



## Shasta College Foundation

Minutes of the Foundation Board Retreat  
1401 California St., 5<sup>th</sup> Floor, Redding, CA 96001  
Friday, February 6, 2026, at 9:00 a.m.

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### 1. OPEN SESSION

#### 1.1 *Call to Order & Roll Call*

The meeting was called to order at 9:04 a.m.

#### Foundation Board Members Present

- Ms. Star Alfaro, President
- Ms. Andree Blanchier, Executive Director (Ex-Officio Non-Voting Member)
- Ms. Tiffany Blasingame, Vice President
- Mr. Joe Gibson
- Ms. Michelle Hickok, Representative for the Shasta College Board of Trustees
- Dr. Frank Nigro, Superintendent/President (Ex-Officio Non-Voting Member)
- Ms. Mandy Trusas

#### Special Guests:

- Ms. Jennifer Hedman-Chase

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

There were no requests.

### 2. DISCUSSION/ACTION ITEMS

#### 2.1 *Appointment of Jennifer Heman-Chase as a new Board Director*

Ms. Hedman-Chase brings experience from the non-profit sector, along with skills and a background that will support the work of the Board.

**Approve the Appointment of Jennifer Hedman-Chase as a new Board member**

**Motion by Tiffany Blasingame, second by Michelle Hickok**

**Final Resolution: Motion Carries**

**Yea: Star Alfaro, Tiffany Blasingame, Joe Gibson, Michelle Hickok, Mandy Trusas**

#### 2.2 **Nomination and Election of a Secretary/Treasurer**

Ms. Blanchier provided an update regarding board membership and announced the resignations of Mr. Mike Mari and Mr. Hiram Oilar. Per the Bylaws, the Board of Directors must be comprised of at least seven members; after Ms. Hedman-Chase's appointment, one vacancy remains. Dr. Kevin O'Rorke has expressed interest in serving on the Board and would bring extensive knowledge and expertise, as well as strong connections within the community.

Since Mr. Mari served as Secretary/Treasurer, a nomination and election are needed to select a member to complete the term. Mr. Gibson indicated a willingness to serve.

Mr. Gibson was presented with gifts in recognition of his years of service on the Board and as Board President. The gifts, created and donated by Ms. Hickok, included custom golf tees, golf towels, and a coffee travel mug. Mr. Gibson thanked the Board, and Ms. Blanchier expressed appreciation for his many years of service.

**Motion: Nominate and Elect Joe Gibson to serve as the Secretary/Treasurer until the next election of Board officers.**

**Motion by Michelle Hickok, second by Tiffany Blasingame**



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### **Final Resolution: Motion Carries**

**Yea: Star Alfaro, Tiffany Blasingame, Jennifer Hedman-Chase, Michelle Hickok, Mandy Trusas**

### **2.3 Discussion of Shasta College's Potential Bond Extension**

Dr. Nigro provided a presentation, attached hereinto as **Exhibit A**, regarding a potential bond extension and updates on district initiatives. The purpose of the presentation was to provide background and education for the Board and to inform the Foundation that it may be asked to assist with donor outreach should a bond campaign move forward.

Dr. Nigro noted two major goals currently being explored by the district: pursuit of a bond extension and development of an additional bachelor's degree program.

Regarding bachelor's degree programs, Dr. Nigro explained that Shasta College was among the early community colleges approved to offer bachelor's degrees and that the programs have proven successful statewide. There are currently 54 bachelor's degree programs offered through California Community Colleges. Because the district is considered a "university desert," with limited proximity to four-year institutions, expanding local bachelor's degree opportunities could help address lower transfer rates in the region. State regulations currently prevent community colleges from duplicating programs already offered by CSU or UC campuses, and legislative efforts to loosen those restrictions have been vetoed by the Governor.

The college is exploring development of a Bachelor's degree in Public Safety Leadership, which would build on existing EMT and Public Safety programs and allow students completing associate degrees in those areas to continue into a bachelor's program locally. The proposal will be presented to the SHIELD Public Safety consortium for feedback, and the college expects to submit an application in the fall.

Dr. Nigro then discussed the potential bond extension. The proposal would extend the existing bond (Bond Measure H) rather than create a new tax. The current tax rate would remain at the same level, or potentially a lower rate, and the tax would continue to be based on assessed property value. Bond funding is one of the primary tools available to support major capital projects, as state funding for facilities and deferred maintenance is limited.

Past bond measures have funded significant campus improvements, including CTE facilities, the Veterans Center, Public Safety facilities, Student Services buildings, projects at the Tehama Campus, major remodels such as the Library, Life Sciences and Social Sciences buildings, the 700 and 100 buildings, the athletic field house, landscaping, and infrastructure upgrades. The district has also refinanced previous bonds, reducing tax rates and saving taxpayers approximately \$3.6 million.

Dr. Nigro shared that the district has been working with a consultant since mid-2025 and recently conducted a survey of likely voters across the district. Survey results showed strong community support for Shasta College and positive responses when voters were asked about specific campus improvement projects. The district board is expected to consider a resolution to place a bond extension measure on a future ballot.



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Preliminary estimates indicate that a bond extension could generate approximately \$118 million, with current project estimates around \$108 million, recognizing that inflation and construction changes may affect final costs.

