



VENTURA COLLEGE FOUNDATION  
*your dreams. our mission.*

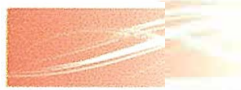
**BOARD OF DIRECTORS MEETING**  
**Zoom Meeting**

**Wednesday, June 24, 2020**  
**5:15 p.m. – 6:45 p.m.**

## Table of Contents

1. Full Board Agenda June 24, 2020 (p. 2-3)
2. Minutes of March 11, 2020 Executive Committee Meeting (p. 4-6)
3. Minutes of March 20, 2020 Executive Committee Meeting (p. 7-8)
4. Minutes of March 25, 2020 Full Board Minutes (p. 9-12)
5. Minutes of May 11, 2020 Executive Committee Meeting (p. 13)
6. Minutes of April 7, 2020 Scholarship & Grants Committee Meeting (p. 14)
7. Minutes of June 2, 2020 Scholarship & Grants Committee Meeting (p. 15-16)
8. Policies and Procedures for Awarding Scholarships (p. 17-24)
9. Minutes of April 22, 2020 Programs Sustainability Meeting (p.25-26)
10. Minutes of June 8, 2020 Programs Sustainability Meeting (p.27-28)
11. Memo New Gift Guidelines (p. 29)
12. Good News Development Activity Report (p. 30)
13. Fundraising Gift Reports (p. 31-33)
14. Anticipated Planned Gifts Report (p. 34-35)
15. Public Relations Report (p. 36-39)
16. Marketing Moment (p. 40-41)
17. Minutes of May 18, 2020 Marketplace Committee (p. 42)
- 17 Q3 Statement of Financial Position (p. 43)
18. Q3 Statement of Financial Activity Q3 vs. Prior Year (p. 44-47)
19. Q3 Budget vs. Actuals (p. 48-49)
20. Q3 Budget Variance Report (p. 50-53)
21. 4-29-2020 Memo Re: Revised 2018 rRS 990 (p. 54)
22. Minutes of May 6, 2020 Budget Committee Meeting (page 55)
23. Minutes of May 20, 2020 Budget Committee Meeting (page 56)
24. Minutes of May 27, 2020 Joint Budget & Investment Committees Meeting (p. 57-58)
25. Investment Committee Memo A (p.59)
26. Proposed Investment Guidelines (p. 60-61)
27. Investment Committee Memo B & Attachments (p.62-99)
28. 2020/2021 Proposed Budget & Narrative (p. 100-111)
- 27 Minutes of May 28, 2020 Personnel Committee Meeting (p. 112)
29. Anne Paul King, Executive Director, FY20 Performance Self-Assessment (p. 113-118)
30. VCF Chair van Nieuwburg FY20 Performance Evaluation, A.P. King, Exec. Dir. (p. 119-120)
31. VC President Hoffmans FY20 Performance Evaluation, A.P. King, Exec. Dir. (p. 121-125)
32. Minutes of May 28, 2020 Nominating Committee Meeting (p. 126)
33. Proposed 2020-21 Slate of Officers (p. 127)
34. Board Committee Chart (p. 128)
35. Board Schedule as of 6-2020 (p. 129)

Attachment: Revised 2018 rRS 990



VENTURA COLLEGE FOUNDATION  
our dreams · our mission

## BOARD OF DIRECTORS - Regular Meeting

Wednesday, June 24, 2019, 5:15 p.m.

Zoom Meeting

### AGENDA

5:15 p.m. **A CALL TO ORDER** VAN NIEUWBURG

**PUBLIC COMMENTS:** This is an opportunity for members of the public to address the Ventura College Foundation Board of Directors.

5:16 p.m. **B WELCOME** VAN NIEUWBURG

5:17p.m. **C CONSENT AGENDA – Single action for approval of Items listed below:** VAN NIEUWBURG

- 1) Approval of Minutes of the March 25, 2020 Board of Directors Meeting
- 2) Action Item A – Approval of Policies & Procedures for Awarding Scholarships
- 3) Action Item B – Program Sustainability Meeting Minutes
- 4) Action Item C – Approval Changes Investment Guidelines
- 5) Action Item D – Approval Temporary Suspension of Investment Policy in Response to Financial Instability Due to Pandemic
- 6) Action Item E – Permit a One-Time Withdrawal from Specified Endowments for Operating Purposes with Donor Permission
- 7) Action Item F – Apply to the State Attorney General to Convert Older and Small Endowed Accounts to Spenddowns to Increase Support to Students
- 8) Action Item G – Approve 2020-21 Budget
- 9) Action Item H – Approval of One Year Extension of Executive Director Contract with Reduction in Salary to Support Cash Flow
- 10) Action I – Approval of the VCF 2020-21 Slate of Officers and Renewal of Members Two Year Terms of Service

5:23 p.m. **D GUEST STUDENT SPEAKER** KING

5:27 p.m. **E SOCIAL MEDIA MOMENT** HARVEY

5:30 p.m. **F ITEMS REMOVED FROM THE CONSENT AGENDA FOR FURTHER DISCUSSION** VAN NIEUWBURG

5:33 p.m. **G COMMITTEE, STAFF & ADMINISTRATIVE REPORTS**

- 1) Board Chair – Executive Committee & General Update

VAN NIEUWBURG

- |  |               |
|--|---------------|
| 2) College President – General Update          | HOFFMANS      |
| 3) Executive Director – General Update         | KING          |
| 4) Scholarship & Grants Committee              | HEMMING       |
| 5) Program Sustainability Committee            | DEMBOWSKI     |
| 6) Marketplace Committee                       | VAN NIEUWBURG |
| 7) Finance Committee                           | KREUTZ        |
| Recommendation to Approve Amended IRS Form 990 |               |
| 8) Budget Committee                            | KREUTZ        |
| 9) Investment Committee                        | COLLIN        |
| 10) Nominating Committee                       | LAVERE        |
| 11) Personnel Committee                        | LAVERE        |

5:35 p.m. | **GENERAL DISCUSSION & OTHER TOPICS**

ALL

6:45 p.m. **H** **ADJOURNMENT**

VAN NIEUWBURG



**Ventura College Foundation | Board of Directors**

**EXECUTIVE COMMITTEE MEETING**

Wednesday, March 11, 2020, 5:00 p.m.

71 Day Road Center Conference Room, Ventura College

**MINUTES**

Directors Present: Rob Van Nieuwburg – Chair, Ruth Hemming – Vice Chair, Nicole Kreutz – Treasurer, Anne King - Executive Director, Kristin Ockert – Strategic Planning Committee Co-Chair, Elyn Dembowski – Program Sustainability Chair

Staff Present: Jaimee Galvan, Julie Harvey, Suzie O’Connell, Gerry Pantoja, Cyndie Whitley

**CALL TO ORDER**

Mr. van Nieuwburg called the meeting to order at 5:08 p.m.

The committee agreed to move the consent agenda until later in the meeting.

**COMMITTEE REPORTS:**

**SCHOLARSHIP & GRANTS**

Dr. Hemming shared that the VC Institutional Effectiveness department provided a presentation at a recent committee meeting. The presentation helped the committee in discussion of ways to support part-time students. The committee also discussed feedback and information regarding the strategic plan draft. Dr. Hemming stated that the committee discussed moving away from funding the Promise program due to state funding for first year students up to two years, and planned to focus toward a new and groundbreaking Zero Textbook Cost program.

**MARKETPLACE**

Mr. van Nieuwburg shared good news that there are seven new produce vendors on Saturdays at the Marketplace. He shared additional positive news that there have been seven new vendors to utilize the free space incentive on sales of vintage items on the first Saturdays of the month. Ms. Ockert inquired in regards to the solar project. Mrs. King celebrated exciting news that the solar project will not close Marketplace for business during the process. The project will happen in stages affecting certain sections of the parking lot at a given time, and will minimally effect the marketplace vendors and operations.

**FINANCE**

Mrs. Kreutz celebrated that the financials are doing well. She explained that any variances were due to timing issues. Mrs. Kreutz discussed the amended 2017 tax form 990 and the adjustment of Miriam Schwab gift as an unusual gift. She also explained the 2018 tax form 990 adjusted for Helen Yunker estate gift. Mrs. King noted that there are no red flags this period.

**BUDGET:**

Mrs. Kreutz stated that the committee had its first budget meeting of the year last week, and Budget committee will be meeting again on April 29, 2020. She encouraged other board members to attend if interested in the 2020/2021 Budget.

**INVESTMENT:**

Mrs. King informed the committee that the investment committee had an off-cycle meeting to address the subject of the VCF's current investment team leaving their company to work at another firm. Miracle Mile Advisors presented the investment committee with information regarding management the VC Foundation investment accounts. Mrs. King stated that Investment Committee requests that the Executive Committee vote to approve the switch in investment companies. Miracle Mile Advisors agreed to absorb any transfer fees that may occur in the transition process.

**MOTION:** Approval of the full consent agenda:

- Approval of December 4, 2019 Executive Committee Meeting Minutes
- Approval of February 10, 2020 Executive Committee Meeting Minutes
- Approval of December 18, 2019 Q2 Full Board of Directors Meeting Minutes
- Approval of March 25, 2020 Q3 Full Board Meeting Agenda
- Approval to terminate investment contract with Payden & Rygel and move investments to Miracle Mile Advisors provided that Miracle Mile Advisors cover any additional fees that would be generated from the transfer of those funds
- Recommend full board approve Final 2018 Tax form 990
- Recommend full board approve Amended 2017 Tax form 990
- Recommend full board approval of the 2020-2026 Six-year Strategic Plan

Mrs. Dembowski moved. Ms. Ockert seconded. MSC.

**PROGRAM SUSTAINABILITY:**

Mr. Pantoja discussed the committee's recent meeting topics have been the strategic plan and budget goals for the next fiscal year. Ms. Harvey celebrated that Mrs. King was recognized as a "who's who" in the *Pacific Coast Business Times*. Ms. Harvey also shared that another national publication has mentioned the VCF gift from the Estate of Miriam Schwab. Ms. Harvey informed the committee that the VC Foundation's status through the Guide Star program was upgraded from gold to now platinum as of 2020. Mr. Pantoja reviewed the first two quarters fundraising reports. He also informed the committee of an upcoming fundraiser House Party on May 28, 2020 for donors that have pledges that will be complete after this year. The house party will take place at the home of Lester Tong, and the goal is to introduce the Zero Textbook Cost (ZTC) Program to former promise supporters.

**STRATEGIC PLANNING:**

Ms. Ockert reported that the committee received and reviewed feedback from other committees regarding the drafted Strategic Plan. She noted that the response was strong in all areas with the committees and their roles in the plan. She shared that Harald Wulff suggested the addition of community impact statements in the draft. Ms. Ockert and Ms. King worked diligently to finish the draft. Ms. Ockert stated that the Strategic Plan is a living document, and that the VC Foundation staff has created the 2020/2021 Budget with the Strategic Plan in mind. Ms. Ockert reviewed the Executive Summary. Ms. O'Connell is working to put together

resources to provide at the full board meeting in two weeks. Ms. Ockert and Mrs. King were excited that the plan will be going to the full board for final approval.

**NOMINATING:**

Mrs. King shared the news of the committee's idea to implement a succession plan for the executive team of the board. The committee plans to engage with the Bylaws Committee to assist in the development and implementation of the succession plan.

**PERSONNEL:**

Mrs. King shared news that the next Personnel Committee meeting, scheduled in May 2020, will be in regards to the executive director's yearly review as well as Mrs. King's two-year contract renewal.

**EXECUTIVE DIRECTOR'S REPORT:**

Mrs. King shared news that an all users email is going out to the college campus from Dr. Hoffmans Informing the campus that all donations will be required to go through the VC Foundation. Mrs. King discussed that the campus is exploring the possibility of Zero Textbook Cost Program. Mrs. King reported that the VCF Executive Committee voted to formally endorse the March 2020 Proposition 13 with a donation of \$5,000, and was recognized for leading efforts in support. However, Proposition 13 was not passed by the voters. Mrs. King updated the committee in regards to the campus response to the coronavirus. She stated that the college is in phase one, which means taking precautions such as encouraging hand washing, and staying home to those who are not feeling well. Executive committee members: Ellyn Dembowski, Ruth Hemming, Rob van Nieuwburg and Anne king all pledged to sponsor scholarship events at the \$500 Gold Chest sponsor level. Mrs. Dembowski stated she plans to reach out to other board members to boost additional support. Dr. Hemming inquired about adding to the board agenda a recommendation to transition support from the Promise to the Zero Textbook Cost program

**MOTION:** Recommend full board approval that the VC Foundation no longer support funding to the VC Promise given that state funds that now cover up to two years of full-time student enrollment costs including student health fees. Dr. Hemming moved. Mrs. Dembowski seconded MSC

**MOTION:** Recommend the full board approval in concept of a VCF Zero Textbook Cost (ZTC) program for courses on Ventura College campus. Dr. Hemming moved. Mrs. Dembowski seconded. MSC.

Mr. van Nieuwburg thanked Mrs. Dembowski for attending, and wished her a happy birthday. The committee shared their warm wishes as well to Mrs. Dembowski.

Meeting Adjourned at 6:11pm

*Minutes recorded by Susan O'Connell.*

## **Ventura College Foundation | Board of Directors**

### **EMERGENCY EXECUTIVE COMMITTEE MEETING**

Wednesday, March 20, 2020, 4:00 p.m.

Zoom Meeting

#### **MINUTES**

Directors Present: Rob Van Nieuwburg -- Chair, Ruth Hemming -- Vice Chair, Nicole Kreutz -- Treasurer, Mike Montoya -- Secretary, Kim Hoffmans -- VC President, Kristin Ockert -- Strategic Planning Committee Co-Chair, Ellyn Dembowski -- Program Sustainability Chair, Matt LaVere, Nominating and Personnel Committees Chair, Anne King - Executive Director

#### **CALL TO ORDER**

Mr. van Nieuwburg called the meeting to order at 4:05 p.m.

#### **CASH-FLOW UPDATE & RECOMMENDATIONS**

Ms. King reminded the committee of the suspension of the Weekend Marketplace (MP) on March 13 to ensure public safety in response to the COVID-19 pandemic. This followed Ventura County Public Health Department recommendations. Given that 100% of operation costs come from MP vendor rental revenue, the existing cash flow has been severely interrupted and there is no known date for the resumption of the Marketplace at this time. Ms. King presented recommendations to extend our cash and begin to create alternative sources of unrestricted funds.

- (1) Immediate campaign to raise unrestricted dollars from all donors.
- (2) Request each VCF Executive Committee member to establish a Leadership Gift.
- (3) VCF Board of Directors increase their minimum gift to \$2,000 towards the President Circle (unrestricted) annually
- (4) 10% admin fee on all annual and endowed gifts received going forward.
- (5) Identify Foundations that provide operational funding and apply for operational grants.
- (6) Executive Director and Chair call living, non-Osher, endowment donors to convert their restricted criteria to operations, or, if that is not authorized, ask for permission for an unrestricted distribution from the endowment.

Ms. Kreutz recommended securing and unsecured operation line of credit. Mr. Collin insisted that we prioritize fundraising for unrestricted dollars going forward. Mr. Montoya asked what the college could do to help. VC President Hoffmans responded that taxpayer dollars could not be given to the foundation.

**MOTION:** Approval is given for all recommendations made by executive director, except for item three (3). In addition, executive director is authorized to apply for a line of credit through June 30, 2021. Ms. Dembowski made the motion, Dr. Hoffmans seconded. MSC

Ms. Dembowski expressed that the board must demonstrate to the community that that board is all-in. Ms. King and Dr. Hoffmans expressed the importance for the board to receive input and guidance from the college. Mr. LaVere proposed a second tier of board giving for members appointed by the college president.

**MOTION:** VCF Board of Directors will increase their minimum gift to \$2,000 towards the President Circle (unrestricted) annually, except for college ex-officio members appointed by the college president who will remain at \$1,000 per year; the ASVC President remains exempt from the giving mandate. Dr. Hoffmans made the motion, Mr. LaVere seconded. MSC

Public meeting adjourned at 4:52 pm.

#### **CLOSED SESSION**

Mr. van Nieuwburg called the meeting to order at 4:55 p.m. All members in public session were present in closed session.

Ms. King presented a workforce reduction plan prepared by her and VCF Director of Finance, Juli Blasingame, in response to the severe loss in projected operating revenue due to COVID-19. Details were presented in a confidential memo sent to the committee in advance. Without this plan, the foundation will run out of cash in mid-July (without using reserves). Ms. Dembowski expressed that she was pleased that the organization is positioned to quickly address the crisis responsibly.

**MOTION:** Approve the workforce reduction plan as presented. Ms. Dembowski made the motion, Mr. Collin seconded. MSC

Mr. van Nieuwburg ask that the minutes show that the executive committee approved this motion unanimously with heavy hearts.

Closed session adjourned at 5:16 pm.



VENTURA COLLEGE FOUNDATION  
your dreams. our mission.

**Ventura College Foundation  
BOARD OF DIRECTORS MEETING  
Wednesday, March 25, 2020, 5:15 p.m.  
Conference Call**

**MINUTES**

A regular meeting of the Board of Directors of the above corporate was held on **Wednesday, March 25, 2020, at 5:15 p.m** via conference call. The purpose of this meeting was to conduct general business.

A quorum was declared present based on the presence of the following directors:

Directors Present (16): Bob Beilin, Amy Cherot, Don Degner, Ellyn Dembowski, Abra Flores, Ruth Hemming, Kim Hoffmans, Anne King, Nicole Kreutz, Matt LaVere, Mike Montoya, Kristin Ockert, Mike Orman, Eleanor Tillquist, Patricia Wendt, and Rob van Nieuwburg.

Directors Absent (9): Keith Barnard, Catherine Bojorquez, Boomer Butler, Daisy Castillo, Ken Collin, Nuris Dante, Stephen Kipp, Donna Santo, Harald Wulff.

VCF Staff Present: Juli Basingame, Jaimee Galvan, Julie Harvey, Gerry Pantoja, and Cyndie Whitley.

**CALL TO ORDER**

Board Chair Rob van Nieuwburg called the meeting to order at 5:15 p.m.

**WELCOME**

Mr. van Nieuwburg welcomed board members.

**APPROVAL OF ITEMS ON CONSENT AGENDA**

**MOTION:** Mr. Montoya moved to approve the consent agenda. Ms. Hemming seconded. MSC.

The consent agenda contained approval for the following:

- Approval of Minutes of the December 18, 2019 Board of Directors Meeting
- Action Item A - Approval of Transition from VC Promise to new Zero Textbooks Cost Program
- Approval of amended 2017 Tax form 990
- Approval of 2018 Tax Form 990
- Approval of the 2020-2026 Six-year Strategic Plan



## VENTURA COLLEGE FOUNDATION

our dreams our mission

### **GUEST SPEAKER**

Ms. King introduced Ventura College student, Ms. Jamie Cunanan-Block. Ms. Cunanan-Block shared with the board her personal journey of how she came to attend VC utilizing support from the Foundation. Her career goal is to transfer to UC Santa Barbara and ultimately become a teacher herself focusing on environmental topics.

### **COMMITTEE, STAFF, AND ADMINISTRATIVE REPORTS**

#### **Board Chair:**

Mr. van Nieuwburg deferred his time to Mrs. King to report out on the details from the emergency Executive Committee meeting on Friday, March 20, 2020.

#### **Executive Director:**

Mrs. King began her report by providing an overview of where the Foundation stood in relation to the COVID-19 crisis. Because of the marketplace being closed indefinitely, the Foundation's cash flow had been severed and changes had to be made for the Foundation to keep operating as long as it could until the crisis passed. Mrs. King requested an emergency Executive Committee meeting where she shared her plan: a reduction in staff, steps to diversify revenue streams, a fundraising campaign for unrestricted dollars, and applying for a loan. Working closely with Mrs. Blasingame, they were able to put together cash flow projection with the changes Mrs. King has purposed, and learned that at the end of June the Foundation would have \$200,000 cash on hand and that would be depleted by the end of August. Mrs. King thanked the Executive Committee for passing her plan which included the following: campaign for unrestricted funds, a Board of Directors leadership fund, increase in each board members minimum gift from \$1,000 to \$2,000 starting this fiscal year (expected college appointed board members), a 10% fee on all new gifts, and calls to endowment donors with an appeal to convert their fund to support operations.

Mrs. King discussed the importance of developing a new business model by diversifying the Foundation's revenue stream to continue serving the students and programs at VC. While that plan is being developed and finalized, the Foundation will work to secure and confirm any outstanding sponsorship pledges for the scholarship events and seek a line of credit until June 2021.

Mrs. King then shared the details of the closed session that proceeded Friday's emergency Executive Committee meeting. In addition to having laid off three staff members, Mrs. King shared there will be additional staff members being furloughed and reduction in hours for remaining staff.

At this time, several board members asked a variety of questions: Mr. Beilin asked if other community college foundations enduring the same hardship? Mrs. King shared that the majority of the foundations in California were not enduring the same hardship as most of their staff have some or all of their staff are employees of the college unlike our Foundation which is financially independent of





## VENTURA COLLEGE FOUNDATION

your dreams. our mission.

our college. Mr. Degner asked what was going to happen to the new zero cost textbook program? Mrs. King confirmed that program would be suspended until operations were back to normal. Mr. Montoya asked if the Foundation had looked into the stimulus package being created by the government and if that could help? Mrs. King said that she has been researching this through various non-profit associations and other local and national sources. Also, she shared her daughter works for a lobbying firm in DC and has been providing key information to her on the development of the stimulus package. Mrs. King will continue to monitor the bill for any assistance provided to small business. Mr. Beilin asked when the new board contribution minimum would go into effect? Mrs. King shared that it's effective as of Friday night's vote but that the motion was vague on whether the new minimum applied to the current year or was to start in the upcoming year on July 1.

Mrs. King shared she would be making her additional \$1,000 to the President Circle immediately as well as a \$3,000 towards the new campaign for unrestricted funds. She informed the board she will make personal calls to everyone to invite the board to contribute.

### **College President:**

Dr. Hoffmann reported that Ventura College has shifted completely to a virtual model during this crisis. All classes are being taught online, all services are being done remotely, and the school will be providing 500 Chromebooks to those with financial need to complete the rest of the semester online. Mrs. Flores shared with the board firsthand experience of what it's been like to shift to an online model, especially in a class that is very hands on. Mrs. Wendt also provided some insight for those students with learning disabilities and the challenges to equip them with the tools so they can finish out the semester.

### **Scholarship and Grants Committee:**

Ms. Hemming reported to the board that scholarships will be awarded to students this year as well as that all Promise students have been served.

### **Program Sustainability Committee:**

Mrs. Dembowksi deferred her comments to Mr. Pantoja, who reported out where the Foundation's fundraising stood at the end of the 2<sup>nd</sup> quarter and provided an overview of the minutes from the last two meetings where the FY21 goals were discussed. However, those goals would be reevaluated due to the COVID-19 crisis and state of the Foundation.

### **Marketplace Committee:**

Mr. van Nieuwburg reported out the Foundation would be providing refunds to vendors who had paid up till the end of the month and anything for the month of April. Additionally, the Foundation would be paying Marketplace workers as of the last weekend of this month.

### **Finance Committee:**





VENTURA COLLEGE FOUNDATION  
your dreams. our mission.

Mrs. Kreutz provided an overview of the current financial reports for the Foundation. No questions were submitted.

**Budget Committee:**

Mrs. Kreutz reported that the Foundation would have to redo its budget to incorporate new changes passed by the board and budget cuts necessary due to COVID-19.

**Investment Committee:**

Mrs. King shared with the board the report provide by Payden & Rygel of how the Foundation investment pools were performing. She reminded them these figures were pre-crisis. Additionally, she reported that the board approved the transition from Payden & Rygel to Miracle Mile Group.

**Strategic Planning Committee:**

Mrs. Ockert thanked the board for their hard work in developing the new strategic plan for the Foundation. With the plan approved, the Foundation will move forward on producing materials that can be distributed to the public and used in fundraising efforts. She affirmed that the plan would provide guidance through the crisis.

**Nominating Committee:**

Mr. LaVere reminded the board about the five-year succession plan that is being developed and if anyone is interested in serving to reach out to him to discuss next steps.

**Personal Committee:**

No report

**ADJOURNMENT:**

Motion: Mrs. Dembowski moved to adjourn. Ms. Hemming seconded. MSC

There being no further business, the meeting was duly adjourned at 6:29 pm.

Mike Montoya  
Secretary, Board of Directors

June 30, 2020

Date

*Minutes taken and recorded by Gerry Pantoja.*

**VENTURA COLLEGE FOUNDATION**  
**EXECUTIVE COMMITTEE MEETING**  
Monday, May 11, 2020, 9:30 - 10:00 a.m.  
Minutes

**Members Present :** Rob van Nieuwburg, Nicole Kreutz, Mike Montoya, Anne Paul King, Ken Collin, Ellyn Dembowski, Matt LaVere, Kristin Ockert

**CALL TO ORDER**

Mr. van Nieuwburg called the meeting to order at 9:36 a.m.

**Small Business Association/CARES Act Payroll Protection Loan**

Ms. King reviewed the key aspects of the loan offered through our bank, Citizens Business Bank. This loan is the equivalent of 10 weeks of our gross payroll.

1. Loan Amount: \$144,000
2. Interest Rate: 1.0%
3. Loan Origination Date: May 6, 2020
4. Terms of use: Must be used on gross payroll, mortgage payments, utilities and rent ONLY
5. Repayment Terms: 2 years with 6-month payment deferral
6. Forgiveness Calculation: We calculate that \$99,000 of our loan will be forgiven. To trigger the forgiveness aspects of the loan, within 8 weeks from the loan origination date, all furloughed or to-be furloughed employees will be reinstated, part-time employees on unpaid leave will be reinstated, and no staff hours will be reduced.

The loan application requires a prescribed board resolution which is attached to these minutes.

**MOTION:** Approval of corporate resolution as presented and required to accept the loan. Ms. Dembowski made the motion, Ms. Ockert seconded. Vote: 7 yes, 0 no, Ms. Kreutz abstained as she declared a conflict of interest as an employee of Citizens Business Bank. MSC

Meeting adjourned at 9:53 am.

**Ventura College Foundation  
Scholarship and Grants Committee**

Tuesday, April 7<sup>th</sup>, 2020, 5:15pm-6:15pm  
Zoom Online Meeting

Committee Members Present: Bob Beilin, Amy Cherot, Ruth Hemming – VCF Vice Chair,  
Anne King, Kristin Ockert, Mike Orman, Eleanor Tillquist, Rob  
van Nieuwburg – VCF Chair, Patty Wendt

Staff: Jaimee Galvan

**MINUTES**

Dr. Hemming called the meeting to order at 5:19pm.

Minutes from the last meeting (2/25/2020) were approved at the most recent board meeting held on Wednesday, March 25<sup>th</sup>.

**Program Updates**

Mrs. Galvan informed the committee that the awarding of 20/21 scholarships is almost complete and it is likely that we will be awarding over \$658,000 this year.

Ms. King shared the impact of the Weekend Marketplace closure on current VC Foundation programs. Fortunately, all scholarships will be awarded as planned prior to the COVID-19 pandemic. The Zero Textbook Cost (ZTC) initiative, however, will need to be postponed for a year and the Textbook Lending Library will not be receiving financial support this fall semester but we hope to funnel support to this program again in the spring. Ms. King reassured the Committee that the College is still able to cover the VC Promise fees that the Foundation had traditionally taken care of even though we cannot fund the ZTC program this year.

**Review of Submitted Appeals to Scholarship Deferral Maximum**

The Committee reviewed the appeals submitted by five students who wish to defer their scholarships to the 20/21 academic year even though they have exceeded the two-year deferral maximum.

**Motion** – Rob van Nieuwburg moved to approve the appeals submitted and it was seconded by Bob Beilin. MSC.

**Scholarship Awarding Policies & Procedures Document:**

The Committee shared comments, questions, and feedback regarding the draft policies and procedures document regarding scholarship awarding. Mrs. Galvan is to make updates per their suggestions, meet with Dr. Hemming to review, and bring to the next meeting.

The meeting was adjourned at 6:00 p.m.

*Minutes recorded by Jaimee Galvan*

**Ventura College Foundation  
Scholarship and Grants Committee**

Tuesday, June 2<sup>nd</sup>, 2020, 5:15pm-6:15pm  
Zoom Online Meeting

Committee Members Present: Bob Beilin, Amy Cherot, Ruth Hemming – VCF Vice Chair,  
Anne King, Kristin Ockert, Mike Orman, Eleanor Tillquist, Rob  
van Nieuwburg – VCF Chair

Staff: Jaimee Galvan

**MINUTES**

Dr. Hemming called the meeting to order at 5:19pm.

**Motion** Rob van Nieuwburg moved to approve the minutes from the Scholarship & Grants Committee meeting held on April 7, 2020 and seconded by Kristin Ockert. MSC.

**Program Updates:**

Mrs. Galvan informed the committee that 427 scholarships were awarded for 20/21 which amounted to over \$683,000 in support – the greatest annual scholarship awarding in our history as an organization.

Galvan also shared that the Foundation is working with the College to determine the structure for the Fall 2020 Textbook Lending Library to ensure the service is made available to students while maintaining the health and safety of our staff, students, and campus community.

The Committee was informed of the success of last week's Scholarship Reader Appreciation Luncheon which was the first virtual event of its kind that the Foundation has ever hosted.

The Committee was asked to retroactively affirm the early disbursement of scholarship funds made to Vanessa Apodaca to cover the costs involved in obtaining a license to practice as a Registered Nurse.

**Motion** – Michael Orman moved to affirm this disbursement and it was seconded by Rob van Nieuwburg. MSC.

The Committee was also asked to approve of scholarship disbursements for students who enroll in a summer semester following the academic year in which their scholarship was awarded and/or deferred to. The Committee approved this concept for inclusion in the VC Foundation Policies & Procedures for Awarding Scholarships document that will be formally approved at this month's board meeting.

**20/21 Scholarship Fundraising Update:**

Ms. King shared the Foundation's plans for treatment of current scholarship endowments, renewed annual scholarships, and all new scholarships (endowed and annual) moving forward. The new policies will both increase support to students in this coming year as well as ensure the operations of the Foundation are sustained.

**Scholarship Awarding Policies & Procedures Document:**

The Committee was pleased with updates made to this document. Mrs. Galvan is to draft new language per the earlier motion to approve trailer summer scholarship disbursements, circulate for feedback, and include in the P&P document.

