerships
5. Community Outreach
6. Financial Sustainability
7. Board Development

Objectives

1. Grow annual fundraising revenue by 10% over 3 years
2. Strengthen support programs to serve more students
3. Build strong relationships with donors
4. Attract additional corporate donors and sponsors
5. Increase awareness and support within the South Bay
6. Ensure the Foundation's financial stability
7. Attract and retain dedicated Board members



1 Fundraising

KEY OBJECTIVE

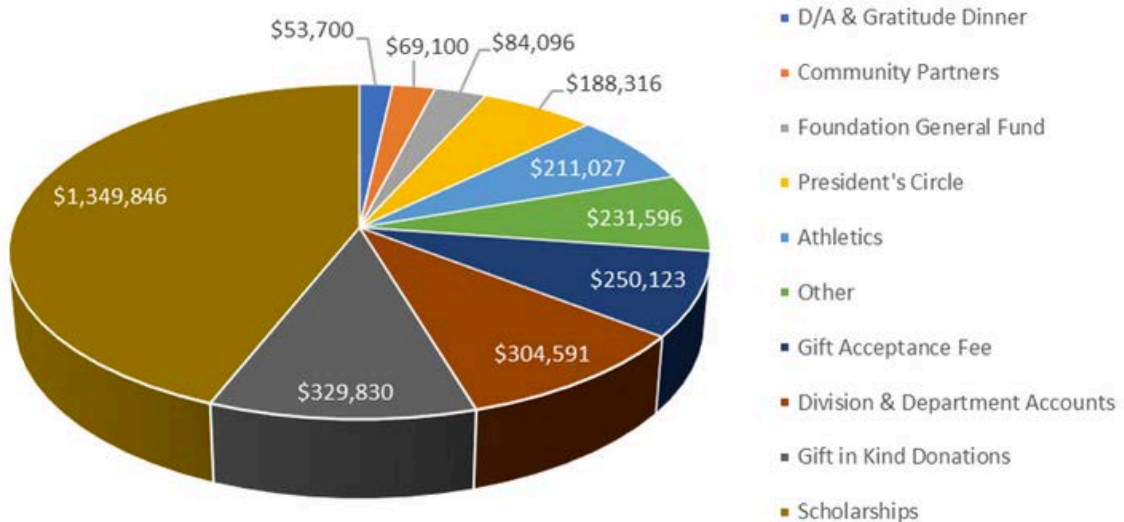
Increase annual fundraising revenue by 10% over three years (2025 - 2027)

Annual Contributions & FY27 Projection (10% Growth)



Fundraising Data: Areas of Support

Annual Contributions FY24



*Note: Data does not include estate gifts.

1 Fundraising (continued)

STRATEGIES

- Diversify fundraising efforts, including individual donors, corporate partnerships, grants, and events
- Leverage technology for online giving campaigns and donor engagement
- Increase alumni outreach and stewardship, including Athletics
- Develop stronger relationships with ECC retirees