Board members discussed potential outreach efforts and the possible role of the Foundation in supporting public education and campaign activities. Dr. Nigro indicated that approximately \$25,000–\$30,000 may be needed for outreach materials such as signage and advertising, though the district also hopes to secure support from vendors and contractors. Board members discussed legal considerations regarding Foundation involvement and the distinction between educational outreach and political campaigning. Legal guidance is being sought.

The Board took a brief break and rejourned at 10:26 a.m.

### 2.4 Discussion of Strategic Plan

The Board reviewed the Foundation’s Strategic Plan, the presentation is attached hereinto as **Exhibit B**, which was developed in 2023. The Mission statement and Core Values were reviewed, and the Board agreed they continue to accurately reflect the Foundation.

The Board discussed the continued transition of scholarship administration from the District to the Foundation. Historically, many scholarships and endowments have been held by the District, as some date back to the 1970s and the Foundation was not established until 1996. The Foundation has begun transitioning annual scholarships and recently selected a new scholarship management platform that is more cost-effective and better aligned with current needs. Implementation will require an inventory of scholarships and supporting documentation.

The Board discussed progress made toward the strategic priorities and reviewed completed, ongoing, and pending objectives. Updates and feedback were incorporated into the presentation during the discussion.

### 2.5 Discussion of Board Member Strengths Survey

Ms. Blanchier introduced a discussion regarding the Board Member Strengths Survey and explained that the survey is intended to help the Board recognize its collective strengths, identify skill gaps, and guide participation and planning for the coming year. She noted that the survey should be revisited annually to help the Board evaluate its progress, clarify member roles and time commitments, and support planning by the Executive Director.

Ms. Blasingame thanked Ms. Blanchier for her work in identifying board member strengths and areas where additional skills may be beneficial. Board members discussed ways the Foundation could better support members in their work and make participation more meaningful. Several members expressed interest in receiving more regular updates between meetings, including success stories about scholarships and student impact, and broader data about the impact of community colleges such as transfer rates, workforce outcomes, and community benefits.

Board members also discussed sharing more information following campus visits or events, providing talking points that members can use when speaking about the Foundation in the community, and receiving a list of notable college or Foundation events that board members may wish to attend.



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Additional ideas included exploring Foundation-branded items that board members could wear or use when representing the organization, and sharing summaries of board member goals to help align efforts.

Ms. Blanchier asked board members to review the strengths survey and consider their areas of participation and goals for the coming year. Members were invited to provide feedback by email, and the Board will plan to share their top two goals at the next meeting.

Board members also requested that presentation slides from the meeting be distributed following the meeting.

### **2.6 Approval of Board Members' annual monetary contribution to the Foundation for 2026**

The Board discussed the annual board member contribution to the Foundation. The contribution amount for 2025 was \$250. Board members discussed maintaining the expectation that members contribute \$250 or more annually.

**Motion: Approve \$250 as the minimum expectation for a Board Member's annual monetary contribution to the Foundation for 2026**

**Motion by Joe Gibson, second by Tiffany Blasingame**

**Final Resolution: Motion Carries**

**Yea: Star Alfaro, Tiffany Blasingame, Joe Gibson, Jennifer Hedman-Chase, Michelle Hickok, Mandy Trusas**

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

There were no public comments.

### **4. BOARD MEMBER UPDATES**

Ms. Blanchier shared that the Foundation has received formal notification that the Fountain Wind Project will not move forward.

Additionally, the Foundation received a \$5,000 gift from the Lois Arnold trust designated for a scholarship.

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

#### **5.1 Next Meeting – Board Elections**

The next meeting will be Tuesday, April 28<sup>th</sup> at noon.

### **6. ADJOURNMENT**

The meeting was adjourned at 12:22 p.m.

**Approve the Motion to Adjourn the Foundation Board Meeting**


**Motion by Tiffany Blasingame, second by Michelle Hickok**

**Final Resolution: Motion Carries**

**Yea: Star Alfaro, Tiffany Blasingame, Joe Gibson, Jennifer Hedman-Chase, Michelle Hickok, Mandy Trusas**

**Shasta College**

### Bond Extension – November 2026



1

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### About bond extensions

- \* A bond extension asks voters to continue paying the same or lower rate on a previous bond that is terming out.
- \* If approved, a bond extension would continue an annual fee per \$100,000 of property value; this is a fee owners are already paying. A fee of \$15 annually, for example, for a \$500,000 house would generate \$75 per year, or \$6.25 per month.
- \* A bond extension of Measure A, passed in 2002, would generate \$118 million without any increase to taxpayers.
- \* SUHSD passed a similar bond extension in Nov. 2025.

2

**Shasta College**

### Criticality of bond measures for CCC capital outlay

- \* Capital projects can be funded only by small, often unreliable deferred maintenance funds, savings from elsewhere, or bond funds.
- \* Despite serving more students, CCCs are funded at a much lower rate than CSUs or UCs.
- \* 85% of the typical CCC's budget goes to salary and benefits.