**Motion** -- Rob van Nieuwburg moved to approve sending this document to the full board (once addition of approved trailer summer disbursement policy language is added) for final approval and it was seconded by Eleanor Tillquist. MSC.

**20/21 Meeting Schedule:**

The Committee has agreed to continue meeting on the first Tuesday of every other month in FY 20/21 starting in September.

The meeting was adjourned at 6:11 p.m.

*Minutes recorded by Jaimee Galvan*



## VENTURA COLLEGE FOUNDATION

your dreams. our mission.

### **Policies & Procedures for Awarding Scholarships**

#### **Scope and Intent of the Policy**

The Ventura College Foundation ("VC Foundation") provides scholarship grants to the students of Ventura College to enable the recipients to complete an undergraduate education in the field of their choice at the college of their choice.

The VC Foundation has established the following procedures pursuant to which scholarship grants will be received, processed, and awarded. The following procedures shall be interpreted so as to ensure the VC Foundation staff's compliance with all applicable requirements of the Internal Revenue Code (IRC), including Section 4966, accompanying Treasury Regulations and guidance from the Internal Revenue Service, and these procedures may be amended from time to time.

#### **1. Scholarship Donor Policies**

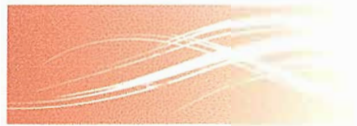
For purposes of this document, a donor will be defined as an individual or organization, including a corporation, partnership or trust, which makes a contribution to a fund where such fund is separately identified by reference to contributions of the donor.

By scholarship provider standards, the VC Foundation is considered a 501(c)(3) public charity. Donor participation in the scholarship process must be carefully structured for public charities. If participation becomes too great, the donor's scholarship fund can meet the legal definition of a Donor Advised Fund ("DAF") unless it satisfies stringent requirements to be a Qualifying Scholarship Fund.

As a result of the Pension Protection Act of 2006, Donor Advised Funds are prohibited from awarding scholarships. Therefore, scholarship funds with donor participation must be structured to avoid being characterized as Donor Advised Funds in order to award scholarships.

#### **DAF Definition:**

1. Fund is owned or controlled by a sponsoring organization (ex: public charities, war veteran and fraternal organizations)
2. Fund is separately identified by reference to contributions of donor(s) (ex: fund bears name of donor/advisor and/or fund tracks contributions of specific donor(s))
3. Donor/advisor has or expects advisory privileges as to distributions or investments because of donor status (ex: donor makes non-binding recommendations, which sponsor must consider) Advisory privileges do not include gift restrictions made at the front end of the gift.



## VENTURA COLLEGE FOUNDATION

your dreams. our mission.

If all of the above are true, the fund is a DAF.

### **1A. Lawful Donor Involvement**

The VC Foundation values and encourages the interest and involvement of donors to funds established to make Scholarship Grants. Such involvement may take place at the front end of the gift and includes naming the scholarship, developing criteria for eligible candidates, serving on the scholarship review committee and recommending others to serve on the selection committee, so long as the recommendation is based on objective criteria related to expertise.

### **1B. Developing Scholarship Criteria**

The criteria to be used in selecting grant recipients from a fund established at the VC Foundation must be based on criteria that are appropriate to accomplishing the underlying purpose of the scholarship as described in the agreement creating such Fund. VC Foundation staff will work with donors to establish Funds that fulfill the donor's charitable goals and specify clear selection criteria.

For Scholarship Grants, such criteria may include, but are not limited to, the following: prior academic performance, recommendations from instructors of such applicant and any others who have knowledge of the applicant's capabilities, additional biographical information regarding an applicant's career, academic and other relevant experiences, financial need and conclusions which the grant selection committee may draw as to the applicant's motivation, character, ability, or potential. Criteria may also include the applicant's place of residence, past or future attendance at a particular school, past or proposed course of study or evidence of his or her artistic, scientific or other special talent.

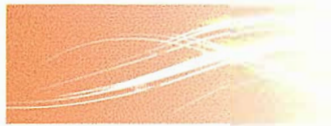
Criteria must be in compliance with the Equal Protection Clause, Title VI of the Civil Rights Act, and Title IX of the Education Amendments of 1972 that Colleges and Universities must abide by and may not include race, ethnicity, national origin, citizenship status, sexual orientation, gender or gender identity, age, marital/parental status, and more.

## **2. Scholarship Application and Awardee Selection Policies**

### **2A. Minimum Criteria for VC Students to Apply for Scholarships**

Applicants for Scholarship Grants must (1) be enrolled at Ventura College (full time or part time) at the time of application submission and (2) have previously passed or are on track to pass a minimum of 12 units by the close of the fall semester at Ventura College.





## VENTURA COLLEGE FOUNDATION

your dreams. our mission.

Students who have in the past been awarded a scholarship (or scholarships) for transfer are ineligible to apply for VC Foundation scholarships again as long as that transfer scholarship has not yet been claimed and is still attached to the student's record as claimable. If they choose to forfeit their transfer scholarship and are enrolled at Ventura College during the application cycle, they then may apply again for scholarships.

Students who have in the past been awarded a Phoenix scholarship (or scholarships) (excluding Veteran scholarships) are ineligible to receive a Phoenix scholarship again. This policy maximizes the opportunity for re-entry students to have access to this limited funding. These past Phoenix recipients, however, are eligible to apply again and be considered for any non-Phoenix scholarships they are eligible for.

Students may receive a maximum of \$3,600 in Osher scholarship funds.

### **2B. Outreach and Marketing of Scholarships**

In connection with Scholarship Grants, the VC Foundation staff and designated members shall advertise the availability of the VC Foundation's Scholarship Grants as widely as possible including but not limited to outreach at campus events, visits to classrooms, social media, email broadcasts, scholarship application workshops, student and campus ambassadors, and more. Said outreach is to take place before and during the application process.

The group from which grant recipients are selected must be sufficiently broad so that giving grants to one or more members of the group fulfills a charitable purpose (one designed to benefit, ameliorate, or uplift mankind mentally, morally, or physically).

### **2C. Application Process**

Applicants for Scholarship Grants shall be required to submit such application forms and supporting materials as the VC Foundation may deem appropriate on a schedule to be determined by the staff. The application is generally open from early October to mid-January.

Applicants must submit a complete online application to the VC Foundation before the deadline to be considered. A complete application includes responses to all questions required as part of the application, two short essays, two letters of recommendation (one MUST be from VC staff/faculty), proof of VC enrollment in the current academic year, and a copy of unofficial transcripts.

Applicants are generally informed of their scholarships in early March.





## VENTURA COLLEGE FOUNDATION

your dreams. our mission.

### 2D. Scoring of Scholarship Applications

#### Candidate Pool

The group from which grant recipients are selected must be sufficiently broad so that giving grants to one or more members of the group fulfills a charitable purpose (one designed to benefit, ameliorate, or uplift mankind mentally, morally, or physically). Grantees are to be selected on an objective and nondiscriminatory basis.

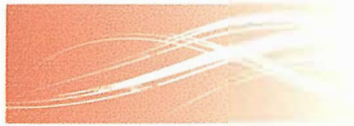
#### Scholarship Review Committee

The VC Foundation shall appoint all members of any selection committee charged with the evaluation of candidates for Scholarship Grants. Nominations shall be made by board members, current volunteers, VC alumni, and/or staff of the VC Foundation.

No combination of Donor-advisors, persons recommended or designated by Donor-advisors (or persons related to any of these persons) to a Fund that makes Scholarship Grants may, directly or indirectly, control any selection committee established in connection with such Fund. For example, Donor-advisors, persons recommended or designated by Donor-advisors and persons related to any of these persons shall not constitute a majority of any such selection committee (persons may include individuals, partnerships, corporations or trusts). Where a Donor-advisor recommends a person for appointment to a selection committee based on objective criteria related to the expertise of such person, such person will not be deemed to be appointed or designated by the Donor advisor.

Donor-advisors and related persons may provide advice with respect to the selection of grant or award recipients solely as members of a selection committee.

Every member of any selection committee charged with the evaluation of candidates for Scholarship Grants shall adhere to the relevant policies, including these Procedures for Awarding Scholarships, of the VC Foundation as they may be adopted and amended from time to time, including without limitation a conflict of interest and confidentiality policy. Every member of any selection committee charged with the evaluation of candidates for Scholarship Grants shall be obligated to disclose any personal knowledge of and relationship with any potential grantee under consideration and to refrain from participation in the award process in a circumstance where he or she would derive, directly or indirectly, a private benefit if any potential grantee or grantees are selected over others. No grant covered by this policy may be awarded to any member of the VC Foundation Board of Directors, any substantial contributor to the VC Foundation, any



## VENTURA COLLEGE FOUNDATION

your dreams. our mission.

employee of the VC Foundation, or any other disqualified person as defined in the IRC § 4946(a) with respect to the VC Foundation, or, with respect to grants from a particular Fund, any Donor-advisor or substantial contributor to such Fund or any member of a selection committee to such Fund, or for a purpose that is inconsistent with the purposes described in IRC § 170(c)(2)(B).

Each selection committee established under this policy shall forward its recommendations to the VC Foundation staff in such form and on such schedule as the staff shall establish. The committee members who take part in the paramedic scholarship application review generally have from mid-November to early December to complete their reviews. Committee members who take part in the general scholarship application review generally have from late January to late February to complete their reviews.

The VC Foundation Board may authorize VC Foundation staff to approve any or all of the grants made under this policy.

### **3. Scholarship Disbursement Policies**

Though students are informed of their scholarship awards in the spring, they are reminded that the funding is disbursed in the subsequent academic year.

Awardees can receive their first scholarship disbursement after July 1<sup>st</sup>.

Generally, VC Foundation scholarships will be disbursed across a period of two semesters or quarters including the summer semester following the fall/winter/spring semesters/quarters in which their scholarship was awarded or deferred to. Exceptions to this rule exist for some scholarships. Students will be informed of their specific scholarship's disbursement schedule at the time of their notification of scholarship awards.

Recipients of Scholarship Grants must meet the terms of their scholarship(s) to receive their funds. These can vary across individual funds but **all scholarships require** the recipient to be enrolled and demonstrate proof of said enrollment at an educational institution that provides an educational program acceptable for full credit toward a degree, or offers a training program to prepare students for gainful employment in a recognized occupation and is authorized under federal or state law to provide such a program and is accredited by a nationally recognized accreditation agency. All Scholarship Grants must be used for tuition and related expenses (as further described in the "Eligible Expenses" section that follows) at an educational institution described in IRC § 170(b)(1)(A)(ii), i.e., such institution must normally maintain a regular faculty and curriculum and must normally have a regularly organized body of students in attendance at



## VENTURA COLLEGE FOUNDATION

your dreams. our mission.

the place where the educational activities are carried on. Accommodations will be extended to institutions that operate online curriculum. The VC Foundation reserves the right to impose additional, minor reasonable restrictions and/or requirements upon the awarding of Scholarship Grants and the administration of such grants. Any substantial or material changes will be made only with approval of the VC Foundation Board of Directors.

Some scholarships also require:

- Attendance at a particular educational institution or in a recognized program.
- Full-time enrollment (Exceptions made for students with documented disabilities)
- Maintenance or progress towards a certain Grade Point Average (GPA)
- Scholarships limited to athletes can only be awarded to transfer students and paid out upon the awardee's submission of proof of enrollment at said transfer institution.

Students will be informed of their specific scholarship's requirements at the time of their notification of scholarship awards.

### **3A. Payments of Transfer Student Scholarships**

Unless otherwise provided in the fund agreement establishing a Scholarship Grant, each Scholarship Grant for students transferring out of the Ventura County Community College District shall be paid by the VC Foundation directly to the educational institution for the use of the scholarship recipient. The recipient must provide documentation that proves enrollment at said educational institution to the VC Foundation staff in order for the grant funds to be disbursed. Each educational institution must be described in IRC § 170(b)(1)(A)(ii) and must use the grant funds to defray the scholarship recipient's expenses or to pay the funds (or a portion thereof) to the recipient only if the recipient is enrolled at such educational institution and his or her standing at such educational institution is consistent with the purposes and conditions of the grant.

### **3B. Payments of Continuing Ventura College Student Scholarships**

Unless otherwise provided in the fund agreement establishing a Scholarship Grant, each Scholarship Grant for students continuing at Ventura College will be paid by the VC Foundation directly to the scholarship recipient. The recipient must provide documentation that proves enrollment at Ventura College to the VC Foundation staff in order for the grant funds to be disbursed.

### **3C. Eligible Expenses**





## VENTURA COLLEGE FOUNDATION

your dreams. our mission.

Unless otherwise provided in the fund agreement establishing a Scholarship Grant, a condition of each Scholarship Grant is that it will be used only for qualified tuition and related expenses within the meaning of IRC § 117(b)(2), and for room and board. Accordingly, a Scholarship Grant can be used only for: (1) tuition and fees required for the enrollment or attendance of the student at a qualifying institution; (2) fees, books, supplies, and equipment required for courses of instruction at such an educational institution; and (3) room and board. The Ventura College Foundation's scholarship policies also allow scholarship funds to be utilized for transportation, childcare, food, and other living expenses. An additional condition is that no part of the Scholarship Grant shall be used as payment for teaching, research, or other services by the scholarship recipient required as a condition for receiving the scholarship.

### **3D. Renewable Scholarships**

Grants will ordinarily be awarded for a one year period, but may be for a shorter or longer period. A Scholarship Grant may be renewable for a period appropriate to the purposes of the Fund under which the award is established. Otherwise, the VC Foundation may consider renewing a grant on a case-by-case basis according to the purposes of the grant.

### **3E. Deferrals**

If the grantee is unable to enroll in school in the period of which the scholarship was designated to be used, the grantee may request to defer their scholarship funds to the next fiscal/academic year. The request must consist of the grantee's full name, student ID number, reason why they were unable to enroll in school, which semester to defer their scholarship funds to, which institution they plan to be enrolled at, and any other information for clarification purposes. This request must be submitted in writing either by email or a signed letter. The request must be received in early March of any fiscal year to be deferred into the next fiscal year.

Grantees are permitted to defer their scholarships for a maximum period of two consecutive academic years. If the grantees have had extremely unusual circumstances that have kept them from enrolling in courses, they may go through an appeals process to defer their scholarship a third time. The process consists of a form in which the student may explain their special circumstances, detail their steps to enroll in the coming academic year and at which institution, and specify the measures in place to ensure their success in enrolling. These forms must be received in early March of any fiscal year and are reviewed toward the end of each fiscal year by the VC Foundation Board of Directors Scholarship and Grants Committee.

### **3F. Student Incompliance with Scholarship Grant Terms**



## VENTURA COLLEGE FOUNDATION

your dreams. our mission.

If the VC Foundation staff learns that all or any part of a grant is not being used in furtherance of the purposes of the grant, the staff shall take all reasonable and appropriate steps to recover the grant funds and/or ensure restoration of the diverted funds to the purposes of the grant. If such a diversion occurs and the grantee has not previously diverted grant funds to any use not in furtherance of the purposes of the grant, the staff shall withhold any further payments to the grantee until it has received the grantee's assurance that future diversions shall not occur and shall require the grantee to take extraordinary precautions to prevent future diversions from occurring.

Where a grantee has previously diverted funds received from the VC Foundation and the VC Foundation staff determines that any part of a grant has again been used for improper purposes, the staff shall take all reasonable and appropriate steps to recover the grant funds and/or ensure restoration of the diverted funds to the purposes of the grant. In such case, the VC Foundation staff shall withhold further payments until: (1) the diverted funds are in fact recovered or restored; (2) the staff have received the grantee's assurances that future diversions will not occur; and (3) the staff require the grantee to take extraordinary precautions to prevent future diversions from occurring.

The phrase "all reasonable and appropriate steps," as used above, shall include legal action where appropriate, but need not include legal action if such action would in all probability not result in the satisfaction of execution on a judgment.

### **4. Recordkeeping**

The VC Foundation staff shall retain the following records in connection with all Scholarship Grants: all information obtained by the Foundation to evaluate the qualifications of potential grantees, the identification of grantees (including any association of any grantee to VC Foundation staff or to a director or officer of the VC Foundation), the purpose and amount of each grant, and any additional information the VC Foundation staff obtain in complying with its grants administration procedures. Information pertaining to unsuccessful applicants for awards shall be kept along with information on successful applicants.

Records pertaining to any scholarship grant made pursuant to this policy shall be kept for no less than four years (six preferred) after the close of the calendar year in which the scholarship work was completed.



VENTURA COLLEGE FOUNDATION  
your dreams our mission

Ventura College Foundation | Board of Directors

**PROGRAM SUSTAINABILITY COMMITTEE**

Wednesday, April 22, 5:15 p.m.  
71 Day Road Center Conference Room, Ventura College

**MINUTES**

Directors Present: Ellyn Dembowski; Bob Beilin; Abra Flores; Nuris Dante; Anne King; Mike Montoya; Rob van Nieuwburg; Harald Wulff

VCF Staff Present: Gerry Pantoja, Julie Harvey

**CALL TO ORDER**

Ellyn Dembowski called the meeting to order at 5:15 p.m.

**FOUNDATION UPDATE**

As a follow up the Emergency Executive Committee Meeting on March 20, 2020, Mrs. King shared with the committee the current state of the Foundation as it adjusted and adopted the new motions that were passed in response to the COVID 19 pandemic to sustain operations. Details of a new fundraising plan were shared with the group that focused on converting current restricted endowments to unrestricted, operating endowments. Additional information was shared with the committee about the newly passed 10% sustainability gift, and the messaging that will be shared with donors about this new policy. Mrs. King also reviewed with the committee the current cash flow projections for the first quarter of FY21 as well as the purposed FY21 budget highlighting the need to fundraise unrestricted funds to prevent the Foundation from folding.

**FUNDRAISING REPORT**

Mr. Pantoja reviewed with the committee the latest fundraising report and the progress made, and the strategy moving forward to meet each of the programming goals during the COVID pandemic. Reiterating comments made by Mrs. King earlier, Mr. Pantoja shared that all fundraising efforts going forward would focus on unrestricted funds to supplement the cash flow lost from the closure of the Market Place.

Ms. Harvey then present the group the details to the Stronger Foundation, Stronger Future campaign to raise unrestricted funds. She shared that the goal of the campaign would be \$50,000. To meet this goal, the campaign would take part in a global day of giving which is set for Tuesday May 5, 2020. Ms.



## VENTURA COLLEGE FOUNDATION

your dreams. our mission.

Harvey reviewed with the group a media toolkit handout that provided instructions and encouraged the full board to promote the day of giving on their individual social media accounts. It was asked of the Program Sustainability Committee to share and like posts on Facebook to help drive attention to the Foundation's efforts to raise unrestricted funds.

Mr. Pantoja ask the committee if they could me once again before the end of the fiscal year to review the progress of the campaign and discuss any next steps in order to meet the campaign goal and any new business to help the Foundation's operations efforts. The committee agreed to this request and Mr. Pantoja will coordinate with Mrs. Dembowski to find a date in June.

### **ADJOURNMENT**

There being no further business, the meeting was duly adjourned at 6.09 p.m. Mr. Pantoja will notify the committee of the next scheduled meeting which will be in June

*MINUTES TAKEN AND RECORDED BY GERRY PANTOJA.*



VENTURA COLLEGE FOUNDATION  
your dreams. our mission.

Ventura College Foundation | Board of Directors

**PROGRAM SUSTAINABILITY COMMITTEE**

Monday, June 8, 5:15 p.m.  
Zoom Conference Call

**MINUTES**

Directors Present: Ellyn Dembowski; Abra Flores; Nuris Dante; Anne King; Rob van Nieuwburg;  
Harald Wulff

VCF Staff Present: Gerry Pantoja, Jaimee Galvan

**CALL TO ORDER**

Ellyn Dembowski called the meeting to order at 5:15 p.m.

**FOUNDATION/ STRONGER FOUNDATION CAMPAIGN UPDATE**

Mrs. Dembowski opened the meeting by sharing with the committee that the Foundation has reached its \$50,000 goal for the Stronger Foundation, Stronger Future campaign providing unrestricted dollars to support operations. Mrs. Dembowski also shared \$35,750 of that total was contributed by the board. Mrs. King and Mr. Pantoja both expressed their gratitude to the board for making this possible through their leadership and financial support. Mr. Pantoja then shared that President Hoffmans' Facebook Fundraiser raised approximately \$1,500 in addition to what the board raised.

Mr. Pantoja then reviewed the list of individual donors to the campaign and assigned committee members ten names each to call and thank them for their gifts to the Foundation. Mr. Pantoja will provide each committee member additional details before making their calls.

Mr. Pantoja provided an overview of the memo that was produce explaining the new gift minimums that Foundation has set for scholarships, endowments, and donors who want to award a scholarship and endowment in the same year as a result of the 10% sustainability gift. Additionally, he also discussed the calculation to be used to determine the amount a gift needs to be so that a donor's expected full amount is kept intact and covers the 10% sustainability gift as well.





VENTURA COLLEGE FOUNDATION  
your dreams. our mission.

**FY21 FUNDRAISING STRATEGY**

Mr. Pantoja proceeded to review the fundraising goals for FY21. Referencing the condensed narrative, he showed the board how each strategy is assigned to a specific goal and how the narrative outlines what must be done to achieve it. Mr. Pantoja then discussed the importance of each board member to take on one of the three assignments described in the introduction of the budget narrative. Mrs. Dembowski shared that she will be meeting with each board member to discuss this further to ensure they understand what is being asked of them and get their buy in.

Mr. Pantoja also shared the committee will now meet every other month to so the group can adequately review the Foundation's strategies and fundraising progress as it recovers from the COVID shutdown and prevents a complete closure of the Foundation in the future. Additionally, this increase in meetings will allow more opportunities for the committee to discuss and review prospect lists, identify new fundraising opportunities, and new ways to engage donors and prospects. During this portion of the discussion, Mrs. Flores shared a video created by Brad Wilson as an example of what the Foundation can do to stay in touch with our constituents.

Finally, Mr. Pantoja reviewed the list of endowment prospects that Mrs. King and he will be meeting with in hopes of securing additional unrestricted funds.

**ADJOURNMENT**

There being no further business, the meeting was duly adjourned at 6:25 p.m. Mr. Pantoja will notify the committee of the next scheduled meeting which will be in August.

*MINUTES TAKEN AND RECORDED BY GERRY PANTOJA.*

# memo

To: Ventura College Foundation Staff and Board of Directors  
From: Gerry Pantoja  
CC: Program Sustainability Committee  
Date: 5/22/2020  
Re: New gift minimums and calculation

---

After adopting the new 10% sustainability gift policy passed by the Board of Directors, our new gift minimums are as follows:

- To award a \$1,000 annual scholarship, a \$1,200 gift must be made
- To establish a \$20,000 endowment, a \$22,300 gift must be made
- To establish an endowment and a scholarship in the next cycle (\$21,000), a \$23,400 must be made

At these new minimums, we will be able to ensure the donor's gift intentions are kept intact by requesting the appropriate amount to cover the 10% sustainability gift and principal gift. Additionally, at these minimums there will be a small amount of excess funding that will be designated to the purpose of the gift.

For any other gift that is being made and the donor wants to keep intact the amount they envision, the calculation to determine how much the gift should be, please use the following:

Gift Amount divide by 0.9 = Total gift amount

Ex) Donor wants to make a \$1,500 gift to textbooks. To ensure gift principal is kept intact while still covering 10% sustainability gift, a \$1,667 must be made.

$$\$1,500 / .9 = \$1,667$$



VENTURA COLLEGE FOUNDATION  
your dreams. our mission.

**Program Sustainability Committee (PSC)**  
**Development Activity Report as of March 2, 2020**

## GOOD NEWS

- Weekend Marketplace officially reopened the weekend of May 29<sup>th</sup>
- Stronger Future, Stronger Foundation Campaign
  - **\$50,000 goal met - \$50,327.90 in cash gifts and pledges and counting**
  - **\$35,750 in total contributions from VCF Board of Directors**
  - **100% support from VCF Staff**
- Scholarship Reader Virtual Luncheon
  - First virtual event hosted by VCF
  - During calls to scholarship readers about the event, Jaimee Galvan was presented an opportunity to request funds from the Ventura County Credit Union to support Stronger Future Campaign. VCF requested \$5,000 and is awaiting decision from VCCU
- Amy Cherot converted her Promise endowment to an operating endowment to support the Foundation
- The Julius Gius Foundation converted their two scholarship endowments to operating endowments to support the Foundation

**VENTURA COLLEGE FOUNDATION GIFT REPORT**  
**RECONCILED**

FY 2019/20

**FY 2019/2020 OVERVIEW**  
**Q1-Q3 7/1/2019 - 3/31/2020**

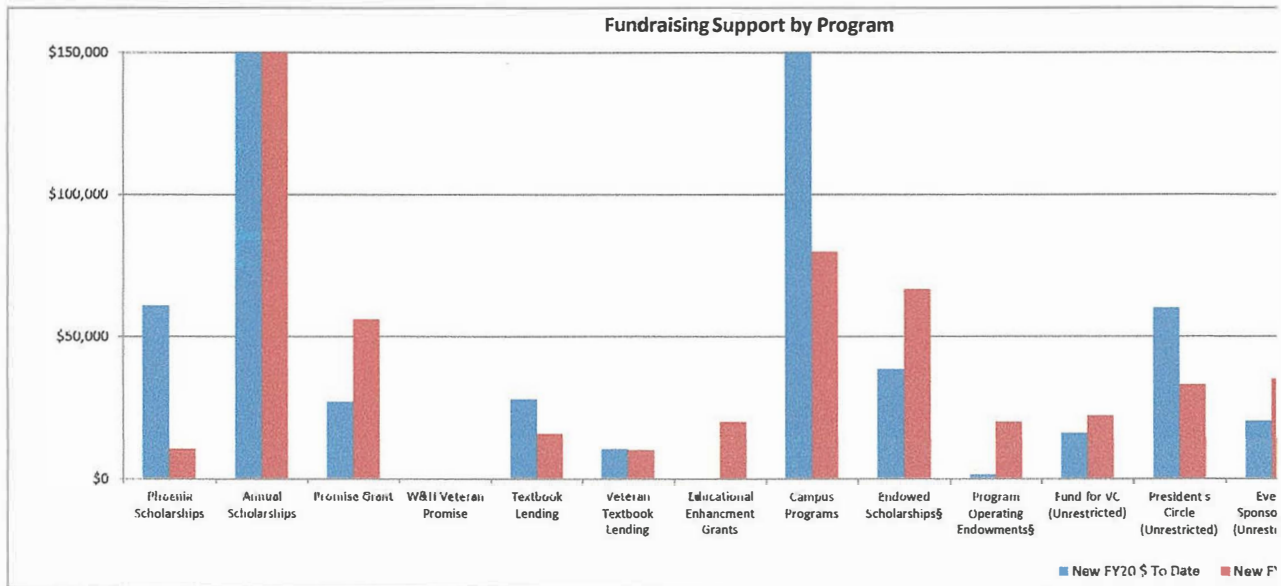
	Total Gifts/Pledges Raised*	# Donors†	# Gifts‡	Total New FY20 Dollars Raised‡	New FY20 Dollars Goal	% New FY20 Dollars Raised Toward Goal
Fund for VC (Unrestricted)	\$15,984	88	225	\$15,984	\$22,000	73%
President's Circle (Unrestricted)	\$60,066	33	35	\$60,066	\$33,000	182%
Event Sponsorship (Unrestricted)	\$20,300	37	50	\$20,300	\$35,000	58%
<b>TOTAL UNRESTRICTED</b>	<b>\$96,350</b>	<b>158</b>	<b>310</b>	<b>\$96,350</b>	<b>\$90,000</b>	<b>107%</b>
Phoenix Scholarships	\$60,870	14	14	\$60,870	\$10,500	580%
Annual Scholarships	\$229,982	138	283	\$229,982	\$273,248	84%
Promise Grant	\$27,004	36	74	\$27,004	\$56,000	48%
W&H Veteran Promise	\$0	0	0	\$0	\$0	0%
Textbook Lending	\$27,912	37	62	\$27,912	\$15,720	178%
Veteran Textbook Lending	\$10,300	3	3	\$10,300	\$10,000	103%
Educational Enhancement Grants	\$0	0	0	\$0	\$20,000	0%
Campus Programs	\$400,094	142	316	\$400,094	\$79,850	501%
Endowed Scholarships§	\$38,576	23	77	\$38,576	\$66,620	58%
Program Operating Endowments§	\$1,424	8	64	\$1,424	\$20,000	7%
<b>TOTAL RESTRICTED</b>	<b>\$790,102</b>	<b>401</b>	<b>893</b>	<b>\$790,102</b>	<b>\$551,938</b>	<b>144%</b>
<b>TOTAL (UNRESTRICTED + RESTRICTED)</b>	<b>\$892,512</b>	<b>559</b>	<b>1203</b>	<b>\$892,512</b>	<b>\$641,938</b>	<b>139%</b>

\*Includes new FY20 pledges payable over 5 years

†Includes monthly employee payroll deductions

‡Does not include pledge payments due in future FY

§Funds raised towards endowment principal, not earnings



	Gifts/Pledges	# Donors	# Gifts
<b>TOTALS</b>	<b>\$898,513</b>		
<b>By Source</b>			
Individuals	\$285,931	386	1,089
Corporations	\$280,308	45	64
Foundations	\$332,274	8	17
<b>By Purpose</b>			
Restricted	\$802,162	345	880
Unrestricted	\$96,351	126	290

Legal/Hard credit only



# VENTURA COLLEGE FOUNDATION GIFT REPORT

FY 2019/2020

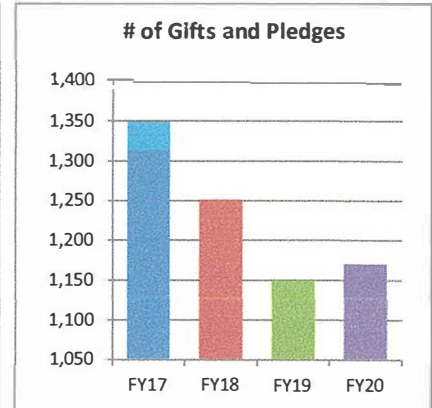
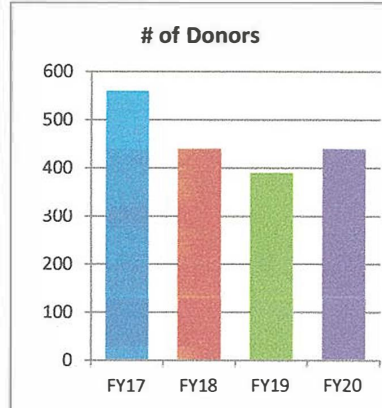
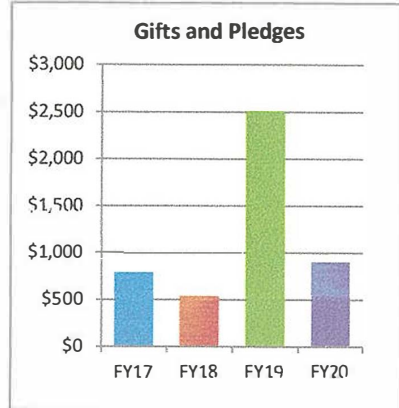
## 3-YEAR VIEW

