



## Shasta College Foundation

Minutes of the Executive Meeting  
11555 Old Oregon Trail, Board Room  
Friday, June 23, 2023 at 12:00 p.m.

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### 1. OPEN SESSION

#### 1.1 Call to Order & Roll Call

The meeting was called to order at 12:00 p.m.

#### Executive Committee Members Present

- Mr. Joe Gibson, President
- Ms. Star Alfaro, Vice President
- Ms. Jennifer Finnegan, Secretary/Treasurer
- Ms. Rhonda Nehr, Representative for the Shasta College Board of Trustees
- Ms. Tiffany Blasingame
- Mr. Mike Mari
- Mr. Hiram Oilar
- Dr. Joe Wyse (Ex-Officio Non-Voting Member)
- Ms. Andree Blanchier, Executive Director (Ex-Officio Non-Voting Member)

#### Executive Committee Members Absent

None.

#### 1.2 Call for Request to Speak on an Agenda Item from the Audience

There were no requests.

### 2. APPROVAL/REVIEW OF MINUTES FROM THE MARCH 30, 2023 EXECUTIVE COMMITTEE MEETING

#### 2.1 Approval of the Minutes from the March 30, 2023 Executive Committee Meeting (attached)

The minutes from the March 30, 2023 meeting were approved unanimously.

***Approve the Minutes from the March 30, 2023 Executive Committee Meeting***

***Motion by Hiram Oilar, second by Mike Mari***

***Final Resolution: Motion Carries***

***Yea: Star Alfaro, Tiffany Blasingame, Jennifer Finnegan, Joe Gibson, Mike Mari, Rhonda Nehr, Hiram Oilar***

### 3. REPORTS & UPDATES

#### 3.1 Special Report: Shasta College Attainment and Innovation Lab for Equity (SCALE)

***Speaker: Dr. Kate Mahar, Associate Vice President of Innovation and Strategic Initiatives/Executive Director of SCALE***

Ms. Blanchier introduced Dr. Mahar, who's presentation is attached hereinto as ***Exhibit A***. The Foundation is the fiscal sponsor of the SCALE program and the two organizations work very closely together. In that regard, the Foundation prepares all contracts, as well as manages invoicing and tracking of expenses. It's been very exciting to see SCALE grow.

SCALE would not be possible without the support of the Foundation and the leadership of Dr. Wyse. Part of SCALE's mission is to support innovative practices, and the Foundation plays a key role in planning the logistics to initiate these practices. As outlined in the SCALE mission statement, SCALE is focused on bringing policy, practice, inquiry, and applied research together to foster educational attainment through innovation and the reduction of equity gaps, with a focus on the changing dynamics of rural communities.



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The other piece of this work is having conversations about the role of community colleges and what we can do. For so long community colleges were looked down upon and excluded from conversations and major research. Often articles are authored by research centers at major universities and written from an outsider's perspective. We have always wanted to tell our story and SCAILE gives that voice to the community college system.

Shasta College has always been committed to innovation—the college's Vision statement formalizes this commitment—and, in recent years, the state of California has prioritized funding innovative practices by making Innovation Grants available to community colleges. Shasta College was the proud recipient of three Innovation awards from the state—\$5M in 2015, \$2M in 2016 and \$1.5M in 2018—to support innovative practices. Shasta College was the only college to receive an innovation award each year that they were available. We were able to build capacity and take on new projects that pay innovations back. We were able to really examine the things we were trying so that we could understand the impact on students and the community. Another key piece to innovation is sharing best practices. In each proposal we said we would take what we learned and share it, and this has contributed to Shasta College's status as a nationally recognized institution.

Under SCAILE, we're able to look at education in a totally different way. We realized that learning is fixed, but timing is the variable that we can work with to help students succeed. Some of the programs under SCAILE include the Accelerated College Education (ACE) program, Bachelor's Through Online and Local Degrees (BOLD) program, Degrees When Due (DWD) program, and competency-based education. With competency-based education, students can demonstrate that they've learned a concept and then move forward. Credit for Prior Learning (CPL) is a great example of competency-based learning where folks who have been working professionally—for example in welding or in agriculture, or they might be a Veteran returning to civilian life—are able to return to school on an accelerated path. They have demonstrated skills and knowledge, and we're able to design evaluation tools and standards to translate that into college credit.

SCAILE is designed to be a practitioner-to-practitioner resource, and partnerships at the national, state, and community level are key to SCAILE's success. Some partnerships have been established to support the work of SCAILE and others. These are centered around the services SCAILE provides, but each contributes to higher education research and knowledge. Locally, SCAILE has partnered with North State Together (NST) to offer regional assistance and facilitate inter-county communication and partnerships for NST's various county-specific grants, which support post-secondary attainment goals. Civic Labs, a program of the Community Education Coalition of Columbus, Indiana, pays SCAILE a consultant fee to advise on increasing attainment for adult learners. Civic Labs manages the Talent Hub network for the Lumina Foundation, and the Talent Hub represents nearly 100 cross-sector community and regional partnerships focused on fostering equity and improving education outcomes. From this partnership SCAILE leads a national community of practice and is able to constantly learn from and share with others.