STUDENT ENROLLMENT BY INSTITUTION 24-25		
CCC	2,204,940	
FTE: Credit	1,066,751	
FTE: Non-Credit	84,896	
CSU	416,531	
UC	232,782	
Private	184,227	

FUNDS PER FTES		
	24-25	25-26
K-12 Ed	\$21,147	\$20,489
CCC	\$13,714	\$13,531
CSU	\$22,546	\$22,990
UC	\$36,505	\$36,968

3

**Shasta College**

### Possibility of a bond extension

- \* In 2024, the Shasta College Board approved us to explore a bond extension.
- \* In mid-2025, the Board approved a contract to hire Jon Isom of Isom Advisors to survey District voters and advise on a bond extension.
- \* Surveys were conducted in Jan. 2026 with 404 likely voters in our tri-county district. This represents 5% of likely voters.
- \* We will bring a resolution to the Shasta College Board in May 2026 to put a bond extension on the November 2026 ballot.

4

**General Questions**

Most voters are satisfied with education in the District

Shasta-Tehama-Trinity Jt. CCD

- Would you say that education in California is headed in the right direction or the wrong direction?
- How would you rate the quality of education provided by the College?

Isom Advisors A Division of URBAN FUTURES Incorporated

5

**General Questions**

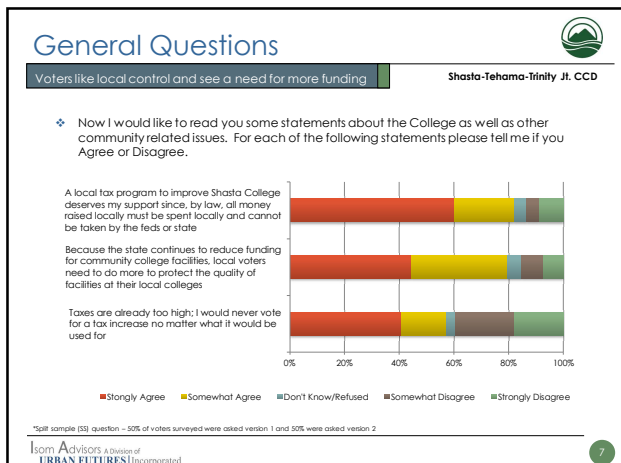
Majority of voters recognize the value of a quality College

Shasta-Tehama-Trinity Jt. CCD

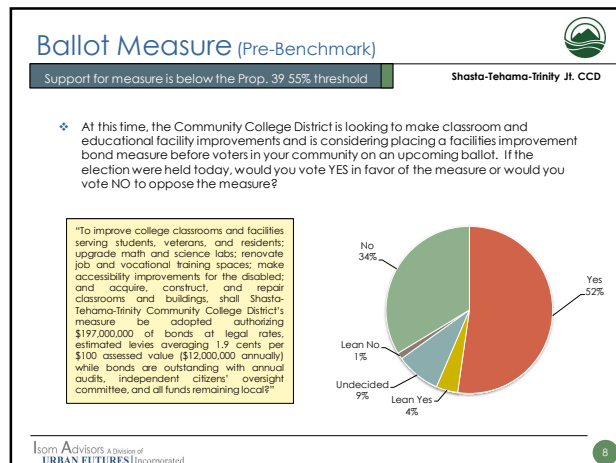
- Now I would like to read you some statements about the College as well as other community related issues. For each of the following statements please tell me if you Agree or Disagree.