As of 3/31/2020

	FY17 Q1 - Q3	FY18 Q1 - Q3	FY19 Q1 - Q3	FY20 Q1 - Q3
	\$783,204	\$533,235	\$2,504,515	\$898,513
# of Donors	559	439	389	439
# of Gifts/Pledges	1349	1251	1150	1170
Year-End Totals	\$996,505	\$13,467,142	\$2,821,693	

## \*GIFTS AND PLEDGES

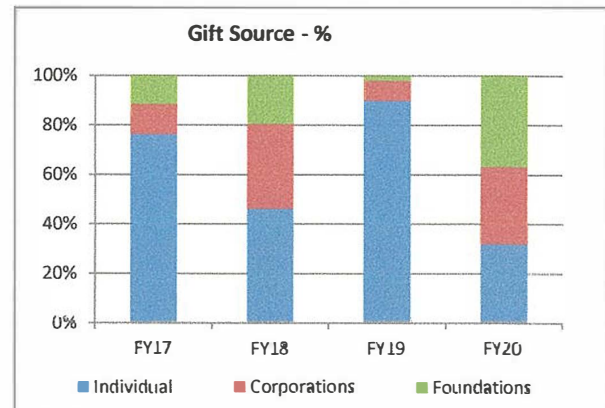
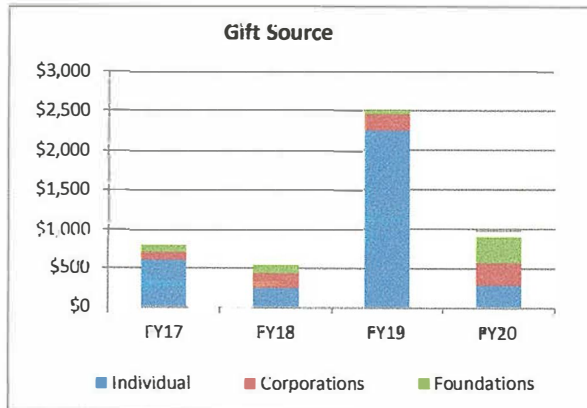
In \$1,000s



	FY17 Q1 - Q3	FY18 Q1 - Q3	FY19 Q1 - Q3	FY20 Q1 - Q3
Individual	\$595,651	\$245,534	\$2,247,469	\$285,931
Corporations	\$86,053	\$182,829	\$202,196	\$280,308
Foundations	\$91,500	\$104,871	\$54,850	\$332,274

## SOURCE

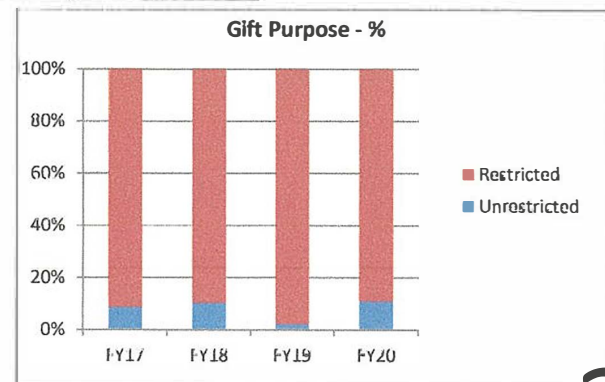
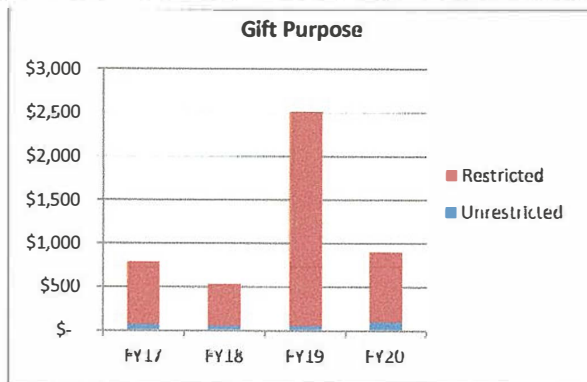
In \$1,000s



	FY17 Q1 - Q3	FY18 Q1 - Q3	FY19 Q1 - Q3	FY20 Q1 - Q3
Unrestricted	\$66,785	\$54,090	\$52,170	\$96,351
# of Donors	256	135	127	0
Restricted	\$716,419	\$479,145	\$2,452,345	\$802,162
# of Donors	370	327	294	0

## PURPOSE

In \$1,000s



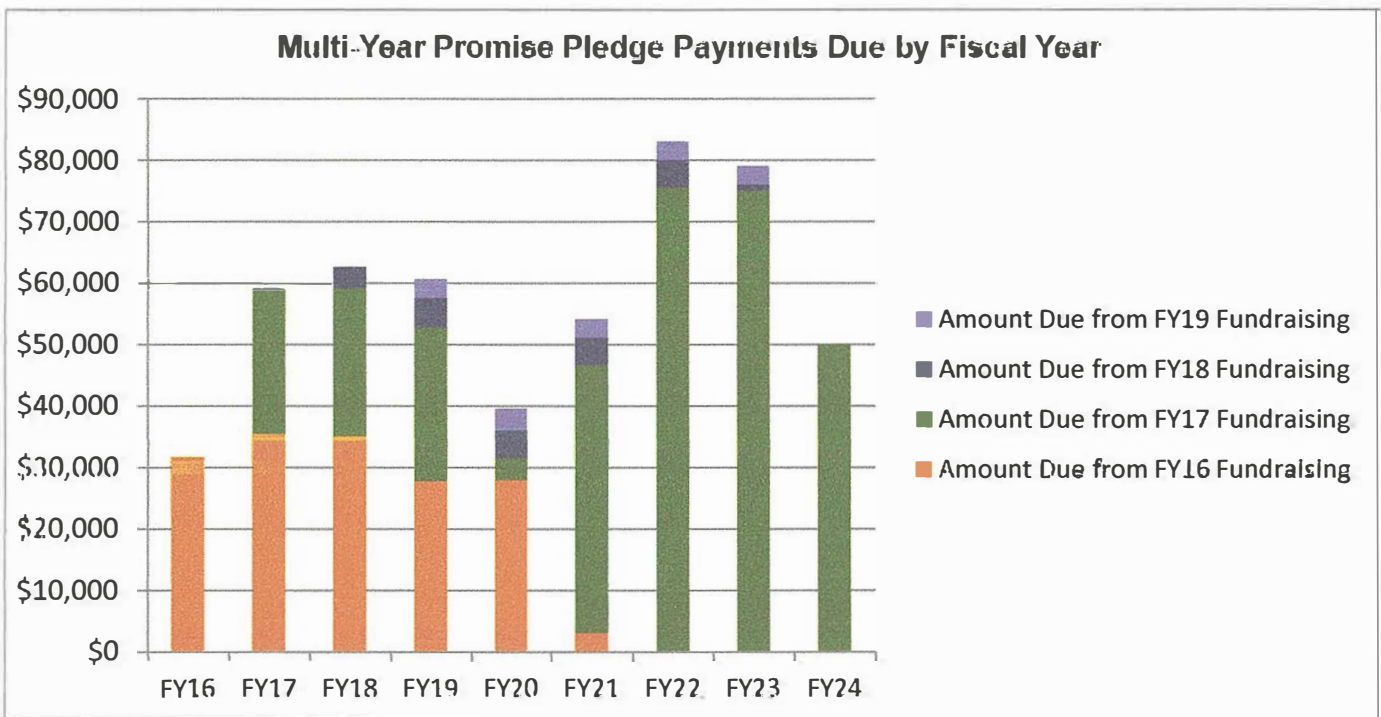
Includes monthly employee payroll deductions  
Includes pledges payable over 5 years

# MULTI-YEAR PROMISE FUNDRAISING REPORT

## Multi-Year Pledge Payments Due by Fiscal Year

as of 6/4/19

Pledge Payment Due Date	Amount Due from FY16 Fundraising	Amount Due from FY17 Fundraising	Amount Due from FY18 Fundraising	Amount Due from FY19 Fundraising	Total to be Received	Collection Rate
FY16	\$31,600	\$0	\$0		\$31,600	100%
FY17	\$35,450	\$23,738	\$0		\$59,188	100%
FY18	\$35,100	\$23,992	\$3,500		\$62,592	98%
FY19	\$27,750	\$25,000	\$4,800	\$3,050	\$60,600	97%
FY20	\$28,000	\$3,500	\$4,500	\$3,550	\$39,550	92%
FY21	\$3,100	\$43,500	\$4,500	\$3,000	\$54,100	0%
FY22	\$0	\$75,500	\$4,500	\$3,000	\$83,000	0%
FY23	\$0	\$75,000	\$1,000	\$3,000	\$79,000	0%
FY24	\$0	\$50,000	\$0		\$50,000	0%



### Notes:

- 1) Chart and graph only include gifts towards annual Promise operating funds
- 2) Gifts towards Promise endowments total \$296,000, with payments due through FY2023/24
- 3) Anticipated yearly endowment earnings approximately \$14,500 by FY2024/25
- 4) Variance in yearly payments due to irregular payment plans set by donors

# Program Sustainability Committee: ANTICIPATED PLANNED GIFTS

As of June 4, 2020

## CONFIRMED ANTICIPATED PLANNED GIFTS (*Irrevocable*)

<u>Amount</u>	<u>Donor</u>	<u>Type of Planned Gift</u>	<u>Designation</u>
\$17,759	Amy Cherot	Charitable Gift Annuity	Promise
\$12,500*	Mark L. Goldenson	Deferred CGA	Nursing Program
\$152,746	Robert Milton	Charitable Gift Annuity	Unrestricted
<b>\$183,005</b>	<b>SUB-TOTAL</b>		

\*Fund is managed by Ventura County Community Foundation, with residual estimated from current value of \$30,038 as of September 30, 2014. No further information is available.

## PENDING/PROBABLE PLANNED GIFTS (*Revocable*)

<u>Anticipated Amount</u>	<u>Donor</u>	<u>Type of Planned Gift</u>	<u>Designation</u>
TBD	Sanford Weiss	Bequest	TBD
\$500,000	John Lupton	Bequest	Endwmt-75% Schlrshp, 25% lxtbk
\$500,000	Barbara Wise	Bequest	Promise/Textbook/Scholarships
\$500,000	Jack Halpert	Bequest	TBD
\$300-\$400	Ed Stile	Bequest	Golf Program
\$300,000	D. Townsend & S. Pallas	Bequest/Tertiary	Baseball Program
\$250,000	Vella Buchanan	Bequest	Unrestricted
\$250,000	Virginia Stout	Bequest	Promise Program
\$200,000	Aurora Loss	Bequest	Scholarships/Nursing Equipment
\$100-\$200K	Ruth O. Johnson	Bequest	Music Dept.
\$100,000	Kathleen Schrader	Bequest	Nursing/Paramedic Programs
\$100,000	Carl Boggs	Bequest	Scholarships
\$50,000	<i>Ruth Hemming</i>	<i>Life Insurance Policy</i>	<i>TBD</i>
\$50,000	Irene Henry	Life Insurance Policy	Endowed Scholarship
<b>35% Residue</b>	<b>Don Hatala</b>	<b>Bequest (est. \$250K)</b>	<b>Scholarships - STEM</b>
<i>TBD</i>	<i>Abra Flores</i>	<i>Bequest</i>	<i>Theatre/Costume Design Scholarship</i>
TBD	John Woolley	Bequest	Unrestricted
<i>TBD</i>	<i>Ellyn Dembowski</i>	<i>Bequest</i>	<i>TBD</i>
TBD	Jeff Ferguson	Bequest	50% Art Dept/50% Music Endwmt
TBD	Dave and Joyce Evans	Bequest	TBD

Notes: *Italics*: Indicates VCF Board member. **Bold**: Indicates new information.

**Program Sustainability Committee: ANTICIPATED PLANNED GIFTS**  
**As of June 4, 2020**

<u>Amount</u>	<u>Donor</u>	<u>Type of Planned Gift</u>	<u>Designation</u>
TBD	Donald Greenberg	Bequest	TBD
TBD	Don Belless	Bequest or Annuity	Textbook Library
20% Residue	Robert Milton Estate	Bequest	Unrestricted
TBD	Barbara Caulfield	Annuity	VCOMT
TBD	Norbert Tan	Bequest	Unrestricted
<b>\$3,400,000 +</b>	<b>SUB-TOTAL</b>		

**APPROX. TOTAL: \$3,400,000+ identified (25 individuals including 3 VCF current or former board members)**

**Notes:** *Italics:* Indicates VCF Board member. **Bold:** Indicates new information.





## MARKETING & MEDIA REPORT

### MARCH 2020 – MAY 2020 MEDIA PLACEMENTS

#### **Ventura College to Support Advanced Manufacturing Program**

- *AmericanTowns.com* – March 3, 2020  
<https://www.american towns.com/news/gene-haas-foundation-donates-250000-to-ventura-college-foundation-to-support-advanced-manufacturing-program-30766442-ventura-ca.html>
- *Amigos 805* – March 3, 2020  
<http://amigos805.com/gene-haas-foundation-donates-250000-to-ventura-college-foundation-to-support-advanced-manufacturing-program/>
- *Californer* – March 1, 2020  
<https://californer.com/dca/gene-haas-foundation-donates-250000-to-ventura-college-foundation-californer-10067403>
- *Citizens Journal* – March 3, 2020  
<https://www.citizensjournal.us/gene-haas-foundation-donates-250000-to-ventura-college-foundation-to-support-advanced-manufacturing-program/>
- *PRLog.org* – March 3, 2020 (Viewed 82 times)  
<https://www.prlog.org/12813029-gene-haas-foundation-donates-250000-to-ventura-college-foundation.html>
- *Ventura Breeze* – March 25, 2020  
<http://venturabreeze.com/2020/03/25/gene-haas-foundation-donates-250000-to-ventura-college-foundation-to-support-advanced-manufacturing-program/>
- *Ventura Chamber of Commerce* – March 3, 2020  
<http://ventura.chambermaster.com/news/details/gene-haas-foundation-donates-250-000-to-ventura-college-foundation-to-support-advanced-manufacturing-program-03-03-2020>
- *VC Reporter* – May 6, 2020 – Biz Buzz  
<https://vcreporter.com/2020/05/biz-buzz-may-2020/>
- *VC Star* – March 8, 2020 – Business Roundup

#### **Ventura College Marketplace to Close for Next Three Weekends**

- *AmericanTowns.com* – March 13, 2020  
<https://www.american towns.com/news/ventura-college-foundation-marketplace-to-close-for-next-3-weekends-30776549-ventura-ca.html>
- *Amigos 805* – March 13, 2020  
<https://amigos805.com/ventura-college-foundation-marketplace-to-close-for-next-3-weekends/>
- *Citizens Journal* – March 13, 2020  
<https://www.citizensjournal.us/ventura-college-foundation-marketplace-to-close-for-next-3-weekends/>
- *Moorpark Patch* – March 13, 2020  
<https://patch.com/california/moorpark/ventura-college-foundation-marketplace-closes-3-weekends>
- *PRLog.org* – March 13, 2020 – 155 Views  
<https://www.prlog.org/12814561-ventura-college-foundation-marketplace-to-close-for-next-3-weekends.html>
- *VC Reporter* – March 18, 2020  
<https://vcreporter.com/2020/03/vc-coronavirus-update-county-hunkering-down-during-pandemic/>

## **Ventura College Cancels Miriam & Henry Schwab Academy of Music Summer Program Due to Coronavirus Crisis**

- *AmericanTowns.com* – March 20, 2020  
<https://www.american towns.com/news/ventura-college-cancels-miriam-henry-schwab-academy-of-music-summer-program-due-to-coronavirus-crisis-30783591-ventura-ca.html>
- *Citizens Journal* – March 20, 2020  
[https://www.citizensjournal.us/ventura-college-cancels-miriam-henry-schwab-academy-of-music-summer-program-due-to-coronavirus-crisis/?utm\\_source=rss&utm\\_medium=rss&utm\\_campaign=ventura-college-cancels-miriam-henry-schwab-academy-of-music-summer-program-due-to-coronavirus-crisis](https://www.citizensjournal.us/ventura-college-cancels-miriam-henry-schwab-academy-of-music-summer-program-due-to-coronavirus-crisis/?utm_source=rss&utm_medium=rss&utm_campaign=ventura-college-cancels-miriam-henry-schwab-academy-of-music-summer-program-due-to-coronavirus-crisis)
- *Moorpark Patch* – March 20, 2020  
<https://patch.com/california/moorpark/ventura-college-cancels-schwab-academy-due-coronavirus-crisis>
- *Ventura Chamber of Commerce* – March 20, 2020  
<http://ventura.chambermaster.com/news/details/ventura-college-cancels-miriam-henry-schwab-academy-of-music-summer-program-due-to-coronavirus-crisis-03-20-2020>

## **Ventura College Foundation Marketplace Closed Until Further Notice**

- *AmericanTowns.com* – March 27, 2020  
<https://www.american towns.com/news/ventura-college-foundation-marketplace-closed-until-further-notice-30790044-ventura-ca.html>
- *Amigos 805* – March 27, 2020  
<http://amigos805.com/ventura-college-foundation-marketplace-closed-until-further-notice/>
- *Citizens Journal* – March 27, 2020  
<https://www.citizensjournal.us/ventura-college-foundation-marketplace-closed-until-further-notice/>
- *KCLU-FM* – March 27, 2020  
<https://www.kclu.org/post/popular-south-coast-weekend-farmers-market-cancelled-due-coronavirus-concerns#stream/0>
- *KEYT-TV* – March 27, 2020  
<https://keyt.com/news/ventura-county/2020/03/27/ventura-county-foundation-marketplace-closed-until-further-notice/>
- *Moorpark Patch* – March 27, 2020  
<https://patch.com/california/moorpark/ventura-college-marketplace-closed-until-further-notice>
- *PRLog.org* – March 27, 2020 (117 Views)  
<https://www.prlog.org/12816363-ventura-college-foundation-marketplace-closed-until-further-notice.html>
- *Ventura Breeze* – April 8, 2020  
<https://venturabreeze.com/2020/04/08/ventura-college-foundation-marketplace-closed-until-further-notice/>

## **Ventura College Foundation Announces Distribution of over \$683,000 in Scholarships**

- *AmericanTowns.com* – April 27, 2020  
<https://www.american towns.com/news/ventura-college-foundation-announces-distribution-of-over-683000-in-scholarships-30820290-ventura-ca.html>
- *Amigos 805* – April 27, 2020  
<https://amigos805.com/ventura-college-foundation-announces-distribution-of-over-683000-in-scholarships/>
- *Californer.com* - April 27, 2020  
<https://californer.com/dca/ventura-college-foundation-announces-distribution-of-over-683000-in-scholarships-californer-10075312>
- *Citizens Journal* – April 26, 2020  
<https://www.citizensjournal.us/ventura-college-foundation-announces-distribution-of-over-683000-in-scholarships/>
- *CSUN University Relations and Advancement* – April 26, 2020  
<https://www.csun.edu/node/326056>
- *Moorpark Patch* – April 26, 2020  
<https://patch.com/california/moorpark/ventura-college-foundation-distribute-683-000-scholarships>
- *Newsbreak* – May 7, 2020  
<https://www.newsbreak.com/california/ventura/news/00rGAAv/ventura-college-foundation-to-distribute-683000-in-scholarships>
- *PRLog.org* – April 26, 2020  
<https://www.prlog.org/12820357-ventura-college-foundation-announces-distribution-of-over-683000-in-scholarships.html>
- *Ventura Chamber of Commerce* – April 24, 2020  
<http://ventura.chambermaster.com/news/details/ventura-college-foundation-announces-distribution-of-over-683-000-in-scholarships-04-24-2020>

## **Ventura College Foundation Launches Stronger Foundation, Stronger Futures**

- *AmericanTowns.com* – April 29, 2020  
<https://www.american towns.com/news/ventura-college-foundation-launches-stronger-foundation-stronger-future-30820183-ventura-ca.html>
- *Californer.com* - April 29, 2020  
<https://californer.com/dca/ventura-college-foundation-launches-stronger-foundation-stronger-future-californer-100/5503>
- *Moorpark Patch* – April 29, 2020  
<https://patch.com/california/moorpark/ventura-college-foundation-launches-fundraising-campaign>
- *PRLog.org* – April 29, 2020  
<https://www.prlog.org/12820537-ventura-college-foundation-launches-stronger-foundation-stronger-future.html>
- *Ventura Chamber of Commerce* – April 29, 2020  
<http://ventura.chambermaster.com/news/details/ventura-college-foundation-launches-stronger-foundation-stronger-future-04-29-2020>
- *VC Reporter* – May 7, 2020 – VC COVID-19 NEWS & UPDATES  
<https://vcreporter.com/2020/05/vc-covid-19-news-and-updates-may-7-2020/>

## **Ventura College Foundation Weekend Marketplace to Reopen Saturday**

- *Citizens Journal* – May 29, 2020  
<https://www.citizensjournal.us/ventura-college-foundation-weekend-marketplace-reopens-may-30-and-31/>
- *Moorpark Patch* – May 28, 2020  
<https://patch.com/california/moorpark/vc-foundation-weekend-marketplace-reopens-may-30-31>
- *News Break* – May 28, 2020  
<https://www.newsbreak.com/california/ventura/news/0P9jrcUj/vc-foundation-weekend-marketplace-reopens-may-30-and-31>
- *PRLog.org* – May 28, 2020  
<https://www.prlog.org/12823865-ventura-college-foundation-weekend-marketplace-reopens-may-30-and-31.html>
- Spectrum1-TV – May 28, 2020 – Evening News
- *VC Star* – May 30, 2020  
<https://www.vcstar.com/story/news/local/2020/05/29/ventura-college-foundation-weekend-marketplace-reopening-saturday/5267881002/>





## WHAT IS A SOCIAL MEDIA AMBASSADOR?

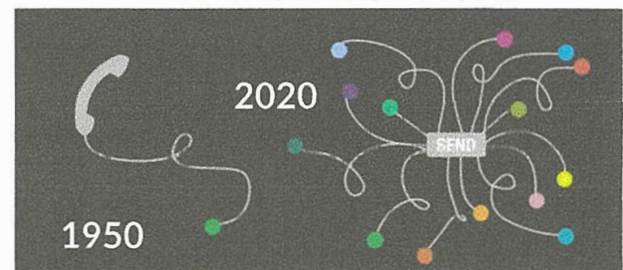
**Social media ambassadors** are individuals who are already passionate about your cause and willing to share an organization's story or message with family and friends.

## WHAT DOES A SOCIAL MEDIA AMBASSADOR DO?

They enthusiastically share with their network (business connections, family, and friends) the great work that our organization does in **CONVERSATION** and pass along information to:

- 1) **Identify/Cultivate** (Make Introductions, Educate, Inform)
- 2) **Ask** (Volunteers, Ambassadors, Readers, Donors)
- 3) **Thank/Involve** (Donors, Volunteers, College, Students, Staff)

### THE POWER OF A SOCIAL MEDIA AMBASSADOR



## WHY ARE SOCIAL MEDIA AMBASSADORS IMPORTANT?

**People trust people more than they trust organizations.** It's that simple. Social Media Ambassadors are people who want to help amplify our message to increase our impact, share their passion, and recruit others to join the cause.

**FACT:** Messages are shared 24 times more frequently when coming from real people compared to when posted by an organization.

## WHAT IS THE ROLE OF A SOCIAL MEDIA AMBASSADOR?

- Follow the Ventura College Foundation social media channels including:
  - **Facebook** (@VCFoundation)
  - **Twitter** (@VC\_Foundation)
  - **LinkedIn** (@ventura college foundation)
  - **YouTube** (<https://www.youtube.com/channel/UCrXe5JeEVhS3E45BAi2StA>)
  - **Instagram** (@vcfoundation)
- **Actively promote** and share what the VC Foundation means to you, and what the Foundation does to support Ventura College students, campus, and the community.
- Introduce your network to all the ways they can contribute and donate to the Foundation (including becoming Ambassadors themselves, scholarship readers, establish a scholarship, attend a campus tour, etc.)
- Contribute positive messages and work to build awareness of #StrongerFoundationStrongerFuture and the mission of the Ventura College Foundation.
- You will receive periodic emails with sample posts and tips.



## 20 Actions Board Members Can Take Now to Share the VC Foundation's Mission

1. Speak publicly or arrange for Foundation staff to present to a community group (IDENTIFIER/CULTIVATOR)
2. Identify and introduce potential board members to your leadership team (IDENTIFIER/CULTIVATOR)
3. Add new names (with permission) to the newsletter list (IDENTIFIER/CULTIVATOR)
4. Post/share a message on social media twice a month (IDENTIFIER/CULTIVATOR, ASKER, THANKER/INVOLVER)
5. Volunteer at a community event and represent the VC Foundation (IDENTIFIER/CULTIVATOR)
6. Identify potential new donors and introduce them to the Executive Director (IDENTIFIER/CULTIVATOR)
7. Invite guests to our next event (IDENTIFIER/CULTIVATOR)
8. Work with your company to set up an employee volunteer program (IDENTIFIER/CULTIVATOR, ASKER)
9. Host a friend-raiser (e.g. house party, dinner, happy hour, etc. at home or business) as an opportunity to tell your organization's story (IDENTIFIER/CULTIVATOR, ASKER)
10. Join our Executive Director at Important Community Events (IDENTIFIER/CULTIVATOR)
12. Make thank you calls or write thank you notes to donors (THANKER/INVOLVER)
13. Invite friends and colleagues for a tour (IDENTIFIER/CULTIVATOR)
14. Encourage others to volunteer in programs, at events or on committees (IDENTIFIER/CULTIVATOR)
15. Forward the newsletter to members of your network who care about your mission (IDENTIFIER/CULTIVATOR, ASKER)
16. Write an op-ed about your mission work for a local publication (IDENTIFIER/CULTIVATOR, ASKER, THANKER/INVOLVER)
17. Invite staff to present at a Zoom Meeting brown bag for your office (IDENTIFIER/CULTIVATOR, ASKER, THANKER/INVOLVER)
18. Be proud to be a board member and share with your network (in person, email, social media, LinkedIn, etc) (IDENTIFIER/CULTIVATOR, ASKER, THANKER/INVOLVER)
19. Encourage your affinity groups to become a President's Circle Member or to Establish a Scholarship in support of your mission (ASKER)
20. Enroll a team of Social Media Ambassadors who like, share and otherwise engage on various platforms. (IDENTIFIER/CULTIVATOR, ASKER, THANKER/INVOLVER)



**VENTURA COLLEGE FOUNDATION**  
**MARKETPLACE COMMITTEE MEETING**  
Monday, May 18, 2020, 5:15 – 6:15 p.m.  
Minutes

Committee Members Present: Rob Van Nieuwburg —Committee Chair; Cathy Bojorquez VC VP of Business Services; Ruth Hemming—Board Vice Chair; Anne Paul King—Executive Director; Mike Montoya—Secretary, Peter Tshing—Vendor  
Staff: Esme Juarez—Marketplace Supervisor, Julie Harvey—Development/Marketing Manager

**CALL TO ORDER**

Mr. van Nieuwburg called the meeting to order at 5:18 p.m.

**MOTION:** Approval of February 10, 2020 Committee Meeting Minutes. MSC

**Plans to Open MP with Safety Protocols on May 30-31**

Ms. King and Ms. Juarez presented the new limited COVID-19 Marketplace Operating Plan, vendor agreement, signage, plan diagram, memo to staff. All plans adhere to current Ventura County Public Health directives. We will open with 40 vendors on the first weekend. This is 10% of pre-crisis operations. The reduced vendors will allow the staff to properly adjust and begin to manage the new safety protocols. The safety plan allows for growth to a maximum of 150 vendors—40% of pre-crisis operations.

Ms. King had reviewed the plan prior to this meeting with VC President, Dr. Kim Hoffmans. District police Lt. Palloto and VC Director of Facilities and Maintenance, Mr. De Leon are reviewing the plan as well and advising staff. The committee discussed ensuring emergency vehicle access. Drive thru pick-up from food vendors maybe allowed after the initial few weeks demonstrate smooth operations. Mr. Tshing recommended that all employees have their temperatures taken at the beginning of each workday as he has been doing with his staff. A 5'x40' sign welcoming back our vendors was designed during the meeting and will be hung between trees along Telegraph Road in front of the East Parking Lot where the Marketplace takes place. Ms. Bojorquez led a discussion regarding editing some signs and points in the plans to further increase emphasis on safety for customers, vendors, and staff. Ms. Harvey reviewed marketing plans and tasks that she and Ms. Juarez are implementing to inform the vendors and community of the reopening. Ms. Bojorquez expressed interest in applying lessons learned from this opening to the future opening up of the campus for students.