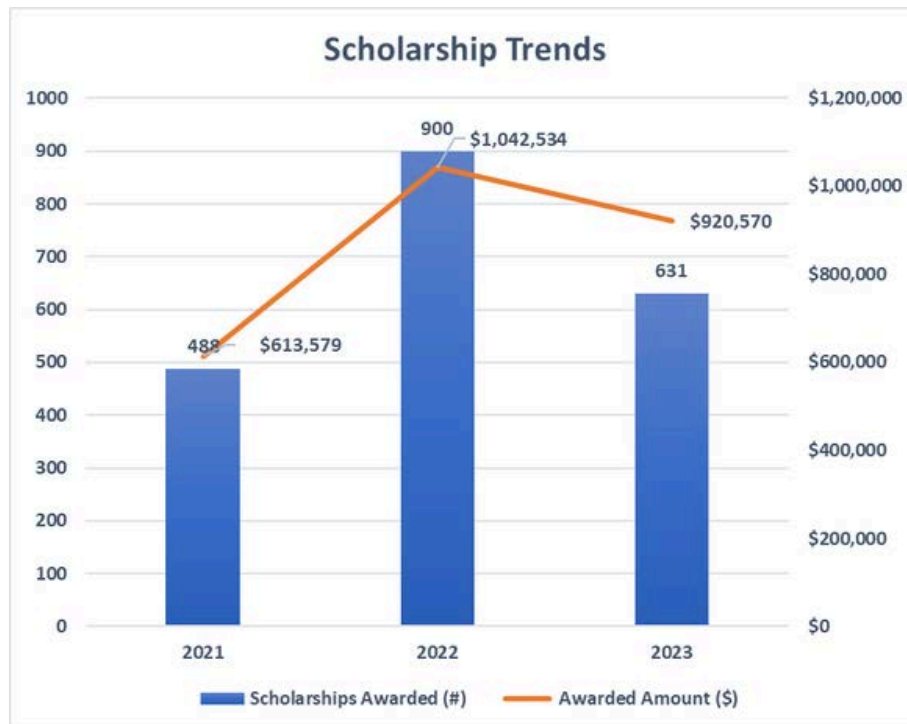


2 Student Support Programs

KEY OBJECTIVE

Strengthen student support programs to serve more students

- **Scholarships** - Increase overall scholarship funds and number of applications received
- **Enrichment Programs** - Provide funding support for unique student educational opportunities and experiences
- **Emergency Funds** - Provide additional emergency funding to students experiencing lost jobs, reduced wages, and to help with meeting everyday living expenses
- **Basic Needs** - Provide more support to help students facing food, clothing, housing, and transportation insecurities
- **Technology** - Provide more laptop offerings to help students successfully complete their coursework



STRATEGIES

- Continue to support students through all aspects of their education, including providing vital assistance and resources to those in need
- Continue to manage scholarship process with online tools and advancing technologies, and establish clear scholarship selection criteria and committees
- Promote scholarship opportunities to a wider student audience to increase student participation by attending more campus events and holding classroom presentations
- Survey students regarding the scholarship application process

3 Donor Engagement

KEY OBJECTIVE

Build strong relationships with donors



STRATEGIES

- Develop a stronger and more cohesive donor recognition program
- Create opportunities for donors to interact with scholarship recipients
- Expand outreach of President’s Circle program, including identification of potential new members using data-driven insights
- Increase the visibility of the Legacy Circle to encourage estate planning and legacy giving as ways to support the Foundation
- Regularly communicate with donors, updating them on the impact of their contributions and support
- Hold meaningful donor events to create a sense of belonging and engagement



4 Corporate Partnerships

KEY OBJECTIVE

Attract additional corporate donors and sponsors

FY2024 Community Partners

PLATINUM \$100K+		GOLD \$25,000+	
SILVER \$10,000+			
BRONZE \$5,000+			
COPPER \$2,500+			

www.ElCaminoCollegeFoundation.org

STRATEGIES

- Identify local businesses with an interest in supporting education
- Develop more customized partnership proposals
- Seek opportunities for mutually beneficial collaboration, such as internships or workforce development programs
- Provide relationship and sponsorship value to retain corporate renewals