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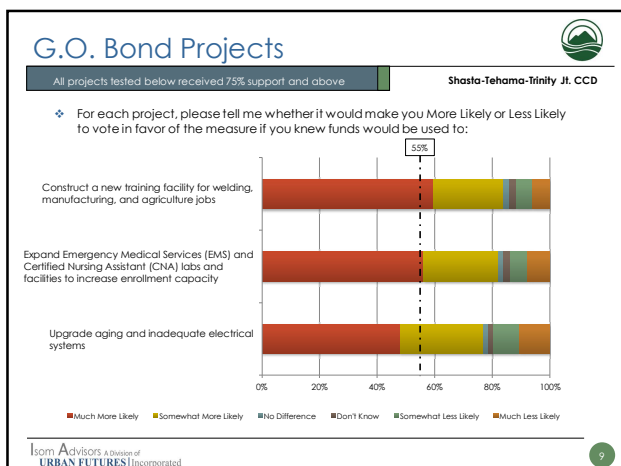
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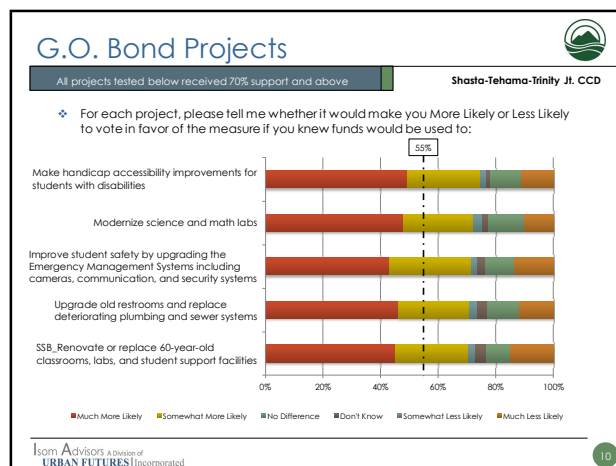
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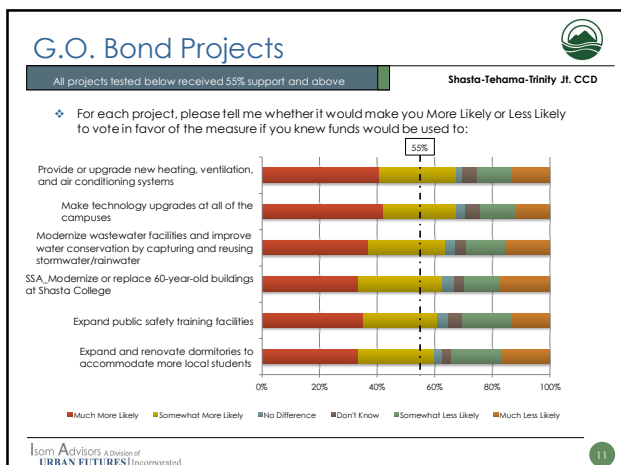
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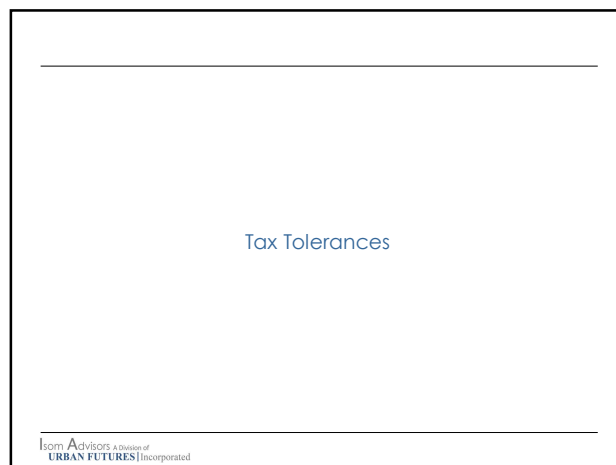
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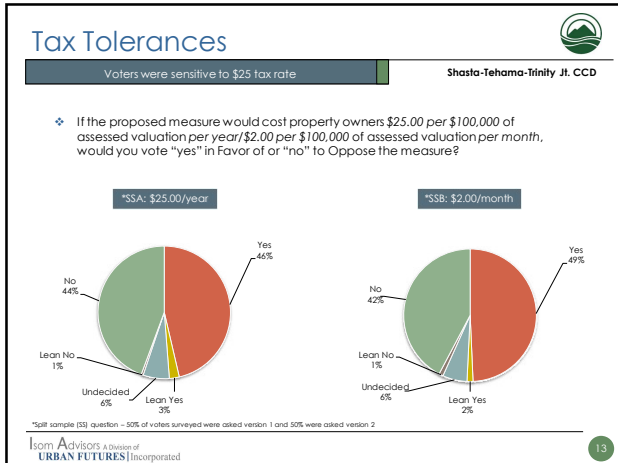
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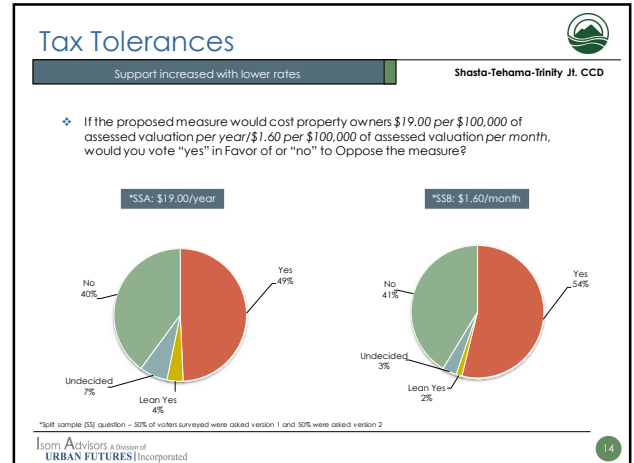
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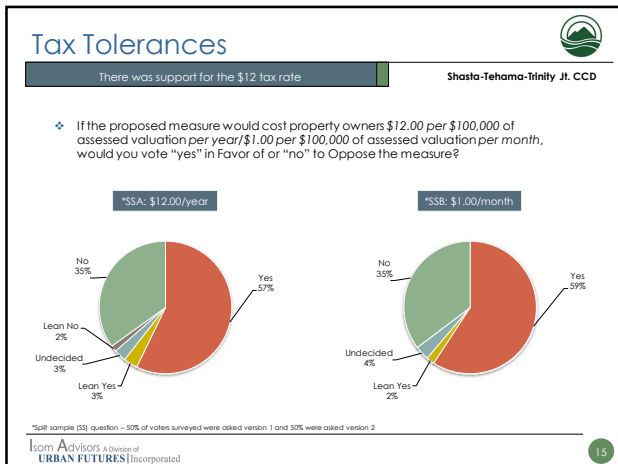
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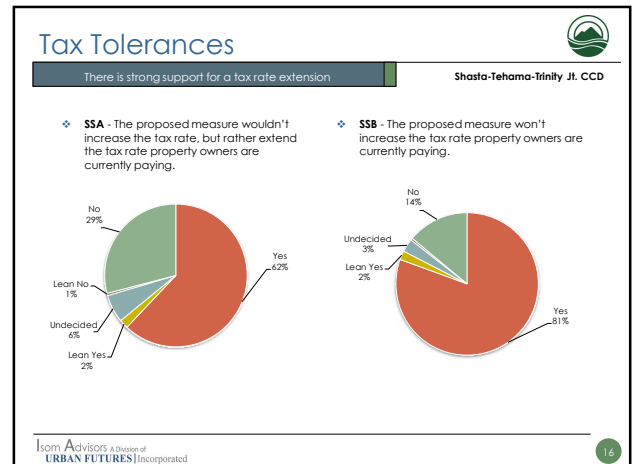
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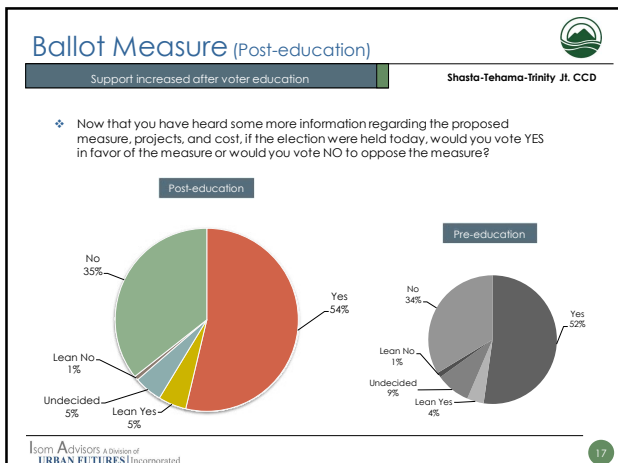
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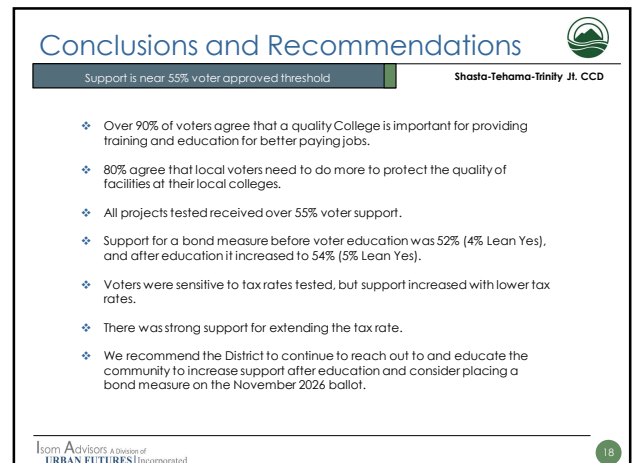
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16