Meeting adjourned at 6:16 p.m.  
Minutes were taken by Anne Paul King

**VENTURA COLLEGE FOUNDATION**  
**Statement of Financial Position**  
March 31, 2020 vs Prior Year End

	3/31/2020	6/30/2019	Change	% Change
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash	\$ 247,017.23	\$ 306,480.00	\$ (59,462.77)	-19.40%
Pledges Receivable	7,127,110.87	9,192,468.62	(2,065,357.75)	-22.47%
Other Current Assets				
Prepaid Expense	14,344.73	4,238.10	10,106.63	238.47%
Unemployment Tax Deposit	14,145.43	12,879.08	1,266.35	9.83%
Total Other Current Assets	28,490.16	17,117.18	11,372.98	66.44%
Total Current Assets	\$ 7,402,618.26	\$ 9,516,065.80	\$ (2,113,447.54)	-22.21%
Fixed Assets, net	\$ 12,274.02	\$ 16,285.73	\$ (4,011.71)	\$(0.25)
<b>Other Assets</b>				
Charitable Gift Annuities	254,625.61	254,625.61	-	0.0%
Deposits	1,938.00	1,938.00	-	0.0%
Investments				
FCCC - Osher Endowment	1,408,302.92	1,430,702.92	(24,400.00)	-1.7%
Investment Pool 1, Endowments	6,858,620.92	7,607,983.81	(749,362.89)	-9.8%
Investment Pool 2, Hansen Endowment	544,848.58	551,369.80	(6,521.22)	-1.2%
Investment Pool 3, restricted and unrestricted	1,067,144.99	1,146,420.69	(79,275.70)	-6.9%
BOD Designated Reserve	100,000.00		100,000.00	
Investment Pool 4, Miriam Schwab Fund	6,017,885.90	6,573,799.76	(555,913.86)	-8.5%
Investment Pool 4, Helen Yunker Fund	1,761,639.02		1,761,639.02	
Total Investments	\$ 17,756,442.33	\$ 17,310,276.98	\$ 446,165.35	2.6%
Total Long-Term Assets	\$ 18,013,005.94	\$ 17,566,840.59	\$ 446,165.35	2.5%
<b>TOTAL ASSETS</b>	\$ 25,427,898.22	\$ 27,099,192.12	\$ (1,671,293.90)	-6.2%
<b>LIABILITIES AND EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Scholarships and Accounts Payable	\$ 246,921.79	\$ 799,513.82	\$ (552,592.03)	-69.12%
Other Current Liabilities				
Accrued Payroll	0.00	11,308.92	(11,308.92)	-100.00%
Accrued Vacation	24,101.64	20,428.41	3,673.23	17.98%
Aflac Payable	118.38	0.00	118.38	
FSA Payable	5,735.68	3,629.71	2,105.97	58.02%
Payroll Tax Payable	0.00	076.47	(076.47)	100.00%
Medical Insurance Payable	50.00	0.00	50.00	
Total Other Current Liabilities	\$ 30,006.70	\$ 38,343.57	\$ (6,337.87)	-17.44%
Total Current Liabilities	\$ 276,927.49	\$ 837,867.39	\$ (560,939.90)	-66.87%
Long-Term Liabilities				
Unfunded Calpers Pension Liability	228,070.00	228,070.00		0.00%
Total Long-Term Liabilities	\$ 228,070.00	\$ 228,070.00		0.00%
Total Liabilities	\$ 505,006.49	\$ 1,065,937.39	\$ (558,929.90)	-52.53%
<b>Net Assets</b>				
Net Assets, beginning	26,035,255.73	23,481,429.05	2,553,826.68	10.88%
Net Income	1,112,384.00	2,553,826.08	(3,888,100.08)	143.56%
Net Assets, ending	\$ 24,922,891.73	\$ 26,035,255.73	\$ (1,112,364.00)	-4.27%
<b>TOTAL LIABILITIES AND EQUITY</b>	\$ 25,427,898.22	\$ 27,099,192.12	\$ (1,671,293.90)	-6.17%

**VENTURA COLLEGE FOUNDATION**  
**Statement of Financial Activity**  
**Nine Months Ended March 31, 2020 vs Prior year**

	Jul 2019 - Mar 2020	Jul 2018 - Mar 2019	Change	% Change
<b>Income</b>				
4200 Donations - Unrestricted	\$ 96,791.92	\$ 65,054.03	\$ 31,737.89	48.79%
4300 Donations - Perm Restricted	34,377.05	2,075,099.26	(2,040,722.21)	-98.34%
4400 Donations - Temp Restricted			-	
4410 Phoenix	60,870.00	28,167.00	32,703.00	116.10%
4430 Annual	172,314.25	190,745.97	(18,431.72)	-9.66%
4432 Osher Donations	91,200.00		91,200.00	
4435 Promise	27,564.00	42,212.44	(14,648.44)	-34.70%
4436 Vet Promise		23,100.00	(23,100.00)	-100.00%
4437 Textbook lending	38,237.00	29,982.50	8,254.50	27.53%
4440 Campus	400,074.96	65,641.26	334,433.70	509.49%
<b>Total 4400 Donations - Temp Restricted</b>	<b>\$ 790,280.21</b>	<b>\$ 379,849.17</b>	<b>\$ 410,411.04</b>	<b>108.05%</b>
4500 Unclaimed Scholarships	4,599.00	3,600.00	999.00	27.75%
5000 Market Place Revenue	902,426.10	1,009,067.00	(106,640.90)	-10.57%
5020 VIP MP Parking	126,022.00	130,966.00	(4,944.00)	-3.78%
<b>Total 5000 Market Place Revenue</b>	<b>\$ 1,028,448.10</b>	<b>\$ 1,140,033.00</b>	<b>\$ (111,584.90)</b>	<b>-9.79%</b>
5100 Interest Income	296.27	258.63	37.64	14.55%
5300 In-Kind Income	40,178.00	30,907.12	9,270.88	30.00%
5400 Other Income	20,296.19	115,354.45	(95,058.26)	-82.41%
<b>Total Income</b>	<b>\$ 2,015,246.74</b>	<b>\$ 3,810,155.66</b>	<b>\$ (1,794,908.92)</b>	<b>-47.11%</b>
<b>Gross Profit</b>	<b>\$ 2,015,246.74</b>	<b>\$ 3,810,155.66</b>	<b>\$ (1,794,908.92)</b>	<b>-47.11%</b>
<b>Expenses</b>				
6000 PROGRAMMATIC			-	
6100 SCHOLARSHIPS			-	
6160 Scholarships (Donor Funded)			-	
6152 Annual	30,731.50	48,937.50	(18,206.00)	-37.20%
<b>Total 6160 Scholarships (Donor Funded)</b>	<b>30,731.50</b>	<b>48,937.50</b>	<b>(18,206.00)</b>	<b>-37.20%</b>
8300 Endowed Scholarships	3,000.00	4,050.00	(1,050.00)	-25.93%
8350 Annual Rollover Scholarships	2,800.00		2,800.00	
<b>Total 6100 SCHOLARSHIPS</b>	<b>36,531.50</b>	<b>52,987.50</b>	<b>(16,456.00)</b>	<b>-31.06%</b>
6200 GRANTS			-	
6210 Ventura College Promise	57,385.50	40,852.50	16,533.00	40.47%
6220 Textbook/Lending Library Grant	38,237.91	47,896.05	(9,657.14)	-20.16%
6225 Vet Promise Textbook Expense	1,250.00		1,250.00	
<b>Total 6200 GRANTS</b>	<b>96,873.41</b>	<b>88,747.55</b>	<b>8,125.86</b>	<b>9.16%</b>
6300 OTHER PROGRAM EXPENSES				
6330 Bad Debts	30,927.00		30,927.00	
6053 Sustainability Gift Expense	4.00		4.00	
6350 BOARD DIRECTED PROGRAMS			-	
6390 Program Expense		1,000.00	(1,000.00)	-100.00%
<b>Total 6350 BOARD DIRECTED PROGRAMS</b>	<b>-</b>	<b>1,000.00</b>	<b>(1,000.00)</b>	<b>-100.00%</b>
8370 Campus Expense	423,973.16	173,716.58	250,256.58	144.06%

**VENTURA COLLEGE FOUNDATION**  
**Statement of Financial Activity**  
**Nine Months Ended March 31, 2020 vs Prior year**

	Jul 2019 - Mar 2020	Jul 2018 - Mar 2019	Change	% Change
6375 Campus In-Kind Expense	37,890.00	30,575.01	7,314.99	23.92%
8400 Program Endowment Disbursement	115,884.00	119,525.01	(3,641.01)	-3.05%
<b>Total 6300 OTHER PROGRAM EXPENSES</b>	<b>\$ 608,678.16</b>	<b>\$ 324,816.60</b>	<b>\$ 283,861.56</b>	<b>87.39%</b>
<b>Total 6000 PROGRAMMATIC</b>	<b>\$ 742,083.07</b>	<b>\$ 466,551.65</b>	<b>\$ 275,531.42</b>	<b>59.06%</b>
<b>7000 ADMINISTRATION</b>			-	
7002 Bank Charges	137.00	100.00	37.00	37.00%
7004 CalPERS	3,701.92	2,342.25	1,359.67	58.05%
7008 Computer Expense		178.32	(178.32)	100.00%
7009 Charitable Contributions Expense	5,000.00		5,000.00	
7010 Professional Development	370.00	2,286.91	(1,916.91)	-83.82%
7012 Depreciation	3,668.18	6,393.87	(2,725.69)	-42.63%
7014 Dues & Subscriptions	50.00	50.00	-	0.00%
7016 Employee Appreciation	1,590.12	1,108.66	481.46	43.43%
7018 Employee Benefits	9,503.46	6,537.12	2,966.34	45.38%
7020 In-Kind Expense		332.11	(332.11)	-100.00%
7022 Insurance	6,138.55	3,046.50	3,092.05	101.50%
7024 Licenses & Fees	724.00	744.00	(20.00)	-2.69%
7026 Office Expense	2,579.43	2,911.35	(331.92)	-11.40%
7028 Mileage	193.19	228.30	(35.11)	-15.38%
7030 Miscellaneous Meetings	49.65	62.28	(12.63)	-20.28%
7032 Printing	231.75	201.20	30.55	15.18%
7034 Payroll Service	4,967.78		4,967.78	
7035 Salaries	36,797.62	27,649.96	9,147.66	33.08%
7038 Payroll Taxes	3,104.88	3,303.06	(108.18)	3.28%
7038 Postage		5.50	(5.50)	-100.00%
7044 Professional Services	10,332.32	7,270.12	3,062.20	42.12%
7048 Unemployment Insurance Expense	(678.98)	5,972.63	(6,651.61)	-111.37%
7052 Small Equipment	1,760.84	1,086.12	674.72	62.12%
7057 Severance	3,155.50		3,155.50	
7054 Telephone		598.62	(598.62)	-100.00%
7056 Workers' Compensation	322.52	6,930.00	(6,607.48)	-95.35%
7058 Vacation Expense	1,632.56		1,632.56	
<b>Total 7000 ADMINISTRATION</b>	<b>\$ 95,422.29</b>	<b>\$ 79,338.88</b>	<b>\$ 16,083.41</b>	<b>20.27%</b>
<b>7500 DEVELOPMENT, SCHOLARSHIP, PROGRAMS</b>			-	
7502 Bank Charges	35.00		35.00	
7504 CalPERS	32,367.70	24,694.24	7,773.46	31.81%
7506 Board Expense	1,064.86	3,179.14	(2,114.28)	-66.50%
7508 Computer Expense	24,285.00	38,854.17	(14,569.17)	-37.50%
7509 Direct Marketing	25,377.44	20,292.10	5,085.34	25.06%
7510 Professional Development	11,868.77	7,022.35	4,846.42	69.01%
7511 Donor Meetings	1,067.52	1,845.10	(777.58)	-42.14%
7512 Donor Recognition	42,044.20	120,540.68	(78,496.48)	-65.12%

**VENTURA COLLEGE FOUNDATION**  
**Statement of Financial Activity**  
**Nine Months Ended March 31, 2020 vs Prior year**

	Jul 2019 - Mar 2020	Jul 2018 - Mar 2019	Change	% Change
7513 Misc Meetings	141.70		141.70	
7514 Dues & Subscriptions	2,365.30	3,867.21	(1,501.91)	-38.84%
7516 Employee Appreciation	466.03	368.21	97.82	26.57%
7518 Employee Benefits	82,974.69	68,639.40	14,335.29	20.88%
7520 Insurance	4,734.97	2,359.24	2,375.73	100.70%
7522 Merchant Fees - Online Donation	1,140.37	1,315.59	(175.22)	-13.32%
7524 Mileage	189.89	850.43	(660.54)	-77.67%
7526 Office Expense	2,485.43	1,126.66	1,358.78	120.60%
7527 Payroll Service	6,469.94		6,469.94	
7528 Professional Services	35,586.06	40,451.48	(4,865.42)	-12.03%
7530 Marketing	24,118.96	26,451.23	(2,332.27)	-8.82%
7532 Printing & Graphic Design	999.80	1,808.55	(808.75)	-37.84%
7535 Salaries	297,881.71	278,374.68	19,507.03	7.01%
7536 Payroll Taxes	22,568.05	33,276.99	(10,708.94)	-32.18%
7538 Postage	72.45		72.45	
7541 Special Events	3,421.28	3,004.94	416.34	13.86%
7552 Scholarship Awards Events	9,073.24	7,465.57	1,607.67	21.53%
7555 President's Special Fund				
7556 Workers' Compensation	3,097.68	3,217.50	(119.82)	-3.72%
7558 Vacation Expense	5,079.89		5,079.89	
<b>Total 7500 DEVELOPMENT, SCHOLARSHIP, PROGRAMS</b>	<b>\$ 640,977.93</b>	<b>\$ 688,705.45</b>	<b>\$ (47,727.52)</b>	<b>-6.93%</b>
<b>8000 MARKET PLACE</b>				
8002 Bank Charges	12.00	(13.00)	25.00	192.31%
8004 CalPERS	8,633.38	12,102.06	(3,468.70)	-28.66%
8006 Computer Expense	3,060.00	2,993.80	66.20	2.21%
8008 Courier Service	3,696.34	3,582.23	114.11	3.19%
8012 CC Processing Merchant Fees	5,055.67	5,276.57	(220.90)	-4.19%
8014 Depreciation	343.53	4,600.08	(4,256.55)	-92.53%
8016 Employee Appreciation	1,971.20	2,531.79	(560.59)	-22.14%
8018 Employee Benefits	22,159.53	33,774.99	(11,615.46)	-34.39%
8020 Insurance	14,634.67	2,360.24	12,175.43	516.07%
8023 Marketing	10,772.50		10,772.50	
8024 Licenses & Fees	830.00	845.00	(15.00)	1.78%
8026 Office Expense	452.42	371.31	81.11	21.84%
8030 Repairs & Maintenance	12,887.09	10,912.00	1,975.09	18.10%
8032 Printing & Signage	1,647.32	677.96	969.36	142.98%
8033 Payroll Service	3,281.37		3,281.37	
8034 Security	47,013.65	50,547.96	(3,534.31)	-6.99%
8035 Salaries	148,824.52	136,668.19	12,156.33	8.98%
8036 Payroll Taxes	11,289.87	16,324.98	(5,035.11)	-30.84%
8037 Small Equipment	961.88	640.05	321.83	50.28%
8038 Street Sweeping	9,600.00	10,246.00	(646.00)	-6.30%

**VENTURA COLLEGE FOUNDATION**  
**Statement of Financial Activity**  
**Nine Months Ended March 31, 2020 vs Prior year**

	Jul 2019 - Mar 2020	Jul 2018 - Mar 2019	Change	% Change
8039 Professional Services	8,098.57	11,903.35	(3,804.78)	-31.96%
8040 Supplies	9,917.36	10,485.35	(567.99)	-5.42%
8042 Trash	22,874.87	21,085.92	1,788.95	8.48%
8044 Vendor Appreciation	344.64	258.64	86.00	33.25%
8046 Telephone	675.00	675.00		0.00%
8056 Workers' Compensation	8,794.80	2,227.50	6,567.30	294.83%
8058 Vacation Expense	560.72		560.72	
Total 8000 MARKET PLACE	\$ 358,292.88	\$ 340,966.97	\$ 17,325.91	5.08%
Total Expenses	\$ 1,836,776.17	\$ 1,575,562.95	\$ 261,213.22	77.48%
Net Operating Income	\$ 178,470.57	\$ 2,234,592.71	\$ (2,056,122.14)	-92.01%
Other Income				
5500 Investment Income				
5520 Change in Market Value	(1,658,893.44)	135,076.57	(1,793,970.01)	-1328.11%
5540 Interest & Dividends	423,903.88	243,560.78	180,343.10	74.04%
Total 5500 Investment Income	\$ (1,234,989.56)	\$ 378,637.35	\$ (1,613,626.91)	-426.17%
Total Other Income	\$ (1,234,989.56)	\$ 378,637.35	\$ (1,613,626.91)	-426.17%
Other Expenses				
8500 Investment Fees				
8510 Manager Fee (Payden & Rygel)	55,845.01	35,561.00	20,284.01	57.04%
Total 8500 Investment Fees	55,845.01	35,561.00	20,284.01	57.04%
Total Other Expenses	55,845.01	35,561.00	20,284.01	57.04%
Net Other Income	(1,290,834.57)	343,076.35	(1,633,910.92)	-476.25%
Net Income	(1,112,364.00)	2,577,669.06	(3,690,033.06)	-143.15%



**VENTURA COLLEGE FOUNDATION**  
**Statement of Financial Activity**  
**Nine Months Ended March 31, 2020**  
**Actual vs Budget**

	ACTUAL	BUDGET	Over(Under) Budget	% Over(under) budget
<b>Income</b>				
4200 Donations - Unrestricted	\$ 96,791.92	\$ 66,800.00	\$ 29,991.92	45%
4300 Donations - Perm Restricted	34,377.05	66,215.00	(31,837.95)	-48%
4400 Donations - Temp Restricted				
4410 Phoenix	60,870.00	38,500.00	22,370.00	58%
4430 Annual	172,314.25	285,425.00	(113,110.75)	-40%
4432 Osher Donations	91,200.00		91,200.00	
4435 Promise	27,564.00	28,600.00	(1,036.00)	-4%
4436 Vet Promise				
4437 Textbook lending	38,237.00	14,290.00	23,947.00	168%
4440 Campus	400,074.96	51,100.00	348,974.96	683%
Total 4400 Donations - Temp Restricted	\$ 790,260.21	\$ 417,915.00	\$ 372,345.21	89%
4500 Unclaimed Scholarships	4,599.00	11,283.44	(6,684.44)	-59%
5000 Market Place Revenue	902,426.10	1,008,900.00	(106,473.90)	-11%
5020 VIP MP Parking	126,022.00	126,000.00	22.00	0%
Total 5000 Market Place Revenue	\$ 1,028,448.10	\$ 1,134,900.00	\$ (106,451.90)	-9%
5100 Interest Income	296.27	306.00	(9.73)	-3%
5300 In-Kind Income	40,178.00		40,178.00	
5400 Other Income	20,296.19	127,123.40	(106,827.21)	84%
Total Income	\$ 2,015,246.74	\$ 1,824,542.84	\$ 190,703.90	10%
Gross Profit	\$ 2,015,246.74	\$ 1,824,542.84	\$ 190,703.90	10%
<b>Expenses</b>				
6000 PROGRAMMATIC				
6100 SCHOLARSHIPS				
6152 Annual	30,731.50		30,731.50	
Total 6150 Scholarships (Donor Funded)	30,731.50		30,731.50	
8300 Endowed Scholarships	3,000.00		3,000.00	
8350 Annual Rollover Scholarships	2,800.00	11,283.44	(8,483.44)	-75%
Total 6100 SCHOLARSHIPS	36,531.50	11,283.44	25,248.06	224%
6200 GRANTS				
6210 Ventura College Promise	57,385.50	76,369.95	(18,984.46)	-25%
6220 Textbook/Lending Library Grant	38,237.01	65,720.00	(17,482.00)	-31%
6225 Vet Promise Textbook Expense	1,250.00		1,250.00	
6230 Educational Enhancement Grants		15,000.03	(15,000.03)	-100%
Total 6200 GRANTS	96,873.41	147,089.98	(50,216.57)	-34%
6300 OTHER PROGRAM EXPENSES				
6330 Bad Debts	30,927.00		30,927.00	
7053 Sustainability Gift Expense	4.00		4.00	
6370 Campus Expense	423,973.16	51,100.00	372,873.16	730%
6375 Campus In-Kind Expense	37,890.00		37,890.00	
8400 Program Endowment Disbursement	115,884.00	119,000.00	(3,116.00)	-3%
Total 6300 OTHER PROGRAM EXPENSES	\$ 608,678.16	\$ 170,100.00	\$ 438,578.16	258%
Total 6000 PROGRAMMATIC	\$ 742,083.07	\$ 328,473.42	\$ 413,609.65	126%
7000 ADMINISTRATION				
7002 Bank Charges	137.00	125.00	12.00	10%

**VENTURA COLLEGE FOUNDATION**  
**Statement of Financial Activity**  
**Nine Months Ended March 31, 2020**  
**Actual vs Budget**

	ACTUAL	BUDGET	Over(Under) Budget	% Over(under) budget
8002 Bank Charges	12.00		12.00	
8004 CalPERS	8,633.36	10,429.83	(1,796.47)	-17%
8006 Computer Expense	3,060.00	3,744.00	(684.00)	-18%
8008 Courier Service	3,696.34	4,050.00	(353.66)	-9%
8010 Professional Development		1,000.00	(1,000.00)	
8012 CC Processing Merchant Fees	5,055.67	4,950.00	105.67	2%
8014 Depreciation	343.53	4,600.08	(4,256.55)	-93%
8016 Employee Appreciation	1,971.20	2,956.00	(984.80)	-33%
8018 Employee Benefits	22,159.53	22,349.16	(189.63)	-1%
8020 Insurance	14,534.67	2,547.00	11,987.67	471%
8023 Marketing	10,772.50	11,419.53	(647.03)	-6%
8024 Licenses & Fees	830.00	1,000.00	(170.00)	-17%
8025 Mileage		74.25	(74.25)	
8026 Office Expense	452.42	747.00	(294.58)	-39%
8030 Repairs & Maintenance	12,887.09	23,200.00	(10,312.91)	-44%
8032 Printing & Signage	1,647.32	2,830.00	(1,182.68)	-42%
8033 Payroll Service	3,281.37		3,281.37	
8034 Security	47,013.65	52,700.00	(5,686.35)	-11%
8035 Salaries	148,824.52	152,287.83	(3,463.31)	-2%
8036 Payroll Taxes	11,289.87	15,895.02	(4,605.15)	-29%
8037 Small Equipment	961.88	720.00	241.88	34%
8038 Street Sweeping	9,600.00	11,700.00	(2,100.00)	-18%
8039 Professional Services	8,098.57	11,148.00	(3,049.43)	-27%
8040 Supplies	9,917.36	9,900.00	17.36	0%
8042 Trash	22,874.87	27,000.00	(4,125.13)	-15%
8044 Vendor Appreciation	344.64	500.00	(155.36)	-31%
8046 Telephone	675.00	675.00	-	0%
8056 Workers' Compensation	8,794.80	10,883.70	(2,088.90)	-19%
8058 Vacation Expense	560.72		560.72	
<b>Total 8000 MARKET PLACE</b>	<b>358,292.88</b>	<b>389,306.40</b>	<b>(31,013.52)</b>	<b>-8.0%</b>
<b>Total Expenses</b>	<b>1,836,776.17</b>	<b>1,472,857.16</b>	<b>363,919.01</b>	<b>24.7%</b>
<b>Net Operating Income</b>	<b>178,470.67</b>	<b>361,685.68</b>	<b>(173,215.11)</b>	<b>49.3%</b>
<b>Investment Income</b>				
<b>5500 Investment Income- RESTRICTED</b>				
5520 Change In Market Value	(1,622,900.00)	97,499.97	(1,720,399.97)	-1765%
5540 Interest & Dividends	403,092.21	142,499.97	260,592.24	183%
8510 Manager Fee	(51,948.51)	(29,999.97)	(21,948.54)	73%
<b>Net Investment Income- RESTRICTED</b>	<b>(1,271,756.30)</b>	<b>209,999.97</b>	<b>(1,481,756.27)</b>	<b>-1508%</b>
<b>5500 Investment Income- UNRESTRICTED</b>				
5520 Change In Market Value	(35,993.44)		(35,993.44)	
5540 Interest & Dividends	20,811.67	-	20,811.67	
8510 Manager Fee	(3,896.50)		(3,896.50)	
<b>Net Investment Income- UNRESTRICTED</b>	<b>(19,078.27)</b>	<b>-</b>	<b>(19,078.27)</b>	<b>0%</b>
<b>Total Investment Income</b>	<b>(1,290,834.57)</b>	<b>209,999.97</b>	<b>(1,500,834.54)</b>	<b>-1508%</b>
<b>Net Income</b>	<b>(1,112,364.00)</b>	<b>561,685.65</b>	<b>(1,674,049.65)</b>	<b>-1558%</b>

**VENTURA COLLEGE FOUNDATION  
FINANCIAL STATEMENT VARIANCE REPORT  
FOR PERIOD 07/01/2019- 3/31/2020**

**INCOME**

**4200 Donations – Unrestricted: Over Budget by \$29,992 and 45%**

- President's Circle donations are approximately \$33k over budget, largely due to unbudgeted donations of \$20,000 donation by Debe Bylo and \$5,000 from William Kearney. Sponsorships are down \$5k, due to cancelling of events.

**4300 Donations- Permanently Restricted: Under budget by (\$31,838) and (48%)**

- We budget for 3 new endowments of \$20k each, based on historical giving, but have only received one so far. This is attributable to lack of donor meetings, and more recently a refocus on operations due to COVID.

**4410 Phoenix Donations - Temp Restricted: Over Budget \$22,370 and 58%**

- Due \$25,000 received from the Tyrone Heritage Foundation, which was budgeted under 4430 Annual Donations.

**4430 Annual Donations – Temp Restricted: Under budget (\$113,110) and (40%)**

- This is largely due to the UCSB ESTEEM grant, which we budgeted in December at the full \$78,750. However, we cannot recognize the revenue until the grant conditions have been substantially fulfilled, and therefore have only booked \$25,000 in revenue.
- \$25k from Tyrone Heritage Foundation was budgeted here, but ultimately booked to 4410 Phoenix Donations
- \$15k budgeted to be received for Educational Enhancement Grants was not received, as we needed to focus on operations fundraising due to COVID shut downs (see expense below)

**4437 Textbook Lending Donations- Temp Restricted: Over budget \$23,947 and 168%**

- Unexpected gifts:
  - \$9,000 from Harald Wulff
  - \$2,500 from the Charitable Foundation
  - \$2,500 Union Bank
- Poli Sci fundraiser

**4440 Campus Donations: Over budget \$348,975 and 683%**

- We received the following large, unbudgeted donations:
  - \$25,000 received from Mannason Family Trust
  - \$250,000 from Gene Haas
  - \$10,000 from John Hammer
  - \$24k Crowne Plaza
  - \$4,500 Matthew Ellison
  - \$1k Hiroko Yoshimoto and Margaret Roth, each

**5000 Marketplace Revenue: Under budget (\$106,474) and (11%)**

- Due to closure of Marketplace last half of March on public health order

**Other Income: Under budget (\$106,827) and (84%)**

- Osher was budgeted as “other income”, but we decided to reserve Other Income for unrestricted and non-donation revenue only, therefore when the revenue came in, it was booked to its own account.

**EXPENSES**

**6152 Annual Scholarships: Over budget \$30,732**

- The entire budget for annual scholarships is posted in June, as that is when most scholarships are awarded. This amount represents the paramedics, AMR and ESTEEM scholarships which occur “off-cycle”. It is a temporary variance.

**6210 Ventura College Promise Grant: Under budget (\$18,984) and (25%)**

- We are still awaiting a final bill and expect to end the year slightly over budget

**6220 Textbook/Lending Library Grant Under budget (\$17,482) and (31%)**

- We are still waiting on final billing, but we expect to spend close to the full budget by the end of the year.

**6230 Educational Enhancement Grants: Under budget (\$15,000)**

- Budgeted revenue was not received (see above), therefore we could not issue grants.

**6370 Campus Expense: Over budget \$372,873 and 730%**

- Coincides with over budget campus income above due to a large donations.
- Additionally, \$35,500 was passed through to Aquatics from the Miriam Schwab fund, which does not correlate to campus donations revenue

**Bad Debt Expense: Over budget \$30,927**

- We do not budget for bad debt write offs as they are usually very low. In the current year, we wrote off \$27k of Bill Scarpino’s pledge per his directions, and \$2,500 from Payden & Rygel after our move to Miracle Mile Advisors

**Allocated Operating Expenses affecting all departments:**

Due to the nature of allocated expenses, it is often easier to review them on an organization-wide basis rather than by department.

- All personnel costs were allocated differently this year than previously budgeted, due to a thorough review of time spent on each activity and in consultation with new GAAP guidance. You can see from the table below that, overall, we are a little under budget. The variance between payroll tax and payroll service is due to the fact that in the prior fiscal year we used a PEO and they billed our payroll service as part of the payroll tax.

Actual	Budget	\$ Variance	% Variance
--------	--------	-------------	------------

TOTAL SALARIES	483,503.85	483,679.35	(175.50)	0.0%
TOTAL PAYROLL TAX	37,052.80	50,483.26	(13,430.46)	-26.6%
TOTAL PAYROLL SERVICE	14,719.09	-	14,719.09	
TOTAL CALPERS	44,702.98	53,919.45	(9,216.47)	-17.1%
TOTAL WORKERS COMP INS	12,215.00	13,349.70	(1,134.70)	-8.5%

- **Professional services** are also an allocated expense. A portion of the expense in the current year was for an outside CPA position which was converted to a part-time employee position in December. Total professional services spent through 3/31/2020 were \$54,017 compared with \$77,040 budgeted. This is a savings of \$23,023 or 30%.
- **Insurance expense:** Overall insurance expense for the year is \$25,408 versus \$8,328 budgeted, and is \$17,080 and 205% over budget. This overage is mostly due to an increase in our liability insurance associated with Marketplace claims. As a result, approximately 75% of the insurance expense has been allocated to Marketplace.

#### **Administrative Operating Expenses: Under budget (\$2,067) and (725%)**

- (\$2,725): Depreciation expense was over budgeted
- (\$2,000): Savings on computer hardware which we will not purchase this year
- \$5,000: Donation to coalition to support Prop 13, not budgeted, but approved by the board
- \$2,904: Insurance- See above
- \$4,968: Payroll service- see above
- (\$10,815): Professional services: \$2,500 not yet paid to CPA for 990 due to delay in filing; see above for remainder
- \$3,168: Personnel costs- see above
- \$3,155: Severance costs due to pandemic lay-offs not budgeted
- Office expenses under budget \$2,560 because office expenses for other departments was budgeted under Admin. There is an offsetting overage in Development.

#### **Development Operating Expenses: Over budget \$66,064 and 781%**

- \$38,769: Donor recognition is over budget largely due to the Miriam Schwab statue and reception. These expenditures come out of the Miriam Schwab fund, and therefore do not affect our net cash available for other unrestricted expenditures
- (\$12,854) Direct Marketing: We were behind on mailings before COVID, and due to COVID will not spend our budget this year. We expect to spend only about \$4k in June.
- (\$2,441) Board expense: We will not spend this budget this year due to COVID.
- (4,440) Donor meetings: We have not held as many donor meetings as projected due to time constraints, and with in-person meetings being prohibited under COVID orders we do not expect to hold any more this fiscal year.
- \$2,404: Office expense was budgeted under admin (see underage above)
- \$61,862: Personnel- due to a change in how wages and benefits are allocated. See above.