5 Community Outreach

KEY OBJECTIVE

Increase awareness and support within the South Bay community



STRATEGIES

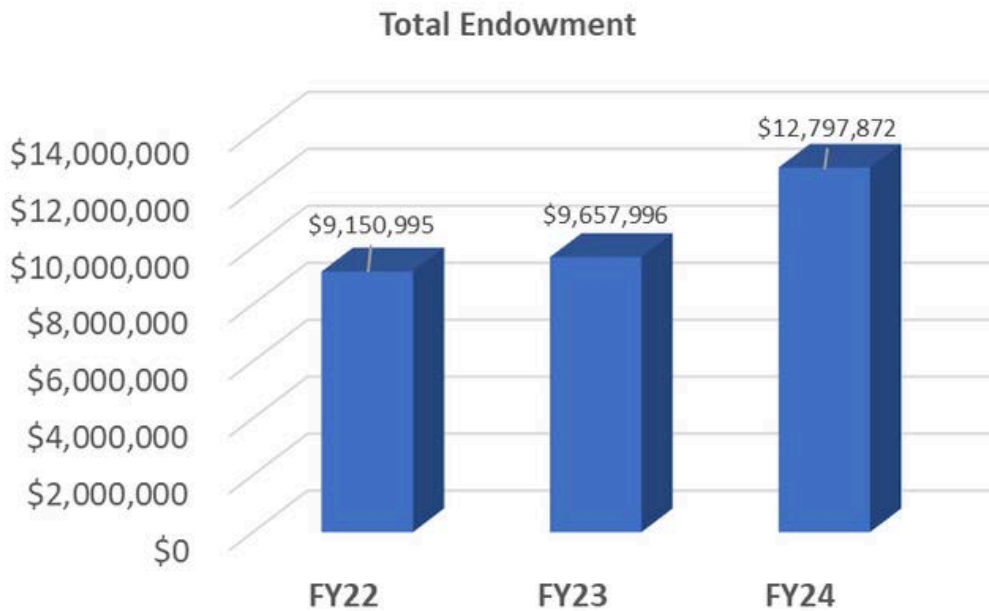
- Host community events and information sessions on campus
- Attend and support local community events
- Utilize Foundation Board as community ambassadors and promote college initiatives
- Engage with student ambassadors to champion causes
- Work strategically with South Bay cities, elected officials, and Chambers of Commerce

6 Financial Sustainability

KEY OBJECTIVE

Ensure the Foundation's financial stability

Endowment Growth



Year-end financials as of June 30, 2022-2024 (Appendix)



STRATEGIES

- Diversify revenue streams
- Carefully manage administrative costs
- Invest in long-term financial planning and risk management
- Strict oversight of investment managers with annual endowment fund review

7 Board Development

KEY OBJECTIVE

Attract and retain dedicated Board members



STRATEGIES

- Recruit diverse board members who promote inclusivity and bring varied backgrounds and lived experiences
- Provide training and professional education opportunities to help develop passionate, engaged, and committed directors
- Provide relevant information to keep members up to date with the campus community
- Encourage a culture of innovation and excellence

Implementation and Monitoring

Annually review and adjust the Strategic Plan as needed, based on outcomes and changing circumstances.

The El Camino College Foundation looks forward to building stronger community and donor relationships to increase fundraising efforts to help create a better future for our students.

TOP 10 REASONS TO ATTEND EL CAMINO COLLEGE



1

Successfully and confidently transfer to your four-year dream school!

2

Head straight to your desired job/career with a two-year degree or certificate and enter the workforce sooner.

3

Affordable! Save money at just \$46/unit.

4

Attending college increases your earning power.

5

Allows you the time to explore and figure out what you want to do at a low cost.

6

Course flexibility and various class types to fit any busy schedule.

7

Lower cost of living: Attend college without leaving home.

8

Smaller classes with experienced and nurturing instructors.

9

Greater academic support and wrap-around support services.

10

Didn't do well in high school? Adjust your academic history/GPA.