17



18

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### Continuing needs of the District

- \* The Redding Main Campus was built in the 1960s and is 60 years old.
- \* Measure H passed in 2016 allowed us to build a Veterans Center, CTE buildings, a new Public Safety Training facility, and a Student Services building at the Tehama Campus.
- \* Measure H also is allowing a limited number of key remodels of our 60-year old Main Campus buildings: the Library, Life Sciences, Social Sciences, Student Services, and more.
- \* Numerous other buildings are in dire need of remodeling.

19

**Shasta College**

### Future projects (unfunded)

OTHER FUTURE PROJECTS (currently unfunded)	
Potential Land Purchase (Corning)	1,000,000
Corning Extension Building (CTE Focused)	6,000,000
Fire Academy Apparatus Bay + Storage	9,000,000
Farm Portable Classroom and Restrooms - Add Outbuildings Refurbishment	4,800,000
300 Building (Art) - Exterior structure buildout	6,000,000
400-500-800 Theatre Complex - Non-ADA Compliant in Theatre, etc.	20,000,000
900 Building (faculty offices)	2,400,000
1100 Building (Math)	4,670,665
1200 Building (Trades) Renovation	2,500,000
1300 Building (GIS/GEOG/ENGR/WWT/NR)	5,200,000
1800 Building (PE Offices/Training Rooms/Locker Rooms)	5,000,000
1900 Building (Gymnasium)	2,000,000
2000 Building (Campus Center) - less HVAC - cosmetic improvements + some reconfig of The Grill & The Other Side - New retractable door for stage - all new flooring/painting/furniture	3,500,000
2100 Building (College Conn, Swing Space)	3,000,000
2200 Building (Gateway to College/Swing Space)	3,000,000
Pool Renovation	10,000,000
Dorms Upgrade	2,000,000
New Dorms Match of 10% (3% inflation through 2027 = \$72M project)	72,000,000
Wastewater System Upgrade	4,500,000
Wayfinding - Partial (Front Entrances, Roadways, Interior Campus Directionals)	750,000
SC Main Campus Building Interior Signage Upgrade	500,000
Artificial Turf (Football and Soccer)	5,000,000
<b>TOTAL OTHER FUTURE PROJECTS - FUNDS NEEDED</b>	<b>\$108,020,665</b>

20

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### Criticality of Need: 800 Building Case Study

- \* Remodel targeted for completion in Summer 2026
- \* Addresses major ADA challenges, infrastructure issues, and a design focused on obsolete teaching methodologies.
- \* Project cost: \$13 million.
- \* Funded by Measure H (\$6.5 million) and state matching funds (\$6.5 million).