- (5,905) Printing: We were behind on mailings before COVID, and due to COVID will not spend our budget this year. We expect to spend only about \$750-\$1k in June.
- (\$2,470) professional services: See above
- (\$5,963) Special Events: Savings due to inability to hold events this year under covid public health order

**Programs and Scholarships Operating Expenses: Under budget (\$82,673) and (17%)**

- Personnel expenses and professional services are the only two expense items reaching our variance threshold. See an explanation under overall expenses above.

**Marketplace Operating Expenses: Under budget (\$31,014) and (8%)**

- Savings due to closure of Marketplace last half of March:
  - (\$5,686) Security
  - (2,100) Street sweeping
  - (\$4,125) Trash
- See above for payroll, workers comp, insurance variances
- (\$10,313) Repairs & Maintenance: \$5,000 was budgeted for lot re-striping which we did not do; \$3,200 for drain cleaning which has not been done (and is unlikely to be done this year); remaining variance due to budgeting the entire monthly M&O in the first part of the year, which we do not expect to spend all of due to closure.

**OTHER REVENUE/EXPENSE**

**5502 Change in market value – under budget (\$1,756,393) and (1,801%)**

- Due to severe worldwide drop in stock market and interest rates due to response to Covid-19.

**5540 Interest and dividends- over budget \$281,404 and 197%**

- This is largely due to increased investment balances versus prior year, which is what budget is based on. Interest rates are also up over prior year, and to some extent there may be a different mix of investments which pay higher dividends.

**8510 Investment manager fees: over budget \$25,845 and 86%**

- This is due to the large amount of additional funds versus the 2018/2019 fiscal year.



# Memo

**To:** Ventura College Foundation Board

**From:** Juli Blasingame, Director of Finance

**cc:** Anne Paul King, Executive Director

**Date:** April 29, 2020

**Re:** Revised 2018 990

---

The 990 which was previously approved by the Board was revised because we received, belatedly, a K-1 from the Miriam Schwab estate indicating the Ventura College Foundation as a beneficiary which received rental income. The new 990 is attached and requires another board approval prior to filing. Neither the staff at the Foundation nor our tax preparers, Decker, Farrell & McCoy, expected to receive a K-1. As a consequence, our tax preparers felt it prudent to file a Form 990-T, Exempt Organization Business Income Tax Return and consider the rental income as debt-financed. You will find this form beginning on page 47 of the attached pdf.

Rental income is normally not considered to be unrelated business income, unless it is financed by debt. It is possible that the rental properties held by the estate are not encumbered by any debt, but since that information was not made available with the K-1, our tax preparers determined that it would be best to take the most conservative action and file a 990-T. It is important to note that there is no income tax consequence to the Foundation because the rental properties generated a taxable loss. It is my opinion, that in an effort to be efficient and possibly save money on future returns, we should accept and file the 990 as it is. However, if the Board feels otherwise, I can contact the attorney and CPA who worked on the Estate and request additional information to confirm whether or not the rental properties are, indeed, debt-financed.

I would also like to point out that, further to our prior discussion on the 990, our tax preparers decided it would be best NOT to include the two million dollar bequest from Helen Yunker as an unusual gift.

**VENTURA COLLEGE FOUNDATION BOARD OF DIRECTORS  
BUDGET COMMITTEE  
MAY 6, 2020 5 PM  
VIA ZOOM**

**MINUTES**

**Board Members Present:** Robert Beilin, Abra Flores, Ruth Hemming, Kimberly Hoffmans, Anne Paul King, Nicole Kreutz, Mike Orman, Amy Cherot, Catherine Bojorquez, Rob van Nieuwburg

**Staff Present:** Juli Blasingame

**CALL TO ORDER:**

Mrs. Kreutz called the meeting to order at 5:05 p.m.

**DISCUSSION**

Mrs. King shared the cash projection through June 30, 2020 and discussed the assumptions used in its preparation. We are projected to need approximately \$153,392 in unrestricted cash to operate through the end of the current fiscal year. She then discussed our cash projection for the first quarter of the 2020/2021 fiscal year, which is based on a "worst case scenario" in which our Marketplace will not reopen until after September. Under that assumption, we will run out of cash on hand in the middle of September and would need the board to vote on spending out of our reserves.

Mrs. King shared that our Marketplace manager, Esme Juarez, is working on a plan for partial reopening which is not expected to generate income at first, but will break even.

Mrs. King presented the revised budget for the 2020/2021 fiscal year. The budgeted net income is \$16,809. Mrs. King discussed the large cuts in personnel expenses and scholarship events, as well as budgeted marketplace revenues at 80% of the 2019/2020 budget. Questions and discussion among the committee ensued. The committee requested the Foundation staff reduce budgeted Marketplace revenue for the first quarter, as 80% is likely too high for the first part of the year. The board also suggested we request our insurance carriers to look into possible discounts or shop around if they cannot provide any.

Mrs. King requested that the budget be reviewed by the finance committee monthly during the first part of the 2020/2021 fiscal year, as there are so many unknowns at this point and changes will likely need to be made after approval.

- **MOTION:** Mr. van Nieuwburg moved to set a standing monthly finance committee meeting beginning in June, Ms. Hemming seconded. **MSC.**

After approval of the motion, the committee decided on a standing date of the third Wednesday of each month at 5:15 p.m. The third Wednesday in May will be held for the next budget committee meeting.

**ADJOURNMENT**

There being no further business, the committee duly adjourned at 5:56 p.m.

*Minutes recorded by Juli Blasingame*

**VENTURA COLLEGE FOUNDATION  
BOARD OF DIRECTORS  
BUDGET COMMITTEE  
MAY 20, 2020 5:15 PM  
VIA ZOOM**

**MINUTES**

**Board Members Present:** Robert Beilin, Abra Flores, Ruth Hemming, Anne Paul King, Nicole Kreutz, Mike Orman, Amy Cherot, Catherine Bojorquez, Rob van Nieuwburg, Ken Collins, Kristin Ockert

**Staff Present:** Juli Blasingame

**CALL TO ORDER:**

Mrs. Kreutz called the meeting to order at 5:17 p.m.

**MOTION**

Mr. van Nieuwburg moved to approve the minutes from the May 6, 2020 Budget Committee Meeting. Mike Orman seconded. **MSC.**

**DISCUSSION**

Mrs. King shared the revised 2020 2021 budget, based on the Committee's directive in the previous meeting to reduce Marketplace revenues for the first six months of the year. The revision reduced revenues by \$333,600. The Foundation staff made numerous budget cuts, including reducing salaries by 5%, saving approximately \$42k, and cutting marketing expenditures by \$28k. Health insurance costs are expected to decrease approximately \$17k in the coming year. This still left an unrestricted cash shortfall of approximately \$75k.

Mrs. King shared that in order to come up with the additional funds needed to make up for the loss in Marketplace revenue, she, along with Juli Blasingame and Gerry Pantoja, devised a plan to withdraw 10% from endowments in 20/21 and request donor permission to redirect some funds to operations. In addition, the Foundation would retain the \$44k of the Payroll Protection Loan which will not be forgiven, as it represents a very low interest loan.

The Board discussed these options and a consensus was arrived that all were in agreement with the plan. It was decided that this proposal would need Investment committee approval before the budget could be approved. The committee decided that the best course of action would be to hold the next meeting on May 27, 2020 as a joint Budget/Investment/Finance Committee. In this way, the temporary changes to the investment policy can be approved along with the budget prior to the Executive Committee on June 10, 2020.

**ADJOURNMENT**

There being no further business, the committee duly adjourned at 6:06 p.m.

*Minutes recorded by Juli Blasingame*

**VENTURA COLLEGE FOUNDATION  
BOARD OF DIRECTORS**

**JOINT BUDGET AND INVESTMENT COMMITTEE  
MAY 27, 2020 5:15 PM  
VIA ZOOM**

**MINUTES**

**Board Members Present:** Robert Beilin, Abra Flores, Ruth Hemming, Anne Paul King, Nicole Kreutz, Mike Orman, Amy Cherot, Rob van Nieuwburg

**Staff Present:** Juli Blasingame, Gerry Pantoja

**Miracle Mile Advisors:** Gerard Tamparong, Michael Treidl

**CALL TO ORDER:**

Mrs. Kreutz called the meeting to order at 5:15 p.m.

**MOTION**

Mr. van Nieuwburg moved to approve the minutes from the May 20, 2020 Budget Committee Meeting. Mr. Orman seconded. **MSC.**

**PRESENTATION**

Mr. Treidl from Miracle Mile Advisors presented an overview of the investments to the committees and discussed changes which they have made to the investments in Pool 3, which are in keeping with our overall investment strategies, but should yield increased revenue while maintaining safety. Mr. Tamparong shared that the pool has already regained almost half the losses it sustained in February and March.

**MOTION**

Mr. van Nieuwburg moved and Ms. Flores seconded to affirm the changes made to the investments in Pool 3 by Miracle Mile Advisors and to incorporate changes in Memo A, attached. **MSC.**

**DISCUSSION**

Ms. King presented Memo B (attached) to the committees, and briefly described the temporary changes the Foundation is requesting the board approve in order to solidify our cash position in the upcoming year, in light of lost revenues due to the Covid pandemic.

Ms. Blasingame read the proposed motion labeled 1a in the attached Memo B, which requests the board to permit the Foundation to seek a one-time withdrawal of 5% of market value from specified endowments for operating purposes. Discussion ensued as to following UPMIFA and fulfilling donor intent.

**MOTION**

Mr. van Nieuwburg moved and Mr. Orman seconded to recommend the board approve the motion as written. **MSC.**

Ms. Blasingame read the proposed motion labeled 2a in the attached Memo B, which requests the board approve a temporary suspension of the investment policy which restricts endowment distributions in excess of 5% of market value. The Foundation requests the investment policy permit up to a 10% distribution, so long as the balance of the fund remains at least 110% of original principal, through June 30, 2021. The board again discussed the rules in UPMIFA and California SB 1329 governing California Law of Endowments. Mr. Tamparong of Miracle Mile Advisors provided information regarding the “rebuttable presumption of imprudence” associated with distributions greater than 7% of market value and assured the committee that the current situation regarding the pandemic is a reasonable cause for exceeding the 7%.

#### **MOTION**

Ms. Hemming moved and Mr. van Nieuwburg seconded to recommend the board approve the motion as written. **MSC.**

Ms. Blasingame read the proposed motion labeled 3a in the attached Memo B, which requests the board approve applying to the State Attorney General to remove from endowment status those endowments which are over 20 years old, hold less than \$25,000 and for which the Foundation no longer has a donor contact. Mr. Tamparong stated this was specifically addressed in CA SB 1329 based on the understanding that it isn’t fiscally reasonable or responsible to maintain small endowments in perpetuity.

#### **MOTION**

Ms. Hemming moved and Mr. van Nieuwburg seconded to recommend the board approve the motion as written. **MSC.**

#### **DISCUSSION**

Mr. Pantoja presented the new Major and Planned Giving Plan to the committees, and discussed it’s pertinence to the new budget for 2020/2021. He explained how the Board will need to be an even more integral part of the Foundation’s fundraising efforts in order for us to be sustainable and to be able to continue serving our students as we have in the past. Ms. King discussed the major expense cuts the Foundation will need to make next fiscal year, including marketing and print materials, such that our fundraising capabilities will be diminished for the foreseeable future.

#### **MOTION**

Ms. Hemming moved and Mr. van Nieuwburg seconded to recommend the Budget for approval to the Executive committee. **MSC.**

#### **ADJOURNMENT**

There being no further business, the committee duly adjourned at 6:35 p.m.

*Minutes recorded by Juli Blasingame*

# Memo A

Ventura College Foundation

To: Investment Committee  
From: Anne Paul King  
CC: Juli Blasingame, Gerry Pantoja  
Date: May 22, 2020  
Re: Notice of Investment Adjustments Regarding Pool 3

---

With the support of Ken Collin, Investment Chair, in the two weeks prior to the May 27<sup>th</sup> Committee meeting, I authorized Miracle Mile Advisors (MMA) to make the following adjustments in investment strategy for Pool 3 to enable us to ensure that we protect its value better, as is intended with this fund.

MMA executed the following:

- SELL 100% - iShares Short Treasury Bond ETF (ticker: SHV)
- BUY 50% - Vanguard Short-Term Corporate Bond ETF (ticker: VCSH)
- BUY 50% - iShares MBS ETF (ticker: MBB)

This would have the impact of increasing portfolio yield to 2.2%, increasing portfolio duration to 2.9 years, and the portfolio credit quality would be A- (still very much Investment Grade).

These changes are supported by the following themes:

- The Federal Reserve has stepped up to buy Mortgage Backed Securities from the open market.
  - *What this means for VCF: the MBB position would have a strong buyer to keep prices up and stable*
- The Federal Reserve is also buying corporate bonds.
  - *What this means for VCF: similar to the MBB position, the Fed's buying would lend stability to the corporate bond market and VCSH should do well.*
- The Fed is committed to keeping rates at/near zero percent, not letting rates rise markedly.
  - *What this means for VCF: rates rising is typically a bad scenario for bonds. Keeping rates low would allow Pool 3 to reap the additional yield without too much fear of downward pressure on prices*
- The President and the Administration have advocated for lower rates than today, even negative interest rates.
  - *What this means for VCF: Similar to the previous comment, stable, low (and even lower) rates will keep interest rate risk at bay.*

MMA wants to stress that these parameters are very much within the context of the history and expectation of Pool 3. Moreover, these adjustments that MMA have made are consistent with the spirit of the approved Investment Policy Statement as we have known over our history. Finally, MMA would normally not come to me or Ken to gain approval in advance (though MMA typically has discretion), but with ongoing moves in the financial markets, a quicker turnaround time (versus waiting for the meeting) was appropriate.



**INVESTMENT GUIDELINES**  
**Ventura College Foundation**  
**Effective May 2020**

**I. Purpose**

Ventura College Foundation has a Statement of Investment Policy covering its entire investment program. These guidelines provide specific investment parameters for the portfolios managed by Miracle Mile Institutional, the "Investment Manager".

**II. Asset Allocation**

The asset allocation will be maintained as follows:

Liquidity Portfolios (Pool 2 and 3):

<u>Policy Mix</u>	<u>Policy Range</u>
Equity	0%
Fixed Income	100%

Balanced Portfolio (Pool 1, 4, and 5):

<u>Policy Mix</u>	<u>Policy Range</u>
Equity	50% to 70%
Fixed Income	30% to 50%

**III. Permitted Securities & Market Sectors**

Fixed-income instruments of U.S. or foreign issuers, such as:

- Obligations of governments or their agencies;
- Corporate securities;
- Mortgage-backed securities;
- Asset-backed securities;
- Money-market instruments;
- Obligations of U.S., state and local entities;
- Equity securities of U.S. and non-U.S. issuers (Balanced portfolio only); and
- Commingled funds (e.g. mutual funds and exchange traded funds) that invest in securities substantially consistent with these guidelines.

#### IV. Prohibited Transactions

- Direct short sales of individual securities (the Investment Manager may buy commingled funds that employ short sale techniques);
- Margin purchases;
- Direct investment in commodities futures contracts (the Investment Manager may buy commingled funds that use futures contracts);
- Direct investments in real estate or direct real estate lending; and
- Hedge funds

#### V. Investment Restrictions

The Investment Manager will seek to diversify the assets across market sectors to reduce portfolio risk. Excluding Treasury and agency obligations and commingled fund positions, no individual security holding shall exceed 5% of the portfolio at time of purchase.

Bond Quality: The minimum average portfolio credit quality shall be at least “BBB” (Investment Grade).

Bond Duration: The maximum average bond duration of the portfolio shall not exceed 7 years.

For Pool 2: The maximum average Bond Duration will be 3 years

For Pool 3: The maximum average Bond Duration will be 2 years

International Stocks: The maximum allocation to non-US stocks shall be 40%.

Small Capitalization Stocks: The maximum allocation to small-cap stocks shall be 20%.

#### VI. Reporting

The Investment Manager will report transactions monthly and performance quarterly as well as upon request. The investment manager will also be responsible for reporting any material changes in investment strategy, portfolio structure, company ownership or financial position.

Adopted:

By: \_\_\_\_\_ Date: \_\_\_\_\_

# Memo B

## Ventura College Foundation

To: Investment Committee

From: Anne Paul King, Juli Blasingame, Gerry Pantoja

Date: May 22, 2020

Subject: Recommended Policy Exceptions in Response to COVID-19

---

We ask that the investment committee recommend the approval of three one-year exceptions to our investment policies in response to COVID-19. First, the pandemic has fatally interrupted our operating cash flow which now threatens the existence of our 35-year-old foundation. We believe that the first recommendation is a critical piece of a larger strategic 2020-2021 budgeting plan that may extend our cash flow through December 2020. The second and third recommendations address the negative impact to our support for students due to heavy losses in our investments. Investment earnings provide critical scholarships and programs that students will need now more than ever. These three recommendations abide by the Federal UPMIFA requirements and the associated California legislation that governs the boards management of our investments. We have provided evidence of this compliance below.

We have looked at specific groups of endowed funds whose balances enable the three recommended motions below. These only include funds from Pool 1, as the Miriam Schwab fund (Pool 4) is currently under water and the Helen Yunker fund (Pool 5) is just too new.

1. In the first group of funds, each hold **more than \$20,000 in accumulated net earnings** at 4/30/2020. Six scholarship funds meet the criteria and are appropriate for consideration. We have calculated what would be left in each fund after a 10% distribution. Five percent would be distributed for scholarships as part of our normal awarding process according to our current investment policy. If we successfully gain permission from each of the six donors/executors to take an additional 5% distribution from each of these funds, that **would provide \$83,112 in operating cash.**
  - a. **Request Board to Approve: Permission to seek donor approval to redirect 5% to operational funds on a one-time basis in the 2020/2021 fiscal year for endowments which currently hold greater than \$20,000 in accumulated net earnings, so long as the ending fund balance would not drop below 104% of principal.**
2. The second group includes endowments that would be left with a minimum 110% of principal after a maximum 10% distribution. We excluded the six funds mentioned above. If we distribute all such funds, we would be able to award \$46,020 more in scholarships and distribute \$22,670 more to programs.
  - a. **Request Board to Approve: A short term suspension of the 5% maximum through June 30, 2021. Specifically, to permit a distribution**

**from any endowment fund up to 10% so long as the remaining fund balance does not fall below 110% of principal.** (note this would permit us to take a percent lesser than 10%, but greater than 5% if 10% is too great).

3. The third group is a list of endowments which are older than 20 years and hold less than \$25,000. There are eight such funds, with a total of \$118,428.
  - a. **Request Board to Approve: Permission to write a letter to the State Attorney General requesting these endowments be moved to spend downs. The funds selected would be at the discretion of the Foundation Staff, such that not all 8 funds are required to be selected, but only those deemed necessary.**

Here are some of the resources for UPMIFA understanding and related California law that support our recommendations:

Official SB 1329 language

[http://www.leginfo.ca.gov/pub/07-08/bill/sen/sb\\_1301-1350/sb\\_1329\\_cfa\\_20080804\\_135209\\_sen\\_floor.html](http://www.leginfo.ca.gov/pub/07-08/bill/sen/sb_1301-1350/sb_1329_cfa_20080804_135209_sen_floor.html)

Full California Law

[https://leginfo.legislature.ca.gov/faces/codes\\_displayText.xhtml?lawCode=PROB&division=9.&title=&part=7.&chapter=&article=](https://leginfo.legislature.ca.gov/faces/codes_displayText.xhtml?lawCode=PROB&division=9.&title=&part=7.&chapter=&article=)

Also attached:

Vanguard

**Vanguard piece.pdf**

Pg 7 details California as one of the state's adopting the "7% rebuttal presumption of imprudence"

Association of Governing Boards of Universities and Colleges

**UPMIFA-Article--Not-for-Distribution.pdf**

Pg 4 – suggesting that no set range could be presumed imprudent given the range of possible market and economic circumstances

Kavanagh Rhomberg LLP, Barbara Rhomberg, Partner

Presentation to the Nonprofit Organizations Standing Committee of the State Bar of California Business Law Section

September 14, 2017

**Law-of-Endowments-State-Bar-NPO-Cte-9.14.17-00016736xE48C5.pdf**

Pg 6 – ***Rebuttable Presumption of Imprudence***. Section 18504(d) creates a rebuttable presumption that a charity has acted imprudently if it spends, in one year, more than 7% of the fair market value of the endowment fund. The 7% amount is calculated based on average quarterly values over three past years. This "rebuttable presumption of imprudence" doesn't apply to colleges and universities, or to their campus foundations.



# Nonprofit spending policy: Focusing on the financials

August 2019

## Executive summary

- Before debating the pros and cons of different spending policy models and rates, nonprofit boards of directors and finance teams need to rigorously analyze the financial position of their own organizations. Much of the literature on spending policy focuses on inflation and prospective returns but ignores how greatly nonprofits differ in: the diversity of their revenue sources, their dependence upon investment returns, and the volatility of their revenues and expenses.
- The wide range of organizational differences makes it plain that, when it comes to spending policy, one size can't fit all. We urge nonprofits to begin the process of thinking about spending by analyzing their statement of operations and capital structures, and planning the time horizon of their mission. In our companion piece, *A Financial Health Framework for Nonprofits*, we offer a three step framework to guide that essential analysis.
- Through such an exercise, nonprofits will understand how variable their revenues and expenses are and develop a clear sense of the size and composition of their desired capital structure, which may or may not include an endowment. Only then can boards decide on an appropriate spending policy and rate. Helping boards assess their organization's historical finances, current capital structure, and future state involves having them answer a series of questions to ensure that any spending policy is tailored to their unique circumstances.

## INTRODUCTION

### What is a spending policy?

What do nonprofits mean when they talk about having a “spending policy?” They generally mean how much of the value of their investment assets they intend to tap each year to fund operations, help pay for capital projects, and the like.

Many organizations speak about their endowments, which refer to a cluster of restricted and unrestricted gifts, as well as board-designated funds, but this piece addresses all of an entity’s investments, including operating cash, construction pools, self-insurance pools, and more.

Much of the literature on spending policy is focused on answering questions concerning the asset allocation side of the equation:

- What returns can a nonprofit anticipate from its investment assets?
- What level of spending can be sustained?
- What policy should be adopted to either make budgets more predictable or maximize the future value of the investment assets?

---

For a detailed look at some of these questions, see the Vanguard research paper, *Is 5% the Right Return Target for Institutional Investors?* (Wallick, McShane, and Tasopoulos, 2018).

---

Instead of using the potential returns available to their investments as the starting point to discuss spending policy, we believe institutions should begin by thinking about the nature and predictability of their revenues and expenses as well as the tools at their disposal to cope with revenue shortfalls or unanticipated expenses. In addition, they need to think carefully about the desired future state of their organization.

After completing these exercises, both the board and finance team should have a better sense of the draw they’d like to obtain from their investment assets. They also should be able to decide whether they need to build up the amount of their assets, particularly if they believe prospective returns might not be as robust as historical returns.



## Spending policy should not be one-size-fits-all

When it comes to spending policy, our industry tends to focus on the experience of the great research universities. Though much can be learned from institutions such as Yale and Stanford, they are not a useful model for most nonprofits given their extremely large asset bases as well as the wealth of their alumni, the size and sophistication of their investment staffs, and the unique access they enjoy to the best managers.

Nonprofits differ massively in the diversity of their revenue sources, in their dependence upon investment returns, and in the volatility of both their revenues and expenses. Therefore, it's crucial for organizations to adopt a spending policy specific to their organization.

### Revenues

As opposed to private foundations, which are overwhelmingly dependent on a single revenue source (their endowment), public charities derive their support from individuals, governments, corporations, and private foundations by soliciting donations and/or grants, and selling goods and services. There are three groupings:

1. Statutory charities, such as colleges, secondary schools, hospitals, and churches/religious organizations;
2. Charities supported through public donations, such as community foundations and food pantries;
3. Charities largely dependent on exempt-function income (those deriving a majority of income from program-service revenue), such as museums, operas, and orchestras.

Within these groupings, organizations can vary by source of revenue. For example, hospitals are overwhelmingly dependent on a single revenue stream, generating more than 90% from net patient revenues.

At the other end of the spectrum are nonprofits such as museums that possess multiple revenue sources, including membership, admissions, grants, government funding, and investment income. Between those extremes lie the vast majority of nonprofits with a mix of revenue sources, including orchestras, research universities, private secondary schools, and four-year private colleges.

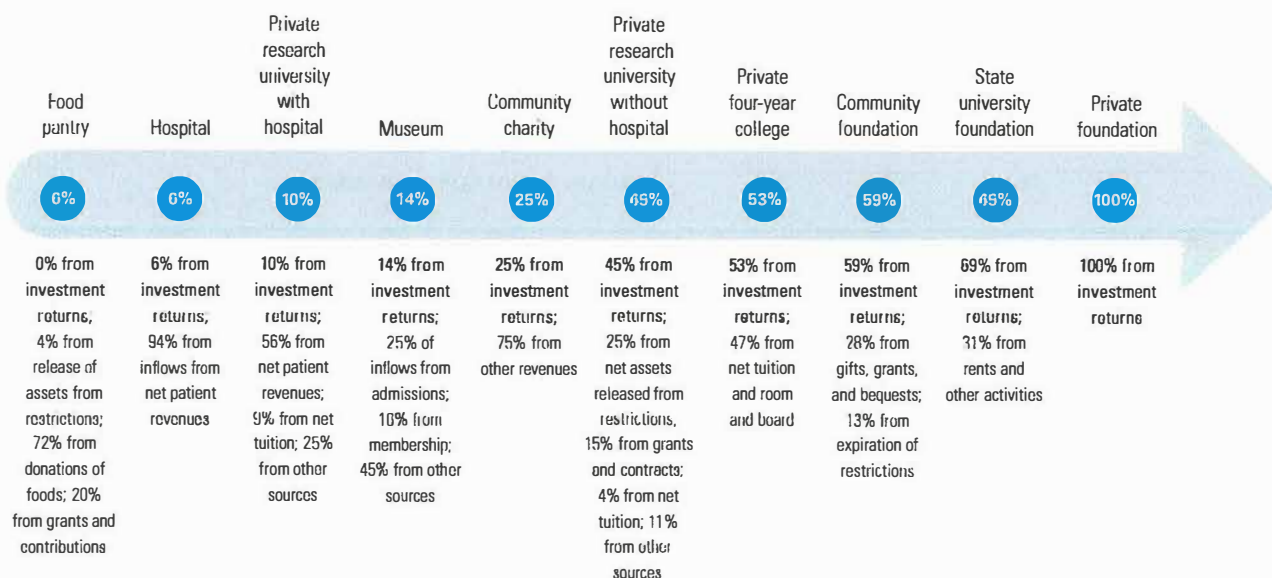
Among public charities, about half of their revenue was derived from fees for services and goods from private sources, such as tuition payments, net patient revenues, and ticket sales in 2015, according to *GuideStar*, which collects, organizes, and distributes data about nonprofits. The public sector accounted for about one quarter of revenues in the form of government contracts and Medicare and Medicaid payments. Private charitable giving amounted to 13%, while government grants provided 8%.



Similarly, nonprofits vary in their dependence on investment returns. At one end of the spectrum are nonprofits providing social services (food pantries, homeless shelters, etc.) which as a rule don't have endowments and don't derive a lot of support from investments, but are highly dependent on current donations and in-kind giving. Similarly, nonprofit hospitals are highly (90%+) dependent on net patient revenues, with a much smaller reliance on investment returns.

At the other end of the spectrum are private foundations, wholly dependent upon investment returns. In between are community foundations and state university foundations that depend on investment returns for about two-thirds of their revenue, with the balance from current gifts and grants and other sources. See Figure 1 for some hypothetical examples.

Figure 1. Varying dependence on investment returns



Note: Given the estimation required for this example, not all verticals will sum to 100%.

Source: Vanguard illustration using hypothetical examples based on GuideStar data.

## To sustain or expand? Weighing the merits of endowments

If your nonprofit typically runs an operating surplus, has established appropriate working capital and construction funds, and has set up an operating reserve (as well as a secured line of credit), you might not require an endowment or dedicated investment assets to ensure your liquidity and ability to survive a rainy day. Why might you need or want an endowment?

To answer this question, the board must first answer another question. Would the primary purpose of the endowment be to *sustain* or to *expand* the nonprofit's mission? We recognize that many decisions about the direction of nonprofit spending are not binary and suggest that nonprofits think about this on a spectrum. In general, however, we believe that doing more of what your nonprofit is already doing in the same geography falls on the sustaining side of the spectrum, while adding entirely new activities, expanding into a different region, or merging with another entity falls on the expansion side. For additional information on sizing your endowment, refer to Appendix B.

### Reasons to have an endowment to **sustain** your mission

- Most shortfalls should be covered by a board-designated reserve fund, but an endowment might be nice to have in the event of a protracted downturn.
- A substantial portion of your revenues are from government contracts, whose long-term funding status might be uncertain.
- You receive significant grant funding but want additional funds to defray overhead.
- You want funds dedicated to operations and maintenance costs of facilities.
- You provide grants, fellowships, or scholarships, and you would like to have a dedicated source to fund those activities in the future.
- You have a major donor who wants to give you a restricted gift. If you accept that gift, you've created an endowment, whether you mean to or not.

### Reasons to have an endowment to **expand** your mission

- You have a major donor who wants to give you a restricted gift to expand a particular program or to fund future operating costs.
- Income from an endowment can be a useful source of risk capital, allowing you to embark on a new program before you've secured full-time financing.
- You have future plans that will require significant levels of funding (such as a significant expansion of your mission either in scope of services or in geographic reach), and you don't want to stage recurring capital campaigns.

For additional information on the different types of endowments and the restrictions that often accompany them, please refer to Appendix C.