SCAILE has two main sources of funding: fees for service and grant awards. Currently, SCAILE is contracted to receive fees for service from the Ascendium Foundation, Civic Labs, and the Institute for Higher Education Policy (IHEP). SCAILE also writes grants that benefit both the District and the Foundation. Currently the Foundation helps manage the S. H. Cowell Foundation



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grant, a \$100,000/18 month partnership to expand technical assistance and coalition building for NST partnerships. SCAILE continues to invest in innovation by committing to donate 2% of their unrestricted revenue to an Innovations Fund in the Foundation.

The Foundation has been instrumental in providing the logistical support and infrastructure to help grow SCAILE from just a concept into what it is today.

The committee thanked Dr. Mahar for her presentation.

### **3.2 Adhoc Policy Review Subcommittee Update**

Ms. Finnegan provided a brief update. A draft of *Policy # 105 – Investment Policy* was discussed. This policy addresses the management of endowed funds and other investment assets and the role and responsibilities of the investment firm. The policy is designed to plan for the long term. There is one outstanding question concerning the current contract with our investment advisors. It is not clear if a contract is in place. Currently, our investment accounts were grandfathered with a fee of only 0.6%. This is a very competitive rate. We may want to evaluate other firms, however, this rate will be difficult to beat.

### **3.3 Foundation Sponsored Events Report**

The Foundation has several annual events which we continue to sponsor and some newer events. The list of Foundation Sponsored Events for the 2022 – 2023 Academic Year has been attached hereinto as **Exhibit B**. The budget was \$40,000 and over \$17,000 has been expended to support campus events. It's exciting to see more events taking place on campus and more student engagement. This past year a new funding request form was developed. Any program or group on campus is welcome to submit this form. The requests are evaluated based on the impact and need, and the approved requests are tracked.

### **3.4 Finish Line**

The Finish Line report has been attached hereinto as **Exhibit C**. The Foundation received \$150,000 to support the Finish Line Scholars Program for the 2022 – 2023 year and is pleased to announce another award of \$150,000 for the 2023 – 2024 academic year. This is the third time the Shasta College Foundation has received the Finish Line grant from the Foundation for California Community Colleges. The grant funds are divided between scholarships and emergency aid. The Foundation takes a 5% administrative fee, which amounts to \$7,500, for administering the grant.

In 2022 – 2023, certain student groups, including single parents, former foster youth and Veterans, were targeted and invited to apply for the scholarship. The average scholarship payment was \$2,384 in the fall semester and \$2,225 in the spring semester. A cohort model is used to administer the scholarship, and this allows Foundation staff to serve as a warm contact and another resource for students in the cohort. A monthly check-in was required, and at each meeting a presentation of a campus resources was offered. One of the most popular presentations was on resume and interview preparation. At the end of the spring semester, the Foundation was happy to give seven students in the cohort an extra \$166 in funds to help pay for their commencement regalia and supplies.



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The ability to offer emergency aid grants has served as a very important resource to students experiencing major unexpected life events or hardships that impact their ability to access basic needs and supplies for school. The average emergency aid award was \$500 and 56 students were provided with emergency aid.

Next year the primary focus of the Finish Line Scholarship will be on Health Information Management (HIM) students. The HIM program is a bit different from other programs at the college—more units are required to earn a certificate or degree, classes are compressed into 8-week blocks, and the program already uses the cohort model. We hope that by focusing on this group we can support them through to their graduation.

### **3.5 Scholarship Report**

The Scholarship Report has been attached hereinto as **Exhibit D**. In the spring of 2023, the management of scholarships was reassigned from the Shasta College Financial Aid department to the Shasta College Foundation. It is common in higher education for scholarships to be managed by nonprofit Foundations. The Foundation welcomed Ms. Wendy Akins, Scholarship Processor, to the team. It has taken some time to get organized, become familiar with the scholarship software, and understand the system for administering scholarships.

Shasta College has over 100 internal scholarships to manage and award. We also receive a great deal of external scholarships to apply to student accounts. Over half of the internal scholarships are endowments and half are annual scholarships. The implemented scholarship software, Academic Works, helps with auto matching to connect students to opportunities. This process brings in thousands of qualified applications each year, but this is a big commitment for our team of reviewers to evaluate. We plan on refining the review process in the upcoming academic year. The Foundation hopes to work more closely with donors and build the program to offer even more scholarship opportunities to our students.

In 2022 – 2023, over \$200,000 in internal scholarships were awarded to students.

### **3.6 Foundation Investments Report**

The Foundation Investments Report is attached hereinto as **Exhibit E**. In examining the 2022 numbers, we can see that the previous year was an unusual year. The stewardship fees are key to the Foundation's unrestricted income and represent 40% of the income. Ensuring investment strategies and our partners are maximizing returns is essential for the scholarships managed, but also the Foundation operational funding. We plan to reorganize these accounts, and page two of the report details the seven different categories of accounts that we will have and future accounts that may come in.

## **4. DISCUSSION/ACTION ITEMS**

### **4.1 Approval of Strategic Plan (attached)**

There have been no changes made to the Strategic Plan since the last meeting besides some minor formatting changes; the Executive Director recommends approval.