**Point:** bonds bring in more funding to the region!

21

**Shasta College**

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22

**Shasta College**

### 800 Building

23

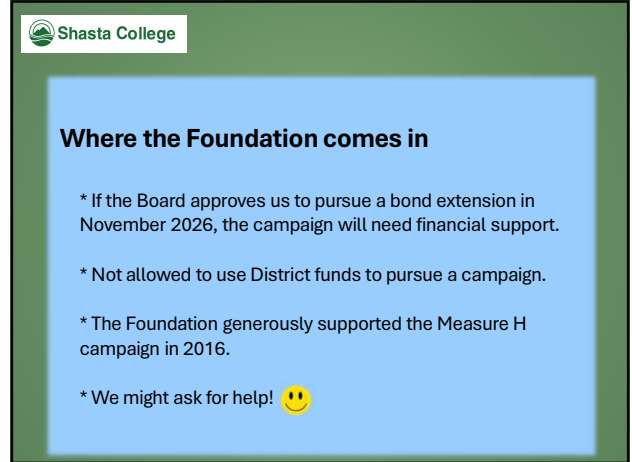
**Shasta College**

### 800 Building

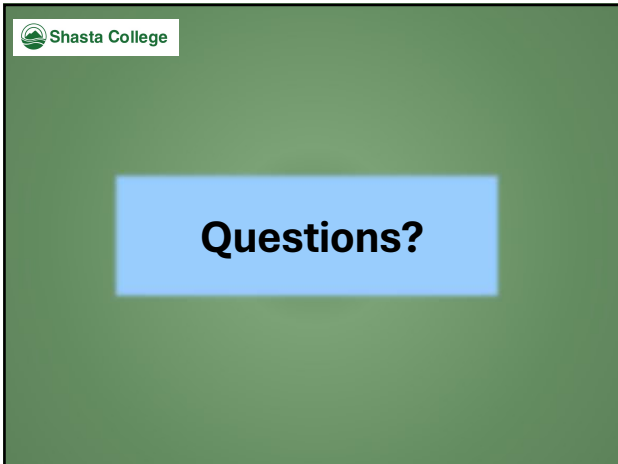
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25



26



27



Board Retreat  
February 6, 2026



**Mission:**

To boldly and creatively enhance students' overall experience of Shasta College.

**Vision:**

To realize the value of higher education in our region by encouraging and inspiring lifelong growth and learning in our students and community members.

**Core Values:**

- **Student Success:** Offer financial support to keep students in school and on the path to a better life.
- **Educational Excellence:** Provide resources to Shasta College's programs that are not otherwise available.
- **Cultivating Communities:** Encourage and inspire lifelong growth and learning in our students, alumni, employees, and community members.
- **Inspire Innovation:** Foster creativity by responding to the ever-evolving needs of our communities.



- |                      |              |
|----------------------|--------------|
| Board Development    | Scholarships |
| Outreach & Marketing | Fundraising  |
| Operations & Finance |              |

## WHAT WE ACCOMPLISHED TOGETHER

### Completed Items

- Updated By-Laws
- Reviewed and confirmed existing funds
- Reconciled historical accounting system
- Evaluated, selected, & implemented a new Financial Software System
- Evaluated, selected, & implemented a donor relation management system
- Reconciled District scholarship accounts
- Evaluated & selected new scholarship award platform
- Celebrated Shasta College's 75<sup>th</sup> anniversary



### On-Going Items

- Approved new policies
- Established detailed financial and budget reporting
- Integrated the scholarship program into Foundation Operations
- Revamped the scholarship award event
- Supported departmental fundraising events
- Established donor cultivation events
- Expanded participation in PIF
- Established regular educational reports to the Board
- Tracked board member commitments & annual contributions
- Grew the team from 2 to 4 employees

## OPERATIONS & FINANCE GOALS

Establish operating infrastructure

Improve & enhance operations (Short)

- Draft, review, & adopt policies & procedures
- Enhance financial and budget reporting

Research potential, state, federal, and private grants (Mid)

Develop a staffing plan for future Foundation personnel (Long)

Short-Term = 1-2 years; Mid-Term = 2-3 years; Long-Term = 4+ years

## SCHOLARSHIPS GOALS

Maximize the cultivation and award of scholarships

Integrate the scholarship program into Foundation Operations (Short)

- Evaluate existing scholarship accounts
- Draft, review, & adopt policies & procedures

Maximize the annual award of scholarships to students (Short)

- Develop and enhance the scholarship award process
- Implement new scholarship platform

Enhance donor relations & recognition (Mid)

- Enhance the scholarship award event
- Enhance regular donor communications

Short-Term = 1-2 years; Mid-Term = 2-3 years; Long-Term = 4+ years

## OUTREACH & MARKETING GOALS

Develop communication tools & increase awareness of the Foundation

Establish communication/marketing materials & methods (Mid)

- Capitalize on opportunities & existing successes to promote the Foundation
- Update and refresh the website
- Prioritization of sponsorships to community organization

Establish communication/connection with Alumni (Long)

- Produce an annual report
- Develop a toolkit for Board members to use
- Develop outreach materials
- Establish regular communications out to targeted groups