### The implications of major gifts

When a nonprofit receives a gift from a donor with the potential to influence the organization's future direction, much of the attention falls on the dollar amount. However, the board and staff must consider the implications of accepting such a gift:

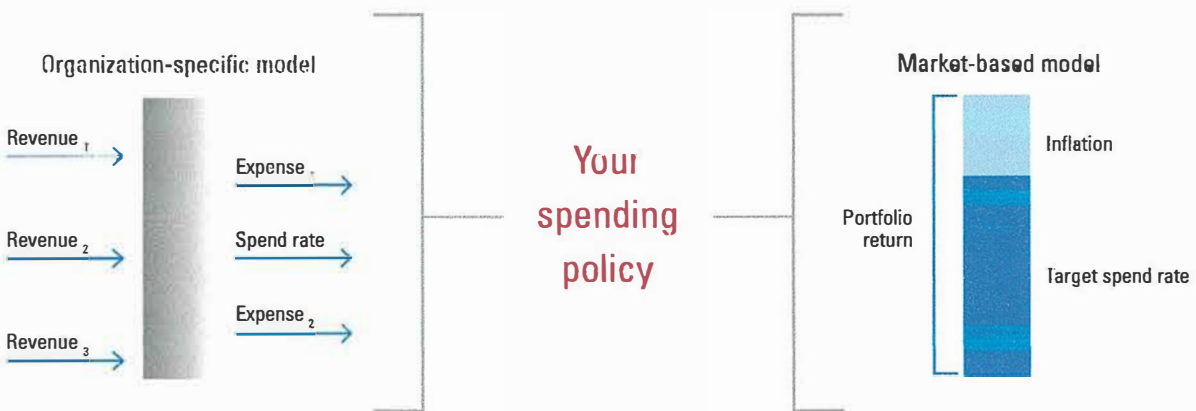
- Some nonprofits spend substantial amounts of development resources on soliciting major gifts, but not enough time evaluating the terms of the gift and any restrictions the donor puts in place. Remember: If you accept a restricted gift, you've created an endowment, whether you mean to or not.
- Does the time frame of the gift match that of the organization? If the gift is intended to be in perpetuity but the organization is not explicit about a perpetual time horizon, it could prove to be a mismatch.
- Will the purpose of the gift still be relevant in 10 years, 40 years, or 100 years? Do you have language in the gift instrument that permits you to use the proceeds for related purposes?

## Designating a spending policy model and choosing a rate

Much of the literature on spending policy focuses on a market-based model, which revolves around inflation and prospective returns. While these are significant factors, this approach doesn't holistically capture factors more specific to your organization. An organization-specific approach should begin with a detailed financial analysis of your organization. As Figure 2 shows, the market-based model can then be utilized to provide additional context.

Incorporating both of these lenses—financial and investment—is essential for building consensus on how to balance two divergent aims: maintaining the inflation-adjusted level of spending versus growing the value of investment assets to support future spending.

Figure 2. Integrating two models for spending policy



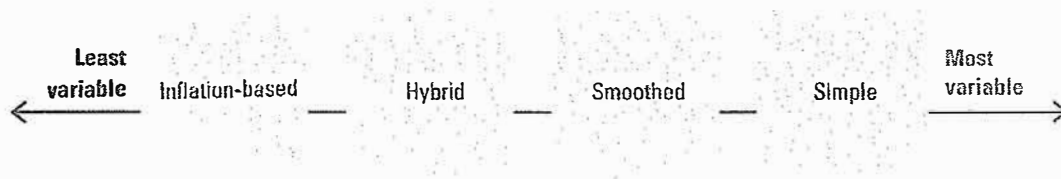
## Types of spending policy

The consensus nonprofit boards reach on how to balance these divergent aims will point nonprofits toward either a fixed or more variable spending policy as well as toward a lower or higher spending rate. If your board is more concerned with sustaining current activities, then you might want a policy that provides more funding assurance. If you are more concerned with growing your activities in the future, you want a more variable policy.

All spending policies are one of two types: those whose starting point is a percentage of an asset pool vs. those whose starting point is the amount of money spent in a previous period. Each type has associated flavors as well as a range of spending rates. We discuss the types and flavors in detail in Appendix A.

Figure 3 highlights four common flavors of spending policies on a scale that runs from the flavor with the least variability in the amount spent to the most variability. "Inflation-based" is least variable because it starts with last year's spending and applies an inflation factor to generate a fairly predictable amount. "Simple" is most variable because it starts with the current year's beginning market value of investments and applies a fixed spending percentage to produce an amount that can differ greatly from year to year (4% of \$100 million is different from 4% of \$130 million).

Figure 3. Spending policy models



Source: Vanguard illustration.

Spending policy rates typically range from 3% up to 7%. This rate can vary depending on the size of the organization and what nonprofit sector it occupies. Research by Sandoop Dahiya of Georgetown University and David Yermack of New York University found the smallest U.S. endowment funds make no payouts in most years while endowments with assets over \$100 million have annual distributions with a mean payout rate of 4.5%.

The Internal Revenue Service (IRS) mandates that private foundations spend no less than 5% of their endowments (non-charitable use assets) on grants and charitable overhead, and that number has become anchored in people's minds. In Europe, private foundations have no government-mandated minimum spend, but the bulk of them spend between 3% and 3.5% of assets. At the other end of the range, an optional subsection of the Uniform Prudent Management of Institutional Funds Act (UPMIFA), adopted by many states including California and New York, holds that spending more than 7% of the value of an endowment fund (averaged over at least three years) creates a "rebuttable presumption of imprudence."

As for Vanguard, we believe it's essential that nonprofit boards and finance staff consider spending policy within the context of the nonprofit's whole financial picture as outlined in Figure 4

Figure 4. Considerations affecting spending policy

	Policy rate	Policy model
Analyzing statement of operations		
Lower predictability of revenues	Lower rate	More variable
Lower variability of revenues	Higher rate	More fixed
Determining capital structure		
Large portion in endowment	—	More variable
Large operating pools	—	More fixed
Planning the time horizon		
Short-term or intermediate	Higher rate	More fixed
Perpetuity (sustaining the mission)	Lower rate	More variable
Perpetuity (expanding the mission)	Lower rate	More variable
Evaluating required assets		
Endowment amount exceeds required size	Higher rate	—

Source: Vanguard.

impact of decision-makers on spending policy,

One mark of a well-functioning nonprofit is that multiple actors—not just the investment committee or the CFO—are involved in discussing and setting the appropriate spending policy. Organization-specific factors highlighted in Figure 4 will directly influence the spending policy decision, and it's important to document how such analysis led to the spending policy selected when canvassing decision-makers. This helps ensure there is consensus around—and a strong understanding of—your funding model at the board, investment committee, and finance staff levels.

Nonprofit finance staff generally prefer to have a predictable amount of money each year to facilitate planning and budgeting, while investment committees often prefer a more variable spending rule in order to maximize the growth of the investment assets and fulfill the mission of the organization in years ahead.

A National Bureau of Economic Research paper by Keith Brown & Cristian Tiu using NACUBO data found that “endowment funds modify their spending policies to a far greater extent than the investment problems faced by the sponsoring institution would seem to warrant.” The study analyzed the migration patterns in spending rule adoption and found that endowment funds were far more likely to stick to a smoothed or hybrid spending policy than a simple percentage.

This illustrates the tension between theory and practice for spending policy. While a flexible spending policy may be the best choice based on a goal of growing the endowment, it can pose a challenge for decision-makers who desire stable budgets. Such competing factors reinforce the importance of building consensus among decision-makers when selecting as well as implementing a spending policy.

In the next section, we use four examples to illustrate the issues facing nonprofits as they seek the spending policy that is appropriate for their institutions. All examples assume that the boards have examined—and are comfortable with—the balance sheet and statement of operations, and that the other parts of the capital structure are solid (moderate debt burden, funded reserves, etc.).



## Nonprofit case studies—Four hypothetical examples

### 1 Private foundation, 100% dependent on its endowment.

Private foundations are unique in two ways: most have no revenue sources other than their endowments and the government mandates their spending policy. They illustrate the issues that arise from having to adhere to a simple spending policy.

The IRS requires that private foundations must have annual adjusted qualifying distributions of at least 5% of the net value of noncharitable use assets.

What does this mean? Adjusted qualifying distributions approximates the sum of grants made and the bulk of the costs associated with performing the foundation's mission (salaries and benefits, rent, and other overhead expenses), reduced by excise taxes paid to the government. Noncharitable use assets approximates the corpus of the foundation's endowment.

Take a private foundation with a corpus of \$500 million. It outsource its endowment and has a staff of 12 people. The fully loaded costs of staff are \$2 million and occupancy, IT, and other costs are \$1 million, which represents \$3 million of charitable use assets before the foundation makes a grant. The IRS mandates that foundations spend 5% of charitable use assets, which is \$25 million. As we've seen, \$3 million is largely fixed, leaving \$22 million for grants.

If the value of the corpus decreases by 20% in a given year—to \$400 million—5% of charitable use assets is now \$20 million. Assuming payroll and other costs remain flat at \$3 million, the amount left for grants is \$17 million vs. \$22 million the prior year. This presents the foundation with difficult choices: reduce the amount of grants made (either by cutting all grants across the board or eliminating grants), maintain the grants budget and further eat into the endowment, or cut staff to reduce operating costs.

History suggests that most private foundations choose to maintain grants budgets to the extent possible, which causes the real spending rate to creep up over time and the value of the endowment to fall. Hence the challenge facing foundation boards: do they cut grants budgets immediately, trim them gradually over several years, or not cut them at all? Most try to trim them over several years.

### 2 Private college, 53% dependent on its endowment.

Elite private colleges tend to be highly reliant on draws from their endowments, and this reliance is increasing as net tuition revenues (tuition minus scholarships and aid) decline. Hence, college chief financial officers want to be able to have a stable draw from their endowments.

The situation is complicated by the fact that alumni of these schools are generous donors and gifts continue to grow the endowment, beyond appreciation from investments. One of the issues for boards is to assess the future growth rate of gifts. Moreover, boards try to assess how many gifts will be restricted vs. unrestricted, which can help inform the college's capital needs. For example, if a college has a large number of restricted gifts for new buildings, it may not need to draw as much from the endowment for capital projects.



High dependence on an endowment argues for use of a hybrid spending rule, with more weight given to the portion derived from prior year spending adjusted for inflation and less to the portion derived from the value of the endowment. David Swensen noted in his book, *Pioneering Portfolio Management: An Unconventional Approach to Institutional Investment*, “as Yale’s endowment support moved from one-tenth of revenues in the mid-1980s to one-third of revenues in the mid-2000s, the university opted for greater stability in operating budget support. By changing the weight on previous year’s spending from 70 percent to 80 percent, Yale reduced the likelihood of a disruptive spending drop (at the expense of greater risk to purchasing power preservation).”

Were trustees to become concerned about the inflow of gifts slowing, which, if all else were equal, would slow the growth of the value of the endowment, they would allocate an even higher portion to prior year spending.

### 3 Museum, 20% dependent on its endowment.

The museum has a strong balance sheet with little debt, and receives a diverse stream of funding, including admissions, annual memberships, local government support, foundation grants, and facilities rentals. The museum generates surpluses even before taking a draw from its investable assets (though in a few years, notably after 2008–09, it needed the draw to avoid a deficit). It uses the endowment draw to fund facilities upgrades and expansions and to purchase items for the collection.

The fact that the museum can generally achieve a surplus before drawing from its endowment suggests it can tolerate more variability in the spending policy it chooses and might seek to stress preservation of purchasing power over operating budget stability.

That said, we would encourage the board to think in more detail about future plans for endowment funds. How pressing are the needs for new facilities? Can staff make legitimate use of an expanded budget to purchase items for the collection, or are there already more items than the museum can exhibit?

Might it be helpful for the board to think about a fixed aspect of future endowment draws (say \$25 million a year for four years to expand facilities) as well as a discretionary piece (up to \$10 million a year for 10 years to expand collections but could be zero)?

### 4 Religious charity, 5% dependent on its endowment.

This organization benefits from high levels of annual, recurring support and runs consistent surpluses before any draw from its investable assets. It doesn’t have consistent uses for its endowment (which is largely comprised of unrestricted gifts) and uses it to support “nice to have” projects. Its members are quite loyal, but they are aging and the board wonders what the organization will look like in 20 to 25 years. Board members are concerned about future funding as its supporters age (their children have moved away and are less involved in the organization).

This religious charity might well adopt a flexible policy with a low (under 2%) base rate as well as a low percentage (under 20%) of fixed (vs. discretionary) spending. That way it will maximize the future corpus of the endowment. The board might consider a 20-year plan to increase the endowment draw to support its budgets as aging reduces the amount of recurring annual support.

## Conclusion

---

We've attempted to show how different nonprofits are in their funding sources and in their dependence on investment returns. Because of these differences, no single policy or rate is universally appropriate. Hence we encourage nonprofits, before discussing the implications of different approaches to spending, to take a long, hard look at their revenues and expenses in order to understand how predictable or variable they are. Board members will find it helpful to be able to articulate the size and composition of their desired capital structure.

After analyzing their statement of operations and implementing an appropriate capital structure, the board can determine whether a broader pool of investments in the form of an endowment is appropriate. By reviewing integral aspects of its finances in addition to market factors such as prospective returns and inflation, board members can ensure the spending policy they select is tailored to their organization's specific circumstances.

## Appendix A: Types and flavors of spending policy

---

There are two basic types of policy, but dozens of flavors. We've chosen to illustrate six, though most surveys by NACUBO and others indicate that over 75% of institutions use a smoothed approach.

### Types of spending policy

- A percentage—however derived—of an asset pool (e.g., “4% of \$100 million”).
- Amount of dollars spent in a previous period (e.g., “last year’s budget was \$4 million and we will grow that by inflation”)

### Flavors of spending policy

#### Simple

Simple rules are just that: simple. “Spend 4% of the beginning market value of the portfolio,” “spend all the income generated by the portfolio,” or “fund X% of current year expenses from the endowment.”

The problem is that there can be a lot of variability, whether in spending or in the change in the value of the corpus. If the endowment decreases in value by 20% to \$80 million, a 4% draw is only \$3.2 million, meaning spending would have to decrease by 20% to keep pace. If the draw is kept at \$4 million, the corpus of the endowment would drop by more than 20%.

Similarly, if spending jumped 20% to \$4.8 million but the corpus of the endowment remained at \$100 million, the effective draw rate goes up by 20% (from 4% to 4.8%), which will crimp the compounding of the corpus over time.

#### Smoothed (or moving average)

Organizations often use smoothing to help stabilize spending and reduce some of the variability produced by simple policies: “Spend 4% of the 12-quarter moving average of the beginning market value of the endowment.” The longer the moving average (16, 20, or even 24 quarters), the greater the smoothing impact.

In addition to smoothing using a moving average, some institutions will also use a spending reserve, to be tapped when the endowment performance falls short of the policy objectives.

The main criticism of the moving average is that endowments tend to overspend in down markets and underspend in upward trending markets. However, Vanguard’s research paper, *“Is 5% the Right Return Target for Institutional Investors?”* suggests that moving average policies successfully preserve endowment value and sustain future spending.

#### Inflation based

Inflation based rules attempt to achieve stability in spending. “Take last year’s spending and multiply by an inflation factor relevant to the organization as the basis for current-year spending.” A typical example of such a rule takes last year’s spending multiplied by an inflation factor (the Consumer Price Index, the Commonfund Higher Education Price Index, or whatever is most relevant) as the basis for current year spending.

While this method allows for a stable, inflation-adjusted amount to be budgeted from year to year, it ignores critical external factors such as market performance. If market returns are poor, a spending policy based purely on inflation may substantially reduce the value of the endowment corpus. This method ignores that and, strictly followed, makes it hard to reduce spending, even when that might be the prudent thing to do.

### Percentage of portfolio with a ceiling and a floor (a banded approach)

Under a banded approach, spending is either held within a fixed range or the *increase* in spending is range-bound. For example, if the initial budget is \$100,000 and the floor and ceiling are 4 percent and 5 percent, respectively, then annual spending going forward would not fall below \$96,000 or go above \$105,000.

Alternatively, spending might be increased by the rate of inflation, but there is an upper band of 5% and a lower band of 2%. First-year spend is \$1 million with inflation of 3%, so second-year spend is \$1,030,000 (\$1 million increased by 3%). Second-year inflation is 8%, so third-year spend is \$1,081,500 (\$1.03 million increased by 5%). This method gives a nonprofit a bit more latitude with what it can spend each year, while at the same time taking into consideration the performance of the stock market. The floor and ceiling percentages can be adjusted—or can stay the same—thereby protecting the endowment in down years.

### Hybrid

Hybrid methods try to find a balance between the flavors. Part is based on the prior year's spending (to stabilize budgeting) with the remainder based on the value of the endowment. Hybrid methods are used by well-known (and sophisticated) institutions such as Yale and Stanford and have garnered a lot of attention. Yale's rule is straightforward:

$$\{80\% \times (\text{Prior Year's Spending} \times [1 + \text{Inflation}])\} + \{20\% \times (\text{Current Portfolio Value} \times \text{Spend Rate})\}$$

Of course, a nonprofit can vary the percentages in the formula. The more a nonprofit desires predictability in the amount available to spend, the higher the percentage based on prior year's spending.

### Flexible

With a flexible spending policy, an institution would cut or increase spending significantly depending on the most recent trailing asset returns. The flexible spending rule has two categories, nondiscretionary and discretionary spending. Such a rule provides investors with some control over the discretionary portion of their expenditures each year.

The discretionary portion of the spending rule is calculated as the product of a baseline spending rate (4%, say) and the variable spending factor (how much of overall spending is subject to change; 20%, say). The variable spending factor is adjusted once a year: if returns are in a normal band (0% to 10%), it might be set at 1.0; if returns are very strong (>10%), it can be set at 1.2; if returns are slightly negative (9% to -5%), it might be set at 0.5, and so on.

Total spending = fixed spending + discretionary spending.

Total spending = fixed spending + (baseline variable spending x variable spending factor).

In our example, the base spending rate is 4%. 80% of spending is fixed and 20% is discretionary. In the year just ended, the corpus fell (5%), so the variable spending factor is set at 0.5.

$$(4\% \times .8) + (4\% \times .2 \times .5) = (3.2\%) + (0.4\%) = 3.6\%$$

This limits spending when returns have been reduced and increases spending when returns are most favorable. When losses are significant, the variable spending factor is set at zero, giving a spending rate of 3.2% in the above example.

## Appendix B: Thinking about your investment assets as a min-max problem

---

A long-used inventory control specifies two variables: the minimum level of inventory required and the maximum amount. If the quantity falls below the minimum line, the business reorders. However, it can't order if the quantity exceeds the maximum amount.

Applying similar logic to investment assets, let's say a nonprofit would like to generate \$5 million per year to fund future projects and expansion. The nonprofit assumes a low annual rate of return of 3%. Dividing that \$5 million goal by the 3% rate of return suggests an endowment of about \$167 million. If the nonprofit believes 6% is an achievable annual return, that same calculation suggests a minimum endowment of \$83 million. Now the institution has bounded its endowment size

One can also use the formula for a growing perpetuity, which is  $D1/(r-g)$ , where  $D1$  is the amount the nonprofit would like to generate next year,  $r$  is the assumed rate of return from the portfolio, and  $g$  is the growth rate of inflation.

If we assume inflation is 2%, the endowment can earn 6%, and next year's desired spend is \$5.1 million (\$5 million plus 2% inflation), that suggests an endowment size of \$127.5 million, which is  $(\$5.1 \text{ million} / [.06-.02])$ .

If we assume inflation is 2%, the endowment can earn 4%, and next year's desired spend is \$5.1 million (\$5 million plus 2% inflation), that suggests an endowment size of \$255 million, which is  $(\$5.1 \text{ million} / [.04-.02])$ .



## Appendix C: Legal and accounting terms related to endowments

---

### Legal

People often speak loosely about charitable “endowments,” but it is important to understand the different types of endowments, and particularly the restrictions that often accompany them:

- True endowment fund. Created with funds received by a donor. Traditionally the funds are to be invested in perpetuity with the use of the income generated restricted to a purpose stipulated by the donor (though unrestricted endowment gifts are becoming more and more common). Lady Margaret’s Professor of Divinity, the oldest professorship at Cambridge, was endowed by Margaret Beaufort in 1502 and the endowment continues to generate income over 500 years later.

Frank Monti, CPA, a recognized specialist on restricted giving, has nicely illustrated the difference between a restricted and unrestricted gift. Two donors each give a charity \$5,000, which the charity invests in a stock paying an annual dividend of \$250. The first donor does not stipulate how the income is to be used, so the charity may use the \$250 in any manner they wish within the charity. The second donor specifies that the annual income is to be used for staff training. So the charity may only use the \$250 for paying the expenses of staff training. Any unspent money must be carried forward and saved for future staff training expenditures.

- Term endowment fund. The donor’s gift stipulates that the principal may be expended—in whole or in part—only after a stated period of time or upon the occurrence of a certain event.

Neither true nor term endowments are fungible: the returns generated by the funds can’t be used for purposes other than the ones specified by the donor.

- Some institutions will further classify endowments as “income for spending” or “reinvested income” but these are not common legal terms. Similarly, for accounting or recordkeeping purposes, nonprofits may group endowments by purpose: for professorships, scholarship and fellowship aid, prizes and awards, etc.
- Quasi-endowments, also known as “funds functioning as endowments” or “board-designated endowments,” are established by the board of the nonprofit itself. Principal and income may be utilized at the discretion of the organization, which can spend all the funds if it so chooses. This is a vital distinction, as true endowment funds permanently restricted by the donor can’t be spent down.

### Accounting

For periods beginning after December 2017, the Financial Accounting Standards Board (FASB) changed how nonprofits referred to restricted funds (mainly endowments) in their financial statements. In the past, nonprofits classified funds as unrestricted, temporarily restricted, or permanently restricted. Now there are only two categories: “with donor restrictions” and “without donor restrictions.”



The old language:

- Unrestricted funds were and are net assets that can be used, without restriction, for any purpose at the discretion of the nonprofit. The nonprofit can use these assets for purposes other than those for which they were originally budgeted without outside approval.
- Restricted funds may be used only according to restrictions assigned by a donor—usually by contractual agreement. Restrictions may be permanent or temporary.
  - Temporarily restricted assets require fulfillment of a condition before, or in the process of, making the expenditure. These conditions involve either time, as in life income funds, or purpose. In the latter case, a donor might provide money restricted to use by the library. The restriction is lifted simultaneously with the purchase of library materials. Donations to scholarship funds are even more temporary. When the scholarship is awarded, the money becomes tuition income which is, by definition, unrestricted.
  - Permanently restricted assets, such as endowments, are donated with the restriction that the actual money given not be used at all. Only the investment income from these assets can be used for the stated purpose of the endowment. (The law requires that the purchasing power of the principal donated be maintained. Therefore the yearly income is decreased by the amount required to do so.)

The new language:

- FASB essentially merged the categories of “temporarily restricted” and “permanently restricted” driven by the logic that funds either do or don’t have restrictions on their use, and the nature of the restriction is less important than the existence of a restriction.
- Under both the old and new terminology, the process for moving funds from restricted categories to unrestricted is the same and is referred to by an item called “Revenue Released from Restriction” or “Net Assets Released from Restriction.” This means money that came in with a donor restriction has now either been used for the purpose the donor intended or within the time period designated.

Keep in mind:

Designated funds are net assets with use restricted by the administration and/or governing board. Designation, however, is not an irreversible restriction of assets, it simply represents the present plans of the administration. For financial analysis purposes, designated funds should be treated as unrestricted funds. As the National Association of College and University Business Officers (NACUBO) puts it. “Only donors can place a restriction on a fund. Management or a governing board can place a designation on a fund—but not a restriction . . . Normally only a donor can modify or remove a restriction; however management or a governing board can change a designation at any time.”

## Appendix D: The legal background permitting a shift from income-based spending policy to total return

---

After interest rates and dividend yields tumbled starting in the 1990s, most nonprofits shifted from an income-based spending policy, adopting a total return perspective to guide their spending. The introduction of the Uniform Prudent Management of Institutional Funds Act (UPMIFA) in 2006 allowed nonprofits to spend prudent amounts of their endowment principal based on total return investing.

### Investing endowment funds

For investment of endowment funds, UPMIFA provides guidance informed by modern portfolio theory. A charity is required to make decisions about each asset in the context of the entire portfolio of investments, as part of an overall investment strategy. This means that an asset which in isolation might seem imprudent for a charitable organization to hold because of its risk profile may nevertheless be retained by the charity if it fits into a diversified portfolio comprised of various asset classes. Indeed, another general UPMIFA investment directive is to diversify investments.

This investment guidance encourages institutions to invest for total return including capital appreciation, rather than focusing only on assets which will generate current income such as interest and dividends.

## References

- Brown, Keith and Cristian Tiu, 2013. *The Interaction of Spending Policies, Asset Allocation Strategies, and Investment Performance at University Endowment Funds*. NBER Working Paper No. 19517. Cambridge, Mass.: National Bureau of Economic Research.
- Dahiya, Sandeep and David Yermack, 2019. *Investment Returns and Distribution Policies of Non-Profit Endowment Funds*. NBER Working Paper No. 25323. Cambridge, Mass.: National Bureau of Economic Research.
- GuideStar, 2015. Williamsburg, Va.
- Internal Revenue Service, Exempt Organizations Tax Manual. [https://www.irs.gov/irm/part7/irm\\_07-027-016](https://www.irs.gov/irm/part7/irm_07-027-016)
- Monti, Frank, 2015. *The Surprisingly Complex ABCs of Endowment Funds*. Santa Monica, Calif.: Inside Philanthropy.
- NACUBO-Commonfund Study of Endowments, 2017. Washington, D.C.: National Association of College and University Business Officers.
- NACUBO-TIAA Study of Endowments, 2018. Washington, D.C.: National Association of College and University Business Officers.
- Sherlock, Molly F., Margot L. Crandall-Hollick, Jane G. Gravelle, and Joseph S. Hughes, 2018. *College and University Endowments: Overview and Tax Policy Options*. Washington, D.C.: Congressional Research Service.
- Swenson, David F., 2009. *Pioneering Portfolio Management: An Unconventional Approach to Institutional Investment*. New York: Free Press.
- Uniform Prudent Management of Institutional Funds Act (UPMIFA), 2006.
- Wallick, Daniel W., Kelly N. McShane, and Christos Tasopoulos, 2018. *Is 5% the Right Return Target for Institutional Investors?* Valley Forge, Pa.: The Vanguard Group.

**Connect with Vanguard®** > [institutional.vanguard.com](https://institutional.vanguard.com)

All investing is subject to risk, including the possible loss of the money you invest.



**Institutional Investor Group**

P.O. Box 2900  
Valley Forge, PA 19482-2900

© 2019 The Vanguard Group, Inc.  
All rights reserved.  
Vanguard Marketing Corporation, Distributor.

ITRFEMDT 082019

## What's a Prudent Payout from an "Underwater" Endowment?

*A change of law in 30 states complicates spending decisions but provides increased flexibility*

**By David Bass**

The context in which boards are making endowment spending decisions has changed remarkably in the past year. In January 2008, Senators Max Baucus of Montana and Charles Grassley of Iowa, chair and ranking minority member, respectively, of the Senate Finance Committee, cited "explosive college endowment growth" as evidence that colleges and university boards should review their endowment-payout policies to make sure they reflected "best practices." The senators' implication was that best practice would dictate higher spending rates to offset tuition increases. A year later, endowments have imploded, and many of the wealthiest institutions in the country are implementing budget reductions, layoffs, increased borrowing, and tuition increases to offset decreased endowment revenue.

The legal context has changed as well. Since 2006, 30 states have adopted the Uniform Prudent Management of Institutional Funds Act (UPMIFA), and the legislation has been introduced in another 16 states. The uniform statute, which guides charities, including colleges and universities, on the management, investment, and spending of endowment funds was developed and promulgated by the National Conference of Commissioners on Uniform State Laws as a model for adoption by state legislatures. UPMIFA provides institutions with greater flexibility to distribute funds from endowments that have plunged in value, but it also challenges them to rethink endowment spending practices that may have remained more or less unchanged for decades.

In combination with the past year's unprecedented market decline, UPMIFA is forcing boards to come to practical terms with a question that has typically been the subject of more theoretical debate: How should an institution manage the conflicting fiduciary obligations to spend endowment funds in ways that maximize current public benefits while preserving long-term purchasing power?

UPMIFA serves to modernize standards for the investment and management of institutional funds held by charities. It was developed as a replacement for the Uniform Management of Institutional Funds Act (UMIFA), a model statute introduced by the Uniform Law Commissioners in 1972 and eventually adopted by 47 states. UPMIFA incorporates trust-law concepts borrowed from the Uniform Prudent Investor Act (introduced in 1977 and currently on the books in 44 states), to update and refine the standard of prudence that fiduciaries should follow in making investment and spending decisions. UMIFA had relied on the concept of historic dollar value (HDV), defined as the value of contributions made to a fund without increases or decreases due to investment appreciation or other gains or losses — what many donors and historic trust-accounting rules called the "principal."

UMIFA allowed charities to spend earnings and appreciation of endowment funds above the HDV, and it generally prohibited spending from "underwater" endowment accounts that had fallen below the HDV (though opinions differed as to whether charities could spend "income" from the fund.) Under HDV, for example, if a donor established an endowment supporting a scholarship with a gift of \$20,000 and subsequent market declines reduced the value of the fund to \$18,000, the university would have to stop making disbursements until the value of the fund was back above the HDV of \$20,000. It should be noted that the spending provisions of UMIFA and UPMIFA apply to institutional funds that, under the terms of applicable gift agreements or other gift instruments, cannot be spent right away in their entirety. Endowment doesn't include board-designated "quasi-endowment" or other assets that may be invested, along with endowment, as part of a long-term pool.

Following the market declines of 2001 and 2002, many colleges and universities found themselves scrambling to cover expected revenue from recently established endowments that had fallen below their HDV. Institutions tapped into unrestricted reserves, asked donors to modify their gift agreements to allow for spending below HDV, asked donors to make additional gifts, or simply suspended distributions from the funds until they had recovered in value. While UMIFA's HDV rule safeguarded endowment "principal," it poses serious challenges for institutions with recently created endowments that have not had time to appreciate significantly. An Associated Press story in March described the HDV rule as "a frustrating quandary for universities, orchestras and other nonprofit organizations in two dozen states [where UMIFA is in effect]. They have the money they need to save jobs, offer scholarships and put on a solid schedule of programs, but face state laws that keep them from using it."

UPMIFA was developed to address this and other issues associated with the older statute. UPMIFA eliminates the concept of HDV, allowing institutions greater flexibility in spending from donor-restricted endowment funds. This can be a real boon for institutions dealing with decimated endowments, depleted reserves, cuts in state funding, tight credit, and increased need for student financial aid, but it complicates decisions about endowment spending.