APPENDIX 2024 Financials

EL CAMINO COLLEGE FOUNDATION UNAUDITED FINANCIAL STATEMENTS

STATEMENTS OF FINANCIAL POSITION

JUNE 30, 2024

	<u>Current Year</u>	<u>Prior Year</u>	<u>% Change</u>
ASSETS			
Cash and Cash Equivalents	146,162	86,885	
Investments, at Fair Value	18,709,259	13,410,983	
Investments Held in Charitable Remainder Trust	1,765,774	1,679,401	
Promise to Give, net	-	1,979,142	
Assets Held Under Split Interest Agreements, net (Gift Annuity)	-	-	
Beneficial Interest in CCCS Endowment (OSHER)	1,660,673	1,660,673	
Beneficial Interest in Charitable Trust Held by Others	85,873	81,450	
TOTAL ASSETS	<u>22,367,742</u>	<u>18,898,535</u>	18%
LIABILITIES			
Accounts payable	250	69,887	
Liabilities Under Charitable Remainder Trust*	882,887	839,701	
Scholarships payable	477,806	562,373	
Total Accounts payable	<u>1,360,943</u>	<u>1,471,961</u>	
Total LIABILITIES	<u>1,360,943</u>	<u>1,471,961</u>	
NET ASSETS			
Permanently Restricted	10,776,636	9,410,740	15%
Temporarily Restricted	7,667,147	5,812,071	32%
Unrestricted	2,563,015	2,203,763	16%
Total NET ASSETS	<u>21,006,799</u>	<u>17,426,575</u>	21%
TOTAL LIABILITIES AND NET ASSETS	<u>22,367,742</u>	<u>18,898,535</u>	18%

STATEMENT OF ACTIVITIES

FROM 7/1/2023 THROUGH 6/30/2024

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
REVENUE AND SUPPORT				
Contributions	746,384	3,259,814	2,544,625	6,550,824
Pledge contributions	-	-	(1,979,142)	(1,979,142)
Donated materials and services	100,400	229,430	-	329,830
Contributed services	258,816	-	-	258,816
Stewardship fees income, net	308,610	(71,709)	(236,900)	-
Contributions receivable from split interest agreements	-	-	4,423	4,423
Investment income, net	61,910	317,345	1,017,688	1,396,942
TOTAL REVENUE AND SUPPORT	<u>1,476,120</u>	<u>3,734,879</u>	<u>1,350,694</u>	<u>6,561,693</u>
EXPENSES				
Program services	486,123	1,723,850	182,130	2,392,103
General and administrative	314,689	-	-	314,689
Fundraising	316,056	-	-	316,056
TOTAL EXPENSES	<u>1,116,869</u>	<u>1,723,850</u>	<u>182,130</u>	<u>3,022,849</u>
CHANGE IN NET ASSET	<u>359,251</u>	<u>2,011,029</u>	<u>1,168,563</u>	<u>3,538,844</u>

* This liability is reflected as if the required payout occurred on the date of this financial statement.

APPENDIX 2023 Financials

EL CAMINO COLLEGE FOUNDATION UNAUDITED FINANCIAL STATEMENTS

STATEMENTS OF FINANCIAL POSITION

JUNE 30, 2023

	<u>Current Year</u>	<u>Prior Year</u>	<u>% Change</u>
ASSETS			
Cash and Cash Equivalents	123,178	168,242	
Investments, at Fair Value	13,409,681	12,356,168	
Investments Held in Charitable Remainder Trust	1,679,401	1,647,440	
Promise to Give, net	1,979,142	1,979,142	
Assets Held Under Split Interest Agreements, net (Gift Annuity)**	154	154	
Beneficial Interest in CCCS Endowment (OSHER)**	1,591,872	1,591,872	
Beneficial Interest in Charitable Trust Held by Others**	78,672	78,672	
TOTAL ASSETS	<u>18,862,101</u>	<u>17,821,691</u>	6%
LIABILITIES			
Accounts payable	40,595	29,585	
Liabilities Under Charitable Remainder Trust*	839,701	823,720	
Scholarships payable	562,373	185,342	
Total Accounts payable	<u>1,442,668</u>	<u>1,038,647</u>	
Total LIABILITIES	<u>1,442,668</u>	<u>1,038,647</u>	
NET ASSETS			
Permanently Restricted	9,811,340	9,198,505	7%
Temporarily Restricted	5,427,841	5,503,046	-1%
Unrestricted	2,180,252	2,081,493	5%
Total NET ASSETS	<u>17,419,433</u>	<u>16,783,044</u>	4%
TOTAL LIABILITIES AND NET ASSETS	<u>18,862,101</u>	<u>17,821,691</u>	6%