New Objective to be determined

- Collect graduates contact information at graduation
- Establish an alumni database

Short-Term = 1-2 years; Mid-Term = 2-3 years; Long-Term = 4+ years

## FUNDRAISING GOALS

Establish fundraising activities

Establish an Annual Fund (Mid)

Generate & adopt ideas for fundraising (Mid)

Begin cultivation of major gifts (Long)

- Support departmental fundraising events
- Host donor cultivation events
- Expand participation in PIF

- Establish pathways for bequests & legacy gifts
- Identify local donors with a higher giving capacity

Short-Term = 1-2 years; Mid-Term = 2-3 years; Long-Term = 4+ years

## BOARD DEVELOPMENT GOALS

Develop Board roles & responsibilities

Provide education to Board members about Shasta College Programs (Short)

Establish clear options for Board member contributions and/or participation (Mid)

Refine the role of the Regent (Mid)

- Provide regular educational reports to the Board
- Priorize College Needs and potential donor sponsored projects

- Track board member commitments and contributions annually
- Increase the number of Board members (+2 or 3 members)

- Establish processes & procedures for Regent groups (project-based, region-based, interest based)

Short-Term = 1-2 years; Mid-Term = 2-3 years; Long-Term = 4+ years



Proposals for the Strategic Plan

## OPERATIONS & FINANCE GOALS (PROPOSAL)

Establish operating infrastructure

Improve & enhance operations (Short)

Research potential, state, federal, and private grants (Mid)

Develop a staffing plan for future Foundation personnel (Long)

- Draft, review, & adopt policies & procedures
- Enhance financial and budget reporting
- Conduct a RFP for investment advisors

- Identify priority funding areas & potential grant opportunities

\*New/revised items

Short-Term = 1-2 years; Mid-Term = 2-3 years; Long-Term = 4+ years

## SCHOLARSHIPS GOALS (PROPOSAL)

Maximize the cultivation and award of scholarships

### Integrate the scholarship program into Foundation Operations (Short)

- Evaluate existing scholarship accounts
- Draft, review, & adopt policies & procedures
- Standardize account structure, naming conventions, and documentation requirements

### Maximize the annual award of scholarships to students (Short)

- Develop and enhance the scholarship award process
- Implement new scholarship platform

### Evaluate the transfer of District Endowments to the Foundation (Mid)

- Compile a comprehensive inventory of District endowments under review
- Engage legal counsel for initiating the process with the Attorney General
- Establish communication protocols with donors and other stakeholders

\*New/revised items

Short-Term = 1-2 years; Mid-Term = 2-3 years; Long-Term = 4+ years

## MARKETING & COMMUNICATIONS GOALS (PROPOSAL)

Develop communication tools & increase awareness of the Foundation

### Enhance multi-channel communication methods (Short)

- Develop a communications plan
- Update and refresh the website
- Establish a regular email newsletter
- Establish a social media presence

### Develop an Annual Engagement Plan (Mid)

- Develop a donor stewardship plan
- Develop annual donor reports
- Develop connections with other Community College Foundations

### Develop an Alumni Program (Long)

- Collect graduates' contact information at graduation
- Establish an alumni database
- Define the purpose, scope, and long-term goals

\*New/revised items

Short-Term = 1-2 years; Mid-Term = 2-3 years; Long-Term = 4+ years

## FUNDRAISING GOALS (PROPOSAL)

Establish fundraising activities

### Establish an Annual Fund (Mid)

- Prioritize College needs and potential donor sponsored projects
- Define the purpose, scope, and funding priorities of the Annual Fund

### Generate & adapt ideas for fundraising (Mid)

- Support departmental fundraising events
- Host donor cultivation events
- Expand participation in PIF

### Begin cultivation of major gifts (Long)

- Establish pathways for bequests & legacy gifts
- Identify local donors with a higher giving capacity

\*New/revised items

Short-Term = 1-2 years; Mid-Term = 2-3 years; Long-Term = 4+ years

## BOARD DEVELOPMENT GOALS (PROPOSAL)

Develop Board roles & responsibilities

### Support Board Learning and Leadership Development (Short)

- Provide regular educational reports to the Board
- Develop a toolkit for Board members to use
- Encourage mentoring between experienced and newer board members

### Increase Board Engagement and Participation (Short)

- Track board member commitments and contributions annually
- Increase the number of Board members (+2 or 3 members)
- Use an Annual Commitments & Goals Form to reflect on Board member engagement and support.