**Approve Strategic Plan Motion by Jennifer Finnegan, second by Star Alfaro**  
**Final Resolution: Motion Carries**



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***Yea: Star Alfaro, Tiffany Blasingame, Jennifer Finnegan, Joe Gibson, Mike Mari, Rhonda Nehr, Hiram Oilar***

### **4.2 Approval of Policy #100 – Endowments, Distributions, & Fees Policy (attached)**

A big portion of the Strategic Plan was looking at infrastructure, and part of that is having guiding policies in place. The first policy, #100, has gone through the AdHoc committee for review, and vigorous discussions from that review session ultimately resulted in combining what were originally three separate policies into one. This policy represents the major nuts and bolts of operation, and it's of the upmost importance to get it in place. This gives us the guidelines to deal with endowments, how distributions are made, and how fees are collected.

***Approve the Policy #100 – Endowments, Distributions & Fees Policy Motion by Tiffany Blasingame, second by Hiram Oilar***

***Final Resolution: Motion Carries***

***Yea: Star Alfaro, Tiffany Blasingame, Jennifer Finnegan, Joe Gibson, Mike Mari, Rhonda Nehr, Hiram Oilar***

### **4.3 Discussion of the technology road map**

The Executive Director has been researching infrastructure and software and had the opportunity to attend the NTEN conference in Denver, CO in March. This conference is specific to nonprofits and was a wonderful opportunity to connect and speak with others in the nonprofit sector. The Foundation is very interested in a constituent management software (CRM), which would allow the Foundation to maintain a database of donors and donations. Ideally the software should have CRM capabilities, online fundraising capabilities, easy access to reports, and automated communication features to send out receipts, 'thank you' notifications, and announcements.

The CRM solution would need to integrate with the Foundation's financial system. Currently the Foundation is using the ERP system, Colleague, used by the District. This system is not designed to support fund accounting, provide useful reports, or non-profit operations and it requires an enormous amount of time to just capture the financial transactions. This system is not used by the foundations at other colleges as it's primarily designed to support payroll and financial aid. Additionally, Colleague is not set up to manage donors. When the Foundation's dedicated bookkeeper retired in 2019, the Foundation transitioned from QuickBooks to Colleague with additional support provided by the Shasta College Business Office. This arrangement is not producing satisfactory results. Colleague is not suited to support non-profit work and the Business Office has extremely limited time and resources to dedicate to the Foundation's financials. There was consensus of the Executive Committee that the priority should be on identifying and implementing a new non-profit financial system prior to selecting a CRM system. The financial system is the backbone of operations and although a new system will have associated costs and may require an additional person or bookkeeping service to maintain, it is a critical part of establishing an appropriate operating infrastructure that will allow the Foundation to pursue its strategic plan.

Under the current grant terms, North State Together (NST) will be able to contribute \$50,000 for the first year and \$25,000 the year after to support the implementation of a new financial



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software system. There is no conflict of interest in spending grant funds this way as the new financial system would ultimately support the scope of work done by NST.

The Executive Committee was very receptive to the idea of implementing a new financial software and hiring a bookkeeper. This information was presented for discussion and no action was taken.

#### **4.4 Approval of the 2023 – 2024 Budget**

The Executive Director presented the 2023 – 2024 Budget. The presentation format is different from years past: it's grouped differently and has additional levels of detail. The accounts have been reorganized to show the income and expenses by fund. The investment accounts are also included in this report for the first time. The restricted and unrestricted funds and restricted and unrestricted expenses are presented separately. As a reminder, unrestricted can be used for any purpose but temporary restricted funds may have restrictions tied to a specific purpose or time-period. Permanently restricted funds are endowed funds and will carry forward in perpetuity.

Currently, there is not a budget line for a bookkeeper, but the Board may amend the budget to include the ability to augment the budget for an accounting staff member if needed.

***Approve the 2023 – 2024 Budget Motion by Jennifer Finnegan, second by Mike Mari***

***Final Resolution: Motion Carries***

***Yea: Star Alfaro, Tiffany Blasingame, Jennifer Finnegan, Joe Gibson, Mike Mari, Rhonda Nehr, Hiram Oilar***

#### **5. EXECUTIVE COMMITTEE MEMBER UPDATES**

There were no Executive Committee updates.

#### **6. SETTING OF FUTURE MEETING DATE**

The next meeting will be held on Tuesday, September 26<sup>th</sup> at 12:00 p.m. at the Shasta College Community Leadership Center.

#### **7. PUBLIC COMMENTS FROM THE AUDIENCE**

There were no public comments.

#### **8. ADJOURNMENT**

The meeting was adjourned at 1:16 p.m.

***Approve the Motion to Adjourn the Executive Committee Meeting***

***Motion by Hiram Oilar, second by Jennifer Finnegan***

***Final Resolution: Motion Carries***

***Yea: Star Alfaro, Tiffany Blasingame, Joe Gibson, Jennifer Finnegan, Mike Mari, Rhonda Nehr, Hiram Oilar***