STATEMENT OF ACTIVITIES

FROM 7/1/2022 THROUGH 6/30/2023

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
REVENUE AND SUPPORT				
Contributions	455,764	1,551,394	80,807	2,087,966
Donated materials and services	17,300	88,493	-	105,793
Contributed services	239,900	-	-	239,900
Stewardship fees income, net	252,103	(55,494)	(196,609)	-
Investment income, net	(4,926)	195,916	783,153	974,143
TOTAL REVENUE AND SUPPORT	<u>960,141</u>	<u>1,780,309</u>	<u>667,351</u>	<u>3,407,801</u>
EXPENSES				
Program services	334,710	1,331,875	184,914	1,851,499
General and administrative	259,672	-	-	259,672
Fundraising	267,231	-	-	267,231
TOTAL EXPENSES	<u>861,613</u>	<u>1,331,875</u>	<u>184,914</u>	<u>2,378,402</u>
CHANGE IN NET ASSET	<u>98,528</u>	<u>448,434</u>	<u>482,437</u>	<u>1,029,400</u>

** Waiting final statements

* This liability is reflected as if the required payout occurred on the date of this financial statement.

APPENDIX

2022 Financials

EL CAMINO COLLEGE FOUNDATION UNAUDITED FINANCIAL STATEMENTS

STATEMENTS OF FINANCIAL POSITION

JUNE 30, 2022

	<u>Current Year</u>	<u>Prior Year</u>	<u>% Change</u>
ASSETS			
Cash and Cash Equivalents	168,242	130,245	
Investments, at Fair Value	12,356,168	13,490,485	
Investments Held in Charitable Remainder Trust	1,647,440	1,888,381	
Promise to Give, net	1,865,531	1,865,531	
Assets Held Under Split Interest Agreements, net (Gift Annuity)	154	969	
Beneficial Interest in CCCS Endowment (OSHER)*	1,921,024	1,921,024	
Beneficial Interest in Charitable Trust Held by Others*	97,318	97,318	
TOTAL ASSETS	<u>18,055,878</u>	<u>19,393,952</u>	-7%
LIABILITIES			
Accounts payable	28,813	28,986	
Liabilities Under Charitable Remainder Trust	823,720	966,271	
Scholarships payable	185,342	158,562	
Total Accounts payable	<u>1,037,875</u>	<u>1,153,820</u>	
Total LIABILITIES	<u>1,037,875</u>	<u>1,153,820</u>	
NET ASSETS			
Permanently Restricted	9,152,216	10,239,940	-11%
Temporarily Restricted	5,714,942	5,914,798	-3%
Unrestricted	2,150,845	2,085,395	3%
Total NET ASSETS	<u>17,018,003</u>	<u>18,240,133</u>	-7%
TOTAL LIABILITIES AND NET ASSETS	<u>18,055,878</u>	<u>19,393,952</u>	-7%

STATEMENT OF ACTIVITIES

FROM 7/1/2021 THROUGH 6/30/2022

	<u>Unrestricted</u>	<u>Temporarily Restricted</u>	<u>Permanently Restricted</u>	<u>Total</u>
REVENUE AND SUPPORT				
Contributions	554,476	1,069,897	206,144	1,830,517
Donated materials and services	9,717	343,560	-	353,276
Contributed services	217,800	-	-	217,800
Stewardship fees income, net	371,104	(219,078)	(152,026)	-
Contributions receivable from split interest agreements	-	(815)	-	(815)
Investment income, net	(97,675)	(364,999)	(1,032,541)	(1,495,215)
TOTAL REVENUE AND SUPPORT	<u>1,055,420</u>	<u>828,566</u>	<u>(978,423)</u>	<u>905,563</u>
EXPENSES				
Program services	465,637	1,001,642	251,852	1,719,130
General and administrative	265,100	-	-	265,100
Fundraising	259,234	-	-	259,234
TOTAL EXPENSES	<u>989,971</u>	<u>1,001,642</u>	<u>251,852</u>	<u>2,243,464</u>
CHANGE IN NET ASSET	<u>65,450</u>	<u>(173,076)</u>	<u>(1,230,275)</u>	<u>(1,337,901)</u>

* waiting final statements