UPMIFA replaces the HDV rule with a "prudence" standard that requires institutions to make spending decisions with "the care that an ordinarily prudent person, in a like position, would exercise under similar circumstances." It requires them to consider several factors (see Sidebar, p.?). Commenting on this rule, the Uniform Law Commissioners noted that "although the Act does not require that a specific amount be set aside as 'principal,' the act assumes that the charity will act to preserve ... the purchasing power of the fund ... while still providing that some amounts be spent for the purposes of the endowment."

Many colleges and universities have historically acted more conservatively than the HDV rule would have allowed, setting spending rates to preserve long term purchasing power rather than simply maintaining historic gift values, and building up reserves during periods of strong returns to ensure adequate resources during periods of weak returns. The severity and duration of the current market decline have, however, intensified the tension between the purposes of endowments and the responsibility to preserve them. This is forcing boards to strike a balance between supporting increasingly urgent current needs for funds and ensuring that the boards fulfill their obligations to maintain the long-term value of endowments.

Institutions in UPMIFA states have taken advantage of the act, adopting a variety of new spending approaches for underwater funds. In March AGB conducted a survey of colleges, universities, and affiliated foundations in states that have adopted UPMIFA. Among the X participants in the survey:

- X% are discontinuing all distributions from funds at or below HDV, down from X% prior to UPMIFA.
- X% are distributing only interest and dividends for funds at or below HDV, down from x % prior to UPMIFA.
- X% are continuing distributions in keeping with their normal spending rules.
- X% are continuing distributions at reduced rates that yield larger amounts than interest and dividends would provide, but that provide less than the amount provided by their normal spending rule.
- X % are spending from underwater funds down to a certain percentage of HDV and suspending distributions when fund values fall below that threshold.
- X% are using a tiered approach in which they spend at a normal rate until fund values fall to some designated threshold such as X% of HDV, then reduce the rate until another threshold is reached, and then suspend distributions as long as the fund remains below that floor.

Although institutions are increasing the rates at which they spend from underwater endowments, it should be emphasized that UPMIFA does not sanction the permanent depletion of endowments or allow institutions to redirect funds restricted by donors for specified purposes to other uses.

So how are boards making these decisions? UPMIFA does not make substantive changes to the standard of care for making spending decisions, but boards might need to adapt their decision-making process in light of UPMIFA's



more flexible standard regarding distributions from underwater funds. Actual state legislation may vary from the uniform act described in this article, so before making any decisions regarding spending from underwater funds, general counsels should review applicable state statutes and brief those involved in decision making. Boards should also be careful to document their entire decision-making process.

William F. Jarvis, Managing Director of the Commonfund Institute and an attorney, has outlined a seven-step procedure that provides a useful guide for making spending decisions for underwater funds (see sidebar). The new standards may also call for higher levels of board involvement in such decisions. At XX percent of the institutions and foundations that participated in AGB's survey, the full board approves decisions regarding spending from underwater accounts, but most rely on recommendations from board committees and finance staff. A majority of affiliated foundation boards also draw on recommendations from institution staff or trustees in their decision making.

[[to designer, please set following as SIDEBAR. placement near this part of text would be very helpful. CF]]

#### **Proposed Policy/Procedure/Process for Handling Underwater HGV Funds**

*By William F. Jarvis, Managing Director, Commonfund Institute*

1. Have counsel brief the board on the fact that under UPMIFA, the historic dollar value (HDV) concept no longer exists and spending can take place from an underwater fund, subject to the rule of prudence and the guidelines set forth in the following section of the UPMIFA statute:

"In making a determination to appropriate or accumulate, the institution shall act in good faith, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, and shall consider, if relevant, the following factors:

- (1) the duration and preservation of the endowment fund;
  - (2) the purposes of the institution and the endowment fund;
  - (3) general economic conditions;
  - (4) the possible effect of inflation or deflation;
  - (5) the expected total return from income and the appreciation of investments;
  - (6) other resources of the institution; and
  - (7) the investment policy of the institution."
2. Remind the board that UPMIFA is a default statute, and that where there is an instrument of gift that specifically prohibits (or allows, or mandates) spending below the historic dollar value that must be honored (likely to be very rare).
  3. Have the staff examine those funds that are currently underwater and categorize them into those that are subject to UPMIFA and those where the gift instrument controls.

4. Examine the underwater funds subject to UPMIFA and test the idea of spending from those funds against the rule of prudence and the seven factors enumerated above.
5. For each fund, record the staff recommendation.
6. Present the recommendations as a whole to the board for review and approval.
7. Keep detailed minutes of all the actions outlined above.

*—By William F. Jarvis, Managing Director, Commonfund Institute*

*For additional information, see [www.commonfund.org](http://www.commonfund.org)*

In most states, UPMIFA lacks any bright line test of what constitutes prudent spending levels for endowment funds. Some commentators and members of the Uniform Commissioners expressed concern that the elimination of IIDV and the absence of a set level at which spending would be presumed imprudent could lead charities to overspend. They proposed including a rebuttable presumption of imprudence for spending above a set percentage of the value of the fund. Opponents of this idea were concerned that inclusion of a fixed presumption of imprudence could be taken as endorsement of spending up to the ceiling rate, and **they felt that no set rate could be presumed imprudent given the variety of charitable purposes and institutions and the range of possible market and economic circumstances.**

Ultimately the commissioners opted to include an optional provision that spending greater than seven percent of the market value of an endowment fund (based on at least a 12-quarter rolling average) would create a rebuttable presumption of imprudence. At present nine states (MT, NV, NH, OH, OR, TN, TX, UT, and WY) have included language in their versions of the act that create presumptions of imprudence (or prudence) for spending at certain rates. Boards in these states should bear in mind that the presumption rules do not create an automatic safe harbor; they must still review individual gift agreements, consider the seven factors outlined in the act, and document their decision-making.

One additional provision in UPMIFA marks a significant departure from prior law and enables institutions to make better use of older and smaller endowments whose original restrictions may have become impracticable, impossible to achieve, or wasteful. Under both UMIFA and UPMIFA, donors may release restrictions imposed on their gifts. Institutions cannot, however, re-negotiate gift agreements in cases where the donor has died or many donors have contributed to an individual fund. In such cases UMIFA required charities to go to court to release or modify restrictions, entailing legal costs that often weren't warranted for small funds. Under UPMIFA, charities can release or modify wasteful or impracticable restrictions on endowments that are old (20 years in the uniform act) and below a certain threshold in value (\$25,000 in the uniform act) by notifying the state's attorney general and waiting 60 days. If the regulator poses no objections, the institution can use the fund for an alternative purpose in keeping with the donor's original intent. For example, a 25-year-old \$20,000 scholarship fund for a discontinued music program might be redirected to a scholarship fund supporting another performing-arts program.

Many institutions have been tracking the development and adoption of UPMIFA and educating board members on the new standards, but some donors may be surprised to find that endowment distributions have been suspended or that funds they thought of as inviolable principal are being spent. It should be noted that UPMIFA's spending rules do not apply to funds for which donors have specified particular spending practices. As indicated in the Jarvis recommendations, institution staff will need to review individual gift instruments to identify those that make stipulations that would take precedence over institutional spending decisions.

In 2002 and 2003 many institutions reached out to donors of endowment funds that had fallen underwater to ask them if they would be willing to make additional gifts to supplement discontinued or reduced distributions. In some

cases donors revised gift agreements to allow institutions greater flexibility in spending. Some institutions also began routinely including clauses in their gift agreements that permitted them the same sort of flexibility allowed for by UPMIFA. Even in cases where endowment gift instruments impose no spending restrictions, good stewardship dictates that donors should be informed about spending decisions that will significantly affect the value of the endowments they have funded and/or the fulfillment of their charitable purposes. Such accountability is likely to reinforce the trust of donors and pay long-term dividends in the form of future support.

While the shift from historic dollar value as a safe threshold for spending to what may be unfamiliar standards of prudence may prove daunting for some board members, the flexibility afforded by UPMIFA could not have come at a better time, encouraging college, university, and foundation boards to thoughtfully balance their obligations to respond to the current extraordinary financial challenges, while preserving their institutions' long-term financial strength.

**AUTHOR:** David Bass is director of foundation programs at the Association of Governing Boards

**EMAIL:** [davidb@agb.org](mailto:davidb@agb.org)

**T'SHIP LINKS:**

**Presentation to the Nonprofit Organizations Standing Committee  
of the State Bar of California Business Law Section  
September 14, 2017**

## **ENDOWMENT LAW**

**Barbara Rhombert  
Partner, Kavanagh Rhombert LLP**

### **I. What is an endowment?**

**A. *In Common Usage.*** The term *endowment* is widely used to mean donated funds that are set aside and invested to provide a long-term source of income for the charity. “Most endowments are designed to keep the principal corpus intact so it can grow over time, but allow the nonprofit to use the annual investment income for programs, or operations, or purposes specified by the donor(s) to the endowment.”<sup>1</sup>

**B. *In New Accounting Rules.*** The Financial Accounting Standards Board (FASB) issued new guidance in 2016<sup>2</sup> that defines *endowment fund* to mean:

An established fund of cash, securities, or other assets to provide income for the maintenance of a not-for-profit entity (NFP). The use of the assets of the fund may be with or without donor-imposed restrictions. Endowment funds generally are established by donor restricted gifts and bequests to provide a source of income in perpetuity or for a specified period. See *Donor Restricted Endowment Fund*. Alternatively, an NFP’s governing board may earmark a portion of its net assets as a Board-Designated Endowment Fund. See *Funds Functioning as Endowment*.

The FASB guidance says that *quasi-endowment fund*, *board-designed endowment fund*, or *fund functioning as endowment* all mean the same thing: Assets designated by the nonprofit’s governing board to be held and invested as an endowment fund, when the donor(s) of those funds did not restrict them to endowment use.

**C. *Legal Definition.*** The Uniform Prudent Management of Institutional Funds Act, Cal. Probate Code §18501 *et seq.*, defines *endowment* as follows:

“Endowment fund” means an institutional fund or part thereof that, under the terms of a gift instrument, is not wholly expendable by the institution on a current basis. The term does not include assets that an institution designates as an endowment fund for its own use.<sup>3</sup>

<sup>1</sup> See National Council of Nonprofits, <https://www.councilofnonprofits.org/tools-resources/endowments> (visited Jul. 28, 2017).

<sup>2</sup> Financial Accounting Standards Board, Accounting Standards Update No. 2016-14 (August 2016), “Not-for-Profit Entities (Topic 958).” The new rules are effective for financial statements issued for fiscal years beginning after Dec. 15, 2017.

## II. The Law of Endowments

A. **Charitable Trust.** Under common law, gifts to charitable organizations are treated as a type of charitable trust, and the restrictions imposed by donors are enforceable under trust law.<sup>4</sup> This is true even if the gift is made to a nonprofit corporation or association, rather than trust-form charity. Using the gifts for another purpose, even a worthy or charitable one, is a breach of trust.<sup>5</sup> In California, this common-law doctrine is reflected in Bus. & Prof. Code §17510.8, which states:

“The acceptance of charitable contributions by a charity ... establishes a charitable trust and a duty on the part of the charity ...to use those charitable contributions for the declared charitable purposes for which they are sought. This section is declarative of existing trust law principles.”

B. **UPMIFA.** The Uniform Prudent Management of Institutional Funds Act, or UPMIFA, was enacted to clarify the legal standards that apply to endowments. Versions of the model act have been enacted in 49 states (all but Pennsylvania) and in the District of Columbia. In California, UPMIFA was enacted as §§18501-10 of the Cal. Probate Code. As discussed in more detail below, UPMIFA addresses three key aspects of endowment management:

- How should the funds be invested?
- How much can the charity spend each year?
- How can donor restrictions on the use or management of the fund be changed?

C. **Contract Law.** Under traditional contract law principles, a charitable pledge or gift agreement is enforceable when the charity provides return consideration to the donor, or when the charity or other donors rely to their detriment on the pledge.<sup>6</sup> A charity's promise to use funds for a particular purpose, or manage them in a particular way, may also be enforceable against the charity as contractual obligation when the gift was made pursuant to an enforceable agreement.

---

<sup>1</sup> Cal. Probate Code §18502(b).

<sup>4</sup> See, e.g., *Queen of Angels Hospital v. Younger*, 66 Cal.App.3d 359 (1977); *In re Estate of Othmer*, 710 N.Y.S.2d 848 (2000); *Dodge v. Anna Jaques Hosp.*, 301 Mass. 431, 436, 17 N.E.2d 308 (1938); Restatement (3<sup>rd</sup>) Trusts §28 (2003) (comment a).

<sup>5</sup> See, e.g., *College of Osteopathic Physicians and Surgeons*, 61 Cal.2d 750 (1964).

<sup>6</sup> See *University of Southern California v. Bryson*, 103 CA 39 (1929), 1 Witkin, Summary of California Law (10<sup>th</sup> Ed., 2005) §253.



### III. When Does UPMIFA Apply?

**A. UPMIFA Applies to Institutional Funds.** *Institution* is defined in Cal. Probate Code §18502(d) to mean “any of the following:

- (1) A person, other than an individual, organized and operated exclusively for charitable purposes.
- (2) A government or governmental subdivision, agency, or instrumentality, to the extent that it holds funds exclusively for a charitable purpose.
- (3) A trust that had both charitable and noncharitable interests, after all noncharitable interests have terminated.”

*Institutional fund* is defined in Cal. Probate Code §18502(e) to mean “a fund held by an institution exclusively for charitable purposes,” but the term *does not* include any of the following:

- “(1) Program-related assets.
- (2) A fund held for an institution by a trustee that is not an institution.
- (3) A fund in which a beneficiary that is not an institution has an interest, other than an interest that could arise upon violation or failure of the purposes of the fund.”

Under these broad definitions, UPMIFA applies to any charitable nonprofit corporation or association, and covers both endowed and non-endowed funds.

**B. Funds held by trust-form charities are excluded.** UPMIFA generally does not apply to funds held by trust-form charities,<sup>7</sup> because of the exclusion of any fund “held for an institution by a trustee that is not an institution.” Cal. Probate Code §18502(e)(2). A trust-form charity is an *institution*,<sup>8</sup> but its individual or corporate fiduciaries usually are not, so UPMIFA doesn’t apply to its funds. Instead, ordinary trust law governs investment, spending, and modification of the funds.

**C. UPMIFA spending rules only apply to donor-designated endowments.** UPMIFA defines *endowment fund* to mean fund that cannot be currently spent under the terms of its gift instrument. Cal. Probate Code §18502(b). *Gift instrument* is broadly defined to mean “a record or records, including an institutional solicitation, under which property is granted to, transferred to, or held by an institution as an institutional fund.” Cal. Probate Code §18502(c). While UPMIFA applies to all endowment funds, its rules about how much a charity can spend each year only affect donor-designated endowments.

<sup>7</sup> Uniform Prudent Management of Institutional Funds Act, NATIONAL CONFERENCE OF COMMISSIONERS ON UNIFORM STATE LAWS, Nov. 8, 2007, p. 10 (comment on definition of “institution”).

<sup>8</sup> See Cal. Probate Code §§18502(f) (defining “person” to include a trust) and 18502(d)(1) (defining “institution” to include any person organized and operated exclusively for charitable purposes).  
{00015522-3 }



#### IV. Investment of Endowment Funds

A. **Duty of Care.** Cal. Probate Code §18503 addresses the investment of endowments and other institutional funds. It imposes a general duty of care: “In addition to complying with the duty of loyalty imposed by law other than this part, each person responsible for managing and investing an institutional fund shall manage and invest the fund in good faith and with the care an ordinarily prudent person in a like position would exercise under similar circumstances.”

B. **Delegation.** Standards for delegating the investment and management of institutional funds are provided in Cal. Probate Code §18505. Section 18505(e) provides that a charity may delegate investment management internally “to its committees, officers, or employees as authorized by law of this state....”

A charity may also delegate investment management to external investment managers. Section 18505(a) requires that the charity act “in good faith, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, in all of the following:

- (1) Selecting an agent.
- (2) Establishing the scope and terms of the delegation, consistent with the purposes of the institution and the institutional fund.
- (3) Periodically reviewing the agent’s actions in order to monitor the agent’s performance and compliance with the scope and terms of the delegation.”

C. **Factors to consider.** Section 18504 mandates that a charity consider “consider the charitable purposes of the institution and the purposes of the institutional fund” in making management and investment decisions. Subject to donor intent expressed in the gift instrument, the charity must also consider:

- (A) General economic conditions.
- (B) The possible effect of inflation or deflation.
- (C) The expected tax consequences, if any, of investment decisions or strategies.
- (D) The role that each investment or course of action plays within the overall investment portfolio of the fund.
- (E) The expected total return from income and the appreciation of investments.
- (F) Other resources of the institution.
- (G) The needs of the institution and the fund to make distributions and to preserve capital.
- (H) An asset’s special relationship or special value, if any, to the charitable purposes of the institution.

UPMIFA provides that “[m]anagement and investment decisions about an individual asset must be made not in isolation but rather in the context of the institutional fund’s portfolio of investments as a whole and as a part of an overall investment strategy having risk and return objectives reasonably suited to the fund and to the institution.”

Although investment standards in Cal. Corp. Section 5240 (applicable to California nonprofit public benefit corporations) are different, Section 5240(e) now states that if the Board complies with UPMIFA, it will be deemed to be in compliance with Cal. Corp. Section 5240.

**D. Duty to diversify.** Unless the donor’s gift instrument provides otherwise, charities have an affirmative duty to “diversify the investments of an institutional fund unless the institution reasonably determines that, because of special circumstances, the purposes of the fund are better served without diversification.” Cal. Probate Code §18503(e)(4). UPMIFA mandates that “[w]ithin a reasonable time after receiving property, an institution shall make and carry out decisions concerning the retention or disposition of the property or to rebalance a portfolio ...” to comply with UPMIFA investment standards. Cal. Probate Code §18503(e)(5).

#### **V. How much can a charity spend each year?**

In the case of donor-designated endowments (i.e., funds donated to the charity subject to an endowment restriction), the amount that a charity can spend each year is governed by Cal. Probate Code §18504. (If the endowment is board-designated, then the charity can spend any amount its Board decides is appropriate—a board-designated endowment isn’t an “endowment” under the UPMIFA definition.)

**A. General rule: Whatever is prudent.** Section 18504(a) provides, “Subject to the intent of a donor expressed in the gift instrument, an institution may appropriate for expenditure or accumulate so much of an endowment fund as the institution determines is prudent for the uses, benefits, purposes, and duration for which the endowment fund is established. ... In making a determination to appropriate or accumulate, the institution shall act in good faith, with the care that an ordinarily prudent person in a like position would exercise under similar circumstances, and shall consider, if relevant, all of the following factors:

- (1) The duration and preservation of the endowment fund.
- (2) The purposes of the institution and the endowment fund.
- (3) General economic conditions.
- (4) The possible effect of inflation or deflation.
- (5) The expected total return from income and the appreciation of investments.
- (6) Other resources of the institution
- (7) The investment policy of the institution.”

A donor can override this standard, and impose a different spending rule, but only if the donor's limitation on the charity's authority is specifically stated in the gift instrument. Cal. Probate Code §18504(b).

**B. *Most endowment gift instruments do not change the “prudent” rule.*** Under Section 18504(c), “Terms in a gift instrument designating a gift as an endowment, or a direction or authorization in the gift instrument to use only “income,” “interest,” “dividends,” or “rents, issues, or profits,” or “to preserve the principal intact,” or words of similar import have both of the following effects:

- (1) To create an endowment fund of permanent duration unless other language in the gift instrument limits the duration or purpose of the fund.
- (2) To not otherwise limit the authority to appropriate for expenditure or accumulate under subdivision (a).”

**C. *Rebuttable Presumption of Imprudence.*** Section 18504(d) creates a rebuttable presumption that a charity has acted imprudently if it spends, in one year, more than 7% of the fair market value of the endowment fund. The 7% amount is calculated based on average quarterly values over three past years. This “rebuttable presumption of imprudence” doesn’t apply to colleges and universities, or to their campus foundations.

## **VI. Modifying Gift Restrictions**

Modification of donor restrictions on institutional funds is covered in Cal. Probate Code §18506, which provides three ways that an institutional fund can be modified:

- If the donor consents in a record, the charity can modify the fund purpose. §18506(a).
- If the donor’s purpose restrictions are unlawful, impracticable, impossible to achieve, or wasteful, a court can modify the purpose of the fund. A court can also modify a donors’ mandates regarding the management or investment of the fund if they impracticable or wasteful, or impair the management or investment of the fund, or because of a change in circumstances. §18506(b) and (c).
- For funds that are over 20 years old, and have a total value of less than \$100,000, the charity can modify restrictions that are unlawful, impracticable, impossible to achieve, or wasteful, upon 60 days’ notice to the Attorney General and the donor. §18506(d).

Modification of restricted funds is discussed in the attached article, *Changing the Purpose on Past Charitable Gifts* [sic], PLANNED GIVING TODAY, April 2017

## **VII. Endowments in Practice**

### ***A. Starting an endowment***

A charity's board can create a *board*-designated endowment by setting aside funds that will be invested for the long-term production of revenue. To launch a *donor*-designated endowment, the charity can ask donors for endowment gifts.

*Gift Acceptance Issues.* If each donor drafts his or her own gift restrictions, a charity can wind up with the administrative headache of many small, named funds with disparate gift restrictions.

- Charities can proactively write their own endowed fund descriptions and encourage donors to give to those pre-defined, broadly-restricted funds.
- Gift acceptance policies should address acceptance of endowment gifts made subject to restrictions that would require creation of a separate fund.
  - Size minimums are common
  - Should be some management review of purpose restrictions

### ***B. Managing endowments***

*Investment policy and investment performance.* Any charity with an endowment fund or substantial reserves should have an investment policy, and its Board or a committee should regularly review investment performance. Small charities that find this burdensome might consider partnering with a community foundation that offers agency funds or nonprofit investment funds.

*Spending policy.* Charity boards must adopt a spending policy or policies to decide on the payout for each fund (i.e., how much of each endowment fund it will spend on program and operations each year). While UPMIFA provides a long list of factors for institutions to consider, most charities aim to set a spending rate that preserves the real value of the principal. Spending policies are often based on a percentage of endowment fund value, calculated as a rolling average over 3-5 years.

Charity boards are not required to apply the same percentage to each endowment fund (and in fact are required to consider the particular purpose of each fund when determining the payout amount).

*Record retention.* Any charity that has endowment funds should plan to keep documentation of the gift terms and purpose in its permanent records.



# PLANNED GIVING T·O·D·A·Y®

APRIL 2017 • VOLUME 28 • NUMBER 4

PROVEN, PRACTICAL  
GUIDANCE FROM  
THE PLANNED  
GIVING EXPERTS

## Changing the Purpose on Past Charitable Gifts

BY BARBARA RHOMBERG

Donor-restricted gifts can be a mixed blessing. Sometimes charities hold donated funds that are difficult to use for their originally designated purpose. This arises most often with endowment funds that were established years or decades ago.

Purpose restrictions in current-use funds can also be problematic, if unanticipated circumstances develop after the gifts were made. At other times, it is the donors (or their family members) who change their minds and ask to redirect previous contributions.

In either case, a charity may be interested in changing the purpose of previously made gifts, so that money can be released for a different use. Any organization contemplating such a move must consider:

- ◆ Donor relations with those who gave the restricted funds
- ◆ Public relations with other donors, volunteers, and the at-large community
- ◆ Accounting standards for reporting restricted fund transactions
- ◆ Legal rules governing the use of donor-restricted gifts

All of these considerations are important, but this article focuses on the legal aspects of changing the purpose of restricted funds.

### Enforceability of Restrictions


A charity's legal obligation to use a gift for the purpose specified by the donor

*See CHANGING: Page 2*

## THIS MONTH

- 1 Changing the Purpose on Past Charitable Gifts
- 1 Insights from Georgia's Leading Gift Planners
- 6 Personalized Philanthropy: Part II
- 11 Marketing Reprintable: The Confusion About Bequests
- 12 Back Page: Connecting Broadly Left A Legacy

96

Mary Ann Liebert, Inc.  publishers

# PLANNED GIVING T.O.D.A.Y.

Planned Giving Today serves the gift planning community as a practical resource for education, information, inspiration, and professional linkage. It helps gift planners enable others to give generously and prudently.

Tom Odlum, Editor  
Corpus Christi, Texas

## EDITORIAL BOARD

Bruce E. Bigelow  
Charitable Development Consulting  
Frederick, Maryland

Stephanie C. Buckley  
Wells Fargo  
Beverly Hills, California

Jeff Comfort  
Oregon State University  
Corvallis, Oregon

Jackie W. Franey  
The Nature Conservancy  
Carrboro, North Carolina

Kirk A. Hoopling  
Quarles & Brady LLP  
Chicago, Illinois

Walter Schulte Jaarda  
Crescendo Interactive Inc.  
Camarillo, California

Scott R. Lumpkin  
Scott R. Lumpkin & Associates LLC  
Denver, Colorado

Barlow T. Mann  
The Sharpe Group  
Memphis, Tennessee

Frank Minton  
Frank Minton Consulting LLC  
Lake Forest Park, Washington

Phillip M. Purnell  
Ball State University Foundation  
Muncie, Indiana

Juan C. Ros  
Lamia Financial Group  
Thousand Oaks, California

Rebecca Rothey  
Community Foundation for the National Capital Region  
Washington, D.C.

Editorial Contacts  
Phone: 361.800.5940  
Email: lam@pgtoday.com

## FOUNDER (1990)

G. Roger Schoenholz

## GRAPHICS

Soundview Design Studio

## PUBLISHER

Mary Ann Liebert, Inc.

Copyright ©2017 by Mary Ann Liebert, Inc.  
All rights are reserved.

The article deadline is six weeks prior to issue date, and Letters to the Editor are due four weeks prior to issue date. The publisher assumes no responsibility for unsolicited manuscripts or other materials submitted for review. Views expressed in this publication do not necessarily represent the opinions of the publisher, editor, or the Editorial Board.

## Annual Personal Subscription Prices (\$US)

	U.S.	non-U.S.
Online only	\$246	\$246
Print only	\$251	\$301
Print and Online	\$276	\$326

Call for prices on institutional and multi-year subscriptions.

## Subscriptions, Advertising, and Other Business

Planned Giving Today®

Mary Ann Liebert, Inc.

140 Huguenot Street, 3rd Floor

New Rochelle, NY 10801-6216

Phone: 800.654.3237

Email: pg@pgtoday.com

Web: www.pgtoday.com

ISSN: 1052-4770

## CHANGING *continued from Page 1*

stems primarily out of charitable trust law. Gifts and bequests to charitable organizations are deemed to create a charitable trust, and the purpose restrictions imposed by donors are enforceable under trust law. This is true even if the gift is made to a nonprofit corporation or association, rather than trust-form charity. Using the contributions for another purpose, even a worthy or charitable one, is a breach of trust.

Charitable trust restrictions are usually established by the donor through bequest terms, a gift agreement, or written instructions. If a charity asks donors to contribute for a specific purpose, the resulting gifts are restricted and held in trust for that use under UPMIFA §2(3).

Contract law is also a factor when funds were received in connection with a gift or grant agreement, though applicable law varies from state to state. Pledge agreements that seek to make future charitable gifts are sometimes enforceable. Under traditional contract law principles, a charitable pledge is enforceable when the charity provides return consideration to the donor, or when the charity or other donors rely to their detriment on the pledge. While a court recently ruled that a foundation has a contract claim against a donor, others denied enforcing a pledge because consideration and detrimental reliance were lacking.

Although most court cases about the enforceability of gift agreements arise when charities try to enforce a pledge against a donor or donor's estate, a charity's promise to use funds for a particular purpose may be enforceable against the charity as contractual obligation when the gift was made pursuant to an enforceable agreement.

Under the traditional trust law doctrine of cy pres, a court may modify the terms of a charitable trust when its stated purpose has become impossible, impracticable, illegal, or wasteful. The modified use must fulfill the donor's charitable intent as closely as possible.

Cy pres is used to modify stand alone charitable trusts, but this doctrine also has been applied to restricted gifts and endowments held by nonprofit corporations and associations. It may still be used to modify charitable gifts when the Uniform Prudent Management of Institutional

Funds Act (UPMIFA) does not apply. For example, if real estate was donated for use in a nonprofit's program, UPMIFA does not apply. A cy pres action would therefore be required to modify the donor's restrictions on use of the property.

UPMIFA is often thought of as a law that regulates endowment spending. However, it applies more broadly to all institutional funds (not just endowments) and it both codifies and expands the cy pres doctrine relating to the modification of donor restrictions. It is a uniform law, meaning a committee of experts wrote a model statute and encouraged state legislatures to adopt it. UPMIFA has been enacted in 49 states (all but Pennsylvania) and in the District of Columbia. Some state legislatures tinkered with the model law when they enacted it, so provisions vary somewhat from state to state.

UPMIFA applies to all institutional funds, and "institution" is defined in §2(4) to mean any entity that is organized and operated exclusively for charitable purposes. The term also includes a government agency or instrumentality to the extent that it holds funds exclusively for charitable purposes. A split-interest trust after all noncharitable interests have terminated is an institution under UPMIFA.

Institutional fund is defined in UPMIFA §2(5) as "a fund held by an institution exclusively for charitable purposes." This includes both endowed and nonendowed funds. The definition of "institutional fund" excludes (1) program-related assets held to accomplish an exempt purpose and not for investment, (2) funds held by outside noncharitable trustees, and (3) any fund in which a beneficiary that is not an institution has an interest. Under these broad definitions, UPMIFA applies to any charitable or educational nonprofit organization (including state universities) and covers both endowed and nonendowed funds.

For institutional funds, it enables a charity to modify restrictions contained in the gift instrument. Section 2(3) of UPMIFA defines gift instrument as "a record or records, including an institutional solicitation, under which property is granted to, transferred to, or held by an institution as an institutional fund." This includes will and trust language, gift and pledge agreements, and transmittal letters from the donor. It also

See CHANGING: Page 9



encompasses proposals or solicitation language from the charity.

UPMIFA provides three ways that a charity can modify restrictions on institutional funds: by donor consent, by court order, or for small old funds with notice to the state's attorney general.

### **Donor Consent**

Purpose restrictions can be changed with the written consent of the donor in §6(a) of UPMIFA.