### Refine the role of the Regent (Mid)

- Establish processes & procedures for Regent groups (project-based, region-based, interest based)

\*New/revised items

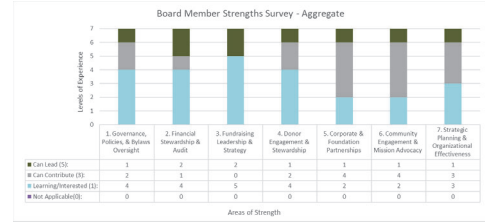
Short-Term = 1-2 years; Mid-Term = 2-3 years; Long-Term = 4+ years



## Board Member Strengths Survey

## BOARD MEMBER STRENGTH SURVEY

### Aggregate Responses



#### 1. Areas of Strong Board Capacity

- (Multiple responses of "Can Contribute" responses)
- Corporate & Foundation Partnerships
  - Community Engagement & Mission Advocacy

#### 2. Areas of Moderate Capacity

- (Multiple responses of "Can Contribute" and "Learning / Interested" responses)
- Financial Stewardship & Audit
  - Governance, Policies, & Bylaws Oversight
  - Donor Engagement & Stewardship
  - Strategic Planning & Organizational Effectiveness

#### 3. Areas with Growth Opportunities

- (Higher concentration of "Learning / Interested" responses)
- Fundraising Leadership & Strategy

## ANNUAL COMMITMENT & GOALS

Board Member Name: \_\_\_\_\_ Board Year: \_\_\_\_\_

**Purpose:**  
This annual commitment is intended to help each board member reflect on their strengths and interests and identify a few simple ways they plan to engage and contribute during the year.

**1. How I Plan to Participate This Year**  
(Check all that **apply**; participation can take many forms)

<input type="checkbox"/> Attend and actively participate in board meetings	<input type="checkbox"/> Attend or assist in Foundation events
<input type="checkbox"/> Serve on a Board Subcommittee	<input type="checkbox"/> Help review or present policies, plans, or reports to the board
<input type="checkbox"/> Make a personally meaningful annual contribution	<input type="checkbox"/> Serve as a Foundation ambassador in the community
<input type="checkbox"/> Support Foundation fundraising or stewardship efforts	<input type="checkbox"/> Support strategic planning or organizational effectiveness efforts

**2. My Sample Goals for the Year (3-6)**  
(These should be realistic, measurable, and focused)

Goal 1: \_\_\_\_\_

Goal 2: \_\_\_\_\_

Goal 3: \_\_\_\_\_

**Examples of Annual Goals**

- Make a strategic contribution to the Foundation's strategic priorities and how board committees support them
- Develop a leadership role in reviewing or recommending Foundation financial reports
- Increase awareness of how Foundation support impacts students and programs
- Develop goals, interests, and the activities to be undertaken during the annual organizational processes
- Assist in any and all board member responsibilities to ensure the highest quality of service to the future

**3. Support or Resources That Would Help Me Be Successful (Optional)**

\_\_\_\_\_

\_\_\_\_\_

Board Member Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Minimum Obligations per Bylaws, Article IV, Section 3.88 include:**

- Attend at least 60% of regular Board meetings
- Attend participating in meetings
- Attend or provide financial support for Board events
- Provide a monetary contribution to support Foundation operations, as determined annually by the Board

## IMPACT ON SUBCOMMITTEES & BOARD WORK

Strengths Area	1. Governance, Policies, & Bylaws Oversight	2. Financial Stewardship & Audit	3. Fundraising Leadership & Strategy	4. Donor Engagement & Stewardship	5. Corporate & Foundation Partnerships	6. Community Engagement & Mission Advocacy	7. Strategic Planning & Organizational Effectiveness	
<b>Strength Area Definition:</b>	Understanding and fulfilling the Board's role in governing the Foundation in accordance with its bylaws, policies, and legal responsibilities.	Oversight of the Foundation's financial health, integrity, and accountability, including budgets, audits, and use of funds.	Providing leadership and guidance on fundraising priorities and supporting a culture of philanthropy.	Supporting efforts to build positive relationships with donors, ensure gifts are acknowledged and used as intended, and maintain trust in the Foundation.	Supporting relationships with businesses, foundations, and community partners that advance the Foundation's mission.	Representing the Foundation positively in the community and understanding how its work supports Shasta College's mission and impact.	Helping guide the long-term direction, priorities, and organizational effectiveness of the Foundation in alignment with its mission.	
<b>Related Subcommittees:</b>	Governance & Strategy Subcommittee (Policy Subcommittee)	Finance Subcommittee	Fundraising & Donor Engagement Committee (New)	Fundraising & Donor Engagement Committee (New)	None at this time	None at this time	Governance & Strategy Subcommittee (Policy Subcommittee)	
<b>Subcommittee Purpose:</b>	To support effective governance by reviewing and recommending policies, bylaws, and strategic priorities that guide the Foundation's work.	To support the Board's oversight of the Foundation's financial health, integrity, and accountability.	To support a thoughtful, realistic approach to fundraising by guiding strategy and strengthening donor relationships and stewardship practices.					
<b>Key Responsibilities:</b>	Review and recommend board policies and bylaws. Support strategic planning and goal setting. Clarify board roles, expectations, and governance practices. Monitor alignment between strategy, policy, and mission.	Review budgets, financial statements, and audit reports. Monitor internal controls and financial position. Identify financial risks and bring them to the Board's attention. Recommend financial actions to the Full Board.	Recommend fundraising priorities and approaches appropriate to the Foundation's capacity. Support donor engagement, recognition, and stewardship efforts. Cultivate a culture of philanthropy aligned with the mission. Help ensure donor intent is respected and understood.					
<b>Current Subcommittee Members:</b>	1) Tiffany Blodgett 2)	1) Joe Gibson 2) Molly Thomas 3) Star Affrus	1)	1)			1) Tiffany Blodgett 2)	



Thank you  
for your participation!