*If the donor consents in a record, an institution may release or modify, in whole or in part, a restriction contained in a gift instrument on the management, investment, or purpose of an institutional fund. A release or modification may not allow a fund to be used for a purpose other than a charitable purpose of the institution.*

The donor's consent must be in a record. UPMIFA §2(8) defines a record as "information that is inscribed on a tangible medium or that is stored in an electronic or other medium and is retrievable in perceivable form." A letter or agreement signed by the donor meets this standard, but the donor's consent need not be so formal — an email from the donor will also suffice. However, a donor's verbal permission to modify the terms of the gift would not satisfy the statute, since the consent would not then be in a record.

While donor consent is required, the charity holding the fund must also take some action. UPMIFA states that the institution (not the donor) releases the restriction. The charity's action to modify the restriction, by the board of directors or by staff if such authority is delegated, should be documented in the charity's records.

If the donor consents in writing to change a fund's purpose, there is no requirement that the new purpose be

related in any way to the original gift designation — the donor and charity can agree to do something completely different, as long as the new use is a charitable one. Further, no justification or grounds for modification is required. The change can be made simply because the donor and charity have changed their minds.

### **Court Order**

A charity may also get a court order that permits a modification of fund terms. UPMIFA §6(c) provides, "If a particular charitable purpose or a restriction contained in a gift instrument on the use of an institutional fund becomes unlawful, impracticable, impossible to achieve, or wasteful, the court ... may modify the purpose of the fund or the restriction on the use of the fund in a manner consistent with the charitable purposes expressed in the gift instrument."

The original fund purpose must be unlawful, impracticable, impossible to achieve, or wasteful for a charity to alter a fund purpose using this second mechanism. The court may only act if the charity can show that one of these specific grounds for modification exists. A restriction is impracticable if adhering to the restriction is unreasonably difficult or would not accomplish the donor's overall charitable objective. It is not enough to show that the funds could be better spent by changing the donor's designated purpose.

The new fund purpose must be consistent with the charitable purposes expressed in the gift instrument. This UPMIFA provision is a codification of *cy pres*, which mandates a use as close as possible to the donor's original designation. The wording of UPMIFA is different, but the court will still look for a use that conforms as much as practicable to expressed donor intent.

*See CHANGING, Page 10*

**UPMIFA**  
**provides three**  
**ways a charity**  
**can modify**  
**restrictions.**

Endnote

**The original  
restrictions  
must be  
unlawful,  
impracticable,  
impossible to  
achieve, or  
wasteful.**

Barbara Rhomberg is an attorney at Kavanagh Rhomberg LLP, with a focus on nonprofit organization law and charitable giving. She has taught nonprofit law at the University of San Francisco School of Law, is a member of the Nonprofit Organizations Committee of the California State Bar, and serves on the board of the Northern California Planned Giving Council. [brhomberg@knonprofitlaw.com](mailto:brhomberg@knonprofitlaw.com)

## CHANGING *continued from Page 9*

Equitable deviation is a trust law procedure that allows the administrative terms of a trust to be modified. UPMIFA also codifies this doctrine, and provides that a court can order relief from a fund's cumbersome administrative requirements or unfortunate investment restrictions. Section 6(b) provides that a court can modify restrictions in a gift instrument "regarding the management or investment of an institutional fund if the restriction has become impracticable or wasteful, if it impairs the management or investment of the fund, or if, because of circumstances not anticipated by the donor, a modification of a restriction will further the purposes of the fund ... To the extent practicable, any modification must be made in accordance with the donor's probable intention."

UPMIFA requires that the state's attorney general be notified of any petition asking a court to modify the charitable purpose or administrative terms of a fund.

### Small Old Funds

The third method of modifying purpose restrictions applies only to small old funds (how old and how small the fund must be depends on the version of UPMIFA adopted in the charity's state). For qualifying small old funds, UPMIFA §6(d) allows the charity to modify the terms unilaterally following notice to the state's attorney general.

*If an institution determines that a restriction contained in a gift instrument on the management, investment, or purpose of an institutional fund is unlawful, impracticable, impossible to achieve, or wasteful, the institution, [60 days] after notification to the [attorney general], may release or modify the restriction, in whole or part, if: (1) the institutional fund subject to the restriction has a total value of less than [\$25,000], (2) more than [20] years have elapsed since the fund was established; and (3) the institution uses the property in a manner consistent with the charitable purposes expressed in the gift instrument*

The model UPMIFA statute requires that a fund be older than 20 years, and with a total value of less than \$25,000, for this third method of fund modification to apply. Some states, for example

Oregon and Texas, enacted these criteria without change. A number of states increased the dollar limit on the size of the fund; in New York and California, for example, funds up to \$100,000 may be modified under this provision. Ohio raised the limit to \$250,000, and applies it to funds that are at least 10 years old.

The model law did not require any notice to the donor prior to the modification of small old funds. The drafters reasoned that "an institution's concern for donor relations would serve as a sufficient incentive for notifying donors when donors can be located."

Some states, such as California and New York, added a legal requirement that charities notify donors when they propose to modify small old funds under this provision. California requires notice to donors at their last known address in the nonprofit's records. New York requires notice to individual donors if they are alive, and to institutional donors if they still exist and carry on activities, if the donors can be identified and located with reasonable efforts.

Under this method, the original fund restrictions must be unlawful, impracticable, impossible to achieve, or wasteful, and the revised fund purpose must be consistent with the charitable purposes expressed in the gift instrument. These substantive requirements are the same as if the charity had sought a court order to modify the fund. The UPMIFA provision for modifying small old funds provides a simplified process to avoid the (often prohibitive) cost of going to court.

The language of the model act allows restrictions on the "management, investment, or purpose of an institutional fund" to be modified if the requisite cause can be shown. This seems to include an endowment restriction, which would likely be characterized as either a purpose or a management restriction. It follows that a fund could be unendowed if the charity can show that continuing to hold the fund as an endowment is impracticable, and that current use (rather than combining it with a larger endowment fund) is most consistent with donor intent.

Changing the purpose of previously received gifts takes time and resources, but the rewards can be enormous for a charity that has disused and unusable funds that can be put back to work.

Ventura College Foundation  
FY 2020-2021 Budget V.4 FINAL  
Narrative—Management of the COVID-19 Crisis  
May 22, 2020

**Introduction with Special Attention to the Impact of the Marketplace in 2020-2021**

This annual budget and plan were created with one goal in mind, the preservation of the Ventura College Foundation. The main assumption here is that the current restrictions on businesses and public health protections remain in place through December 2020. The implementation of this budget, as of July 1, will preserve cash flow, preserve our key staff, and mitigate the negative impact of the reduction of investment earnings on the students that we are bound to serve. Coupled with monthly oversight by the Finance Committee, significant but achievable fundraising by the board and staff, this budget may preserve the opportunity to support students' success for decades more.

For 35 years, the Ventura College Foundation relied on net revenue from its Weekend Marketplace (MP) to pay for 100% of its operations. MP operations have been suspended since March 13, 2020 to protect the public from COVID-19. The MP will re open on May 30, 2020 with physical distancing and safety protocols required by the State of California and the Ventura County Public Health Department. The MP will begin again with less than 40% of its former capacity because of these restrictions.

To be clear, the following budget plan assumes that the current health directives will remain through December 30 and that the MP will run at 40% capacity with necessary related costs during Q1 and Q2. This plan assumes that in Q3 and Q4, the MP will run at 80% of pre-crisis levels. A new MP operating plan has been drafted and is built to break even, including MP personnel wages, and grow quickly in net revenue generation to reach the 40% revenue target measured against pre-crisis levels.

The new MP operating plan has been reviewed by the VCF Board Marketplace Committee, Ventura College Executive Committee, Ventura County Community College District Police, and Ventura College Facilities and Maintenance Leadership. We have properly notified the Ventura County Public Health Department and attested to required directives and safety protocols.

This budget plan incorporates our new policies to charge all new restricted gifts a 10% sustainability fee/gift. Additionally, we will execute an endowment fund donor strategy to: (1) convert as many restricted endowment funds to operating endowments, (2) gain permission from select restricted endowment donors to take a one time distribution of additional 5% earnings for operations while keeping the principal intact, (3) take a one-time distribution of up to 10% earnings from select restricted endowed funds while keeping the principal intact to direct more support to students, (4) gain permission from the State Attorney General to convert select small 20+ year-old endowed funds to spend-down accounts to direct more support to students. These plans would be done with the permission of the board, inside Federal and State law, and, where legally bound, with the explicit and documented permission from the donor.

It is our sincere hope that this budget represents a worst-case scenario.

The remainder of this document illuminates fundamental changes in fundraising and programmatic planning due to cuts in staff and expenses in order to extend cash flow through December 2020.

The biggest change in our on-going operations will enable the foundation's very existence: the active engagement of every member of the VCF Board of Directors to take on additional responsibilities in one or more of the following roles and each become known as a VCF advocate and ambassador:

- 1) **Identifier/Cultivators:** An intentional process of donor and prospect identification and qualification will be undertaken. (Sharing and introducing foundation staff and board askers to personal/professional networks, brainstorming potential funding sources, enlisting volunteers, etc.)
- 2) **Askers:** When a donor and prospect has been identified, a solicitation plan with specific responsibilities will be assigned. (Sponsorships, grants, multi-year pledges, major gifts, planned giving, etc.)
- 3) **Thankers/Involvers:** The Foundation's high priority and effective stewardship strategy is reliant on consistent and timely thank you's and ongoing communication including phone calls, personal emails, handwritten thank you notes, & welfare and special occasion calls (birthday, sympathy, congratulation, etc )

In short, we are fighting for the VC Foundation's very existence and continuing meaningful support for Ventura College students during this crisis. It is up to each of us, each board member and remaining staff, to ensure that at least 30,000 students will still receive the benefits of our support over the next 10 years...adding thousands more in subsequent decades. Their strengthened resilience through the power of education will impact the quality of life county-wide. This is our opportunity to preserve that future.

### **Major and Planned Giving**

Given working conditions brought on by the COVID-19 pandemic, the Foundation Board of Directors and Staff will develop and adopt new fundraising practices and strategies to adapt to this new environment so that the Foundation has adequate resources to effectively pursue the fundraising goals it establishes to advance the Foundation's mission. The Major and Planned Giving plan includes the following components' goals:

#### **Approach and target audiences to meeting these goals**

This effort will rely heavily on the **VCF Board and Staff** to jointly craft, steer, and actively take part in a plan that will include **making phone calls** to stakeholders, **sending emails** to stakeholders, **having meetings** with key stakeholders, and **hosting** in person or virtual events just to name a few practices. **Volunteering from all VCF Board members** will be essential to accomplish these tasks in a timely manner and support the major gift plan.

The VCF Board and staff will continue to recognize, communicate and collaborate with key stakeholders such as our President's Circle Members, George McNeely Legacy Society, VC staff and faculty, VC staff and faculty retirees, and community members and organizations of Ventura which will enable our foundation to make meaningful connections with the community and ultimately encourage giving.

#### **Scholarships Goal: \$234,000 (combined total for annual and Phoenix)**

VCF Board and staff to make calls and send emails to secure existing annual and Phoenix scholarships as well as generating new scholarship.

### **Event Sponsorship Goal: \$17,250**

- **Scholarship Award Events - \$8,250**
  - VCF Board and staff will need to identify sponsors to help cover the cost of the event and make follow up calls and emails to secure funding for this event.
  - Note possible prospects and request amounts to support VCF Textbook Lending, these are good options that are not confirmed – Edison International (\$5,000), Miracle Mile (\$2,500), Clean Power Alliance (\$1,000). Please talk with staff before approaching these companies.
- **Special Events - \$9,000**
  - VCF Board and staff will need to identify sponsors to help cover the cost of events and make follow up calls and emails to secure funding for a variety of events throughout the year.

### **David P. Bianco Textbook Lending Library Goal: \$8,000**

Staff will secure support through grant requests. Possible prospects and request amounts are options and not yet confirmed - Union Bank (\$2,500), Mechanics Bank (\$2,000), Julius Gius Foundation (\$3,500), Tyrone Heritage (\$10,000).

### **Unrestricted Funds: Potential for \$59,500**

VCF Board and staff will need to reach out to donors and donor prospects about making a major gift to support the Foundation. President's Circle gifts, other major gifts, and direct media marketing campaigns will make up the bulk of these funds. The following groups have been identified as a potential source of unrestricted funding.

- Donors who recently completed their five-year pledges - \$5,000
  - 8 prospects for a combine total of \$40,000
  - \$8,000 in FY21 if all 8 prospects are secured
  - Conservative estimate is 5 prospects are secured for annual total of \$5,000
- Converting current five-year *VC Promise* pledge holders to *Fund for VC* - \$14,000
  - \$14,000 in FY21
  - \$8,000 in FY22
  - \$4,000 in FY23
- Donors who have given in five-plus consecutive years to *Fund for VC* - \$2,800
  - Currently 16 donors give approx. \$3,800
  - Conservative decrease in donor giving by 25% expected = \$2,800
- Donors who have given in five-plus consecutive years - \$1,250
  - 2 Donors who currently give to the *VC Promise* - \$450
  - 4 Donors who could pivot and support *Fund for VC* \$800

### **Campus Giving Goal: \$94,000**

Though this has not been a goal set by the VCF Board and Staff, over the last three years, approximately \$125,000 has been collected each year for campus program, excluding one-time major gifts. Assuming there is a drop in giving in the next fiscal year, losing a conservative 25%, we anticipate approximately \$94,000 in gifts to be collected for campus programs and we will work to secure this amount.

### Grants: Potential Funding Available \$49,500

The following list is comprised of grants received by the Foundation in FY20. The first part of the list are grants tied to a specific program and there is very little room to expand support. The second part of the list are grants that have been identified with the potential to be redirected and serve another program or unrestricted support. To convert these grants, meetings with funders will be needed.

#### Restricted funding

- AMF Foundation – EMT/Paramedic Scholarships
- Arthur Rupe Foundation – Nursing Program
- Edison International - \$20,000 for scholarships and \$5,000 for event sponsorship
- Gene Haas Foundation – Manufacturing Scholarships
- Limoneira Foundation – Ag Scholarships
- Sage Publishing – ICAN Program (campus program for EAC students)
- Tyrone Heritage - \$40,000 in FY20 for veteran scholarships, diesel scholarships, and textbooks

#### Prospects for unrestricted funding

- Bank of America - \$10,000 for *VC Promise* in FY20
- Bank of the Sierras - \$5,000 for *VC Promise* in FY20
- Berkshire Hathaway/The Charitable Foundation – Unknown at this time.
- Julius Gius Foundation - \$15,000 for *VC Promise* in FY20\*
- Mechanics Bank - \$2,000 for *VC Promise* in FY20
- Wells Fargo Bank - \$5,000 for *VC Promise* in FY20
- Union Bank - \$7,500 for *VC Promise* and *Textbook Lending* in FY20

\*At the time of this narrative, funding for FY20 had not yet arrived. Amount shown is a projection based on FY19 funding received.

### Annual Fund

The 2020-21 Annual Fund Plan will provide activities that produce the greatest sources of leadership and that maximize gifts across all segments of revenue streams. An effective Annual Fund program generates leads for the Major Gift program in the future while providing needed funds today.

We will have one direct marketing mailing campaign (Holiday Calendar – most successful yearly direct marketing campaign for retention of donors), when we normally have eight within a fiscal giving year. We plan to expand and enhance our email, social media and online communications and solicitations to capitalize as much as possible on the low cost of obtaining these gifts and stewarding (thanking/showing donor impact) our donors. Long-term Major Gift work will be hampered by this adjustment.

The following annual fund activities have been **ELIMINATED (Savings: \$20,411.23)** or **MODIFIED** due to the current budget and staff reductions:

- **ELIMINATED:** Communities Acquisition Mailing (7k-10k recipients) to 5-mile radius of Ventura College and Santa Clara Valley.
- **MODIFIED:** Impact Postcard (Eliminated printed mailing – 800 recipients) will be emailed to 2019-2020 donors. Board and staff will make thank you calls to make sure donors received the email.



- **MODIFIED:** **Scholarship Stewardship Fund Reports (Eliminated printed mailing – 400+ reports)** will be simplified and sent via email requiring follow-up with donors from Board Members and staff to ensure that scholarship donors have received them.
- **MODIFIED:** **Gratitude Report (Eliminated printed mailing to 1,100 recipients + 300-400 for donor meetings/presentations)** will be a smaller version produced for online viewing only; elimination of professional photographer (Staff and Board Members will search for the donation of services from a professional photographer for 10 hours of service).
- **MODIFIED:** **Holiday Card (Eliminated printed mailing – 800 recipients)** will email a Holiday Greeting to 2019-2020 donors. Board and staff will make thank you calls to recipients to make sure donor received via email.
- **ELIMINATED:** **Scholarship/Promise Parent Acquisition Mailing (5,000 families)** to parents/families of students who received a scholarship or the *VC Promise* from the Foundation since 2014.
- **MODIFIED:** **FYE Retention/Recapture Mailing (4,500 recipients)** will be emailed to donors who have not yet given in 2020-21 and/or are lapsed in their giving one to four years. Board and staff will make calls to recipients to make sure donor received via e-mail and to encourage a FYE gift.
- **MODIFIED:** **Day of Giving (Eliminated enhanced communications for this acquisition/retention/recapture/stewardship campaign including printed mailing, posters & public relations.)** The first all Campus Giving Day will be done through word of mouth, email, social media, texting, and the Foundation's website.
- **MODIFIED:** **CYE Tax Gift Acknowledgments (Eliminated most printed mail)** will be sent via email to monthly recurring donors and 100+ Ventura College/VCCCD payroll deduction program donors. Only donors that don't have a current email on file will receive mailed tax-year-end receipt letters.
- **ELIMINATED:** **Traditional Nonprofit Marketing (Acquisition/Retention/Recapture/Stewardship)** items and services such as: Foundation Logoed Promotional Items, Advertising in Special Nonprofit Publications of the *Pacific Coast Business Times*, Special Marketing Design Projects, and Crisis Media Services have been eliminated due to budget constraints.
- **MODIFIED:** **Printing & Graphic Design (Acquisition/Retention/Recapture/Stewardship)** is limited to only logoed Foundation Thank You Cards, and standard Foundation #10 envelopes, a minimal supply of letterhead for Foundation receipts, fundraising proposals, and correspondence are included.

## **Programs, Scholarships, & Events**

### **PROGRAMS:**

- **David P. Bianco Textbook Lending Library - \$8,000** in support for lending and reserve collections at both the VC main campus and VC East Campus will be provided. Staff will manage student outreach and sign-ups for semester priority days and coordinate with Main Campus and East Campus staff to facilitate additional processes required for COVID 19 physical distancing and safety protocols.
- **Jerry Arellano Veteran Resource Center Library - \$59,084** in support will be provided. Criteria has been adjusted in coordination with donors to increase the number of students we can serve to include all Veteran students not currently utilizing G.I. Bill benefits. Staff will partner with Financial Aid Office and Veteran Resource Center to ensure proper management of

the program and delivery of the funds. Students will receive stipends for textbook purchases on a first-come, first-served basis until funding runs dry. Stipend amounts will vary dependent on number of units enrolled. Students will be required to donate at least one book per semester back into the collection.

- **Chromebook Distribution Support – 500 Chromebooks** have been purchased by the college in response to extra support needed by students to take classes online due to the COVID-19 stay at home order. The foundation staff is in talks with the college to use our support and existing systems to manage student outreach and sign-ups to distribute these laptops as part of the textbook lending semester priority days at Main and East Campuses.

### **SCHOLARSHIPS:**

- **Scholarships - \$448,807** in scholarship support will be awarded. This represents a \$200,000+ reduction from the previous year as a result of the following factors: We estimate a 20% decrease in 12 quarter rolling average value across all endowed funds, some scholarship endowments will have been converted to operating endowments with the permission of the donor in Q4 of FY 2019-20, expected reduction in renewed annual scholarships and/or grants, and an expected reduction in fundraising for new scholarships and/or grants.

### **EVENTS:**

- **Special Events - \$3,500** in a variety of events will be hosted including, possible house parties, campus program grand openings to celebrated corporate donors, and donor stewardship events but all done at a simpler scale and/or with fewer occurrences while maintaining professionalism and sophistication.
- **One Scholarship Award Event - \$8,250** – We will host one awards event on campus that will maintain superior donor and student engagement. Family and guests of awardees will also be welcomed to join in celebration in addition to the campus community. Opens opportunity to steward donations from both parties. Also, one campus event reduces reliance on event sponsorship as we already know sponsorship donations will be more challenging to bring in under current circumstances.
- **Student Outreach - \$0** – VCF staff will be creative in utilizing free resources including social media, e-newsletter, digital advertisements on campus, student ambassadors, and campus partners. Will also work to maximize outreach efficiency including virtual or pre-recorded scholarship application workshops, virtual classroom visits, etc.

## **Finance**

Reductions in salaries, a change in health & wellness benefits, and deep cuts in expenses achieved the following savings and will help to enable cash flow throughout the year if the board & staff meet fundraising goals, and the MP yields 40% of pre-crisis revenue in Q1 & Q2 and 80% of pre-crisis revenue in Q3 & Q4.

### **PERSONNEL-ALL DEPARTMENTS**

- **Salary reductions** for all management wages by 5%, Anne's by 16%, and removing holiday bonuses **saves over \$40,000**

- **Health benefits savings** over **\$20,000** due to wage cuts and change to CalPERS insurance
- **Unemployment costs increased** approximately **\$43,000** due to prior staff reductions and furloughs

#### OTHER NOTABLE BUDGET ITEMS

- **Additional Unrestricted Donations** (see Major and Planned Giving above) **\$121,000**
- **Payroll Protection Loan:** The unforgivable portion of \$44,000 with a 1% interest rate over a two term supports our need for cash flow this year.
- **General liability and umbrella insurance** costs budgeted to **increase** approximately **\$13,000** over prior year budget due to increases in policies in past year. Our broker continues to look for better rates, but as of last year only one carrier was willing to insure our marketplace for liability.
- **Additional endowment adjustment** strategies **add \$35,000** in operating cash
- **Additional cuts to marketing** for programs and fundraising **saved \$28,000**
- **Sustainability gift: \$24,200.** This is new unrestricted income we expect to receive based on our new policy of taking a 10% sustainability gift from all restricted gifts.
- **General office costs/supplies/computers:** Budget cut \$11,325 over prior year
- **Professional services: \$24,500** — \$2,500 for 990/199 preparation and \$22,000 for annual audit. Savings not likely in this area, as we just went out to bid for new auditors last year.
- **Net Investment income:** Budgeted **decrease \$170,760.** Interest, dividends and manager fees are based on current year activity. Change in market value is based on the very conservative assumption that the market will continue to decline next year.

#### Staff

1. **Anne Paul King, Executive Director:** Full-time, overall management, board governance, major and planned giving, community engagement
2. **Gorardo Pantoja, Director of Major and Planned Giving:** Full time, major and planned giving, corporate giving, grants, community engagement, donor database-major donor analytics
3. **Julie Blasingame CPA, Director of Finance:** Part-time, overall management of financial systems, audit, investments, financial statements, budget preparation, tax filings
4. **Esmeralda Juarez, Marketplace Supervisor:** Full time, overall management of Weekend Marketplace, space rentals, vendor relations, safety officer, and management of 11 part-time staff
5. **Julle Harvey, Development Manager:** Full-time, annual fund management/fundraising, donor stewardship and recognition, public relations, marketing, overall donor database management, gift processing
6. **Jaime Galvan, Program and Event Manger:** Full-time, program and scholarship management and delivery, reader committee, donor fund earnings and revenue reports, student ambassadors, events, fundraising
7. **Cyndie Whitley, Finance Manager:** Full-time, payables and receivables, payroll, HR, liability insurance, finance support, CalPERS administrator, health and wellness

**10-12 Part-time Marketplace Operation Specialists**

**Contractor Roles:**

1. HR Consultant
2. Auditor/Tax Preparer
3. Grant Writer
4. Marketing/Social Media/Website Management Firm
5. Public Relations Specialist

**VENTURA COLLEGE FOUNDATION  
BUDGET  
July 2020 - June 2021**

	<b>2020-2021</b>	<b>2019-2020</b>	
	<b>Budget</b>	<b>Budget</b>	<b>Difference</b>
4200 Donations - Unrestricted	121,249.96	90,000.00	31,249.96
NEW- UNRESTRICTED SUSTAINABILITY GIFTS	24,200.00		24,200.00
4300 Donations - Perm Restricted	0.00	86,620.00	(86,620.00)
4400 Donations - Temp Restricted	0.00	0.00	-
4410 Phoenix	37,500.00	10,500.00	27,000.00
4415 Educational Enhancement Grants	0.00	0.00	-
4430 Annual Scholarships	254,500.00	334,150.00	(79,650.00)
4432 Osher Donations	52,800.00		
4435 Promise	0.00	56,000.00	(56,000.00)
4437 Textbook Lending	8,000.00	25,720.00	(17,720.00)
4440 Campus	94,000.00	79,850.00	14,150.00
Total 4400 Donations - Temp Restricted	\$ 446,800.00	\$ 506,220.00	\$ (112,220.00)
LESS: SUSTAINABILITY GIFT EXPENSE 10%	(24,200.00)		
4500 Unclaimed Scholarships	30,000.00	11,283.44	18,716.56
5000 Market Place Revenue	900,000.00	1,345,200.00	(445,200.00)
5020 VIP MP Parking	100,800.00	168,000.00	(67,200.00)
Total 5000 Market Place Revenue	\$ 1,000,800.00	\$ 1,513,200.00	\$ (512,400.00)
5100 Interest Income	420.00	408.00	12.00
5200 In-Kind Rent	91,000.00	36,000.00	55,000.00
5300 In-Kind Income	12,000.00	0.00	12,000.00
5400 Other Income	20,840.00	186,928.37	(166,088.37)
Total Revenue	\$ 1,723,109.96	\$ 2,430,659.81	\$ (760,349.85)
Gross Profit	\$ 1,723,109.96	\$ 2,430,659.81	\$ (760,349.85)
<b>Expenditures</b>			
6000 PROGRAMMATIC	0.00	0.00	0.00
6100 SCHOLARSHIPS	0.00	0.00	0.00
6150 Scholarships (Donor Funded)	0.00	0.00	0.00
6152 Annual	208,500.00	314,150.00	(105,650.00)
Total 6150 Scholarships (Donor Funded)	\$ 208,500.00	\$ 314,150.00	\$ (105,650.00)
6160 Phoenix Scholarships	54,524.00	42,147.00	12,377.00
6300 Endowed Scholarships	155,782.82	230,728.00	(74,943.38)
8350 Annual Rollover Scholarships	30,000.00	11,283.44	18,716.56
Total 6100 SCHOLARSHIPS	\$ 448,806.62	\$ 598,306.44	\$ (149,499.82)
6200 GRANTS	0.00	0.00	-
6210 Ventura College Promise	0.00	169,711.00	(169,711.00)
6230 Educational Enhancement grants	0.00	20,000.00	(20,000.00)
6220 Textbook/Lending Library Grant	8,000.00	55,720.00	(47,720.00)
Vet Textbook Grant	59,084.00		
Total 6200 GRANTS	\$ 67,084.00	\$ 245,431.00	\$ (237,431.00)
6300 OTHER PROGRAM EXPENSES	0.00	0.00	0.00
6350 BOARD DIRECTED PROGRAMS	0.00	0.00	0.00

**VENTURA COLLEGE FOUNDATION  
BUDGET  
July 2020 - June 2021**

	<b>2020-2021</b>	<b>2019-2020</b>	
	<b>Budget</b>	<b>Budget</b>	<b>Difference</b>
6390 Program Expense	0.00	0.00	0.00
<b>Total 6350 BOARD DIRECTED PROGRAMS</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>
6370 Campus Expense	94,000.00	79,850.00	14,150.00
6375 Campus In-Kind Expense	12,000.00	0.00	12,000.00
6380 Department Student Awards	1,000.00	3,500.00	(2,500.00)
6xxx Part time Student Support Program	0.00		
8400 Program endowment disbursements	92,000.00	119,000.00	(27,000.00)
<b>Total 6300 OTHER PROGRAM EXPENSES</b>	<b>\$ 199,000.00</b>	<b>\$ 202,350.00</b>	<b>\$ (3,350.00)</b>
<b>Total 6000 PROGRAMMATIC</b>	<b>\$ 714,890.62</b>	<b>\$ 1,046,087.44</b>	<b>\$ (331,196.82)</b>
<b>7000 ADMINISTRATION</b>			0.00
7002 Bank Charges	140.00	140.00	0.00
7004 CalPERS	10,216.83	5,959.05	4,257.78
7006 Board Expense	1,500.00		
7008 Computer Expense	500.00	2,400.00	(1,900.00)
7010 Professional Development	100.00	300.00	(200.00)
7012 Depreciation	1,341.58	8,525.16	(7,183.58)
7014 Dues & Subscriptions	280.00	330.00	(50.00)
7016 Employee Appreciation	0.00	3,000.00	(3,000.00)
7018 Employee Benefits	13,793.42	12,769.16	1,024.26
7022 Insurance	12,090.12	4,316.36	7,773.76
7024 Licenses & Fees	965.00	890.00	75.00
7026 Office Expense	1,950.00	5,990.00	(4,040.00)
7028 Mileage	100.00	360.00	(260.00)
7030 Miscellaneous Meetings	0.00	800.00	(800.00)
7032 Printing	0.00	480.00	(480.00)
7034 Payroll Service	8,160.00	0.00	8,160.00
7035 Salaries	77,553.85	41,615.75	35,938.11
7036 Payroll Taxes/Fees	5,983.89	4,326.81	1,637.08
7038 Postage	99.96	99.96	-
7042 Marketing	0.00	0.00	
7044 Professional Services	10,300.00	22,884.00	(8,584.00)
7046 In Kind Rent	5,220.00	36,000.00	(30,780.00)
7048 Unemployment Insurance Expense	0.00	1,000.00	(1,000.00)
7050 Scholarship Award Events	0.00	0.00	-
7052 Small Equipment	2,550.00	3,100.00	(550.00)
7054 Telephone	0.00	1,620.00	(1,620.00)
7056 Workers' Compensation	1,014.35	531.48	482.87
7058 Vacation Expense	0.00	0.00	0.00
<b>Total 7000 ADMINISTRATION</b>	<b>\$ 159,839.00</b>	<b>\$ 158,017.72</b>	<b>\$ 321.28</b>
<b>DEVELOPMENT, PROGRAMS AND SCHOLARSHIPS</b>	<b>0.00</b>		<b>\$ 0.00</b>
7504 CalPERS	58,426.67	52,027.00	6,399.67



**VENTURA COLLEGE FOUNDATION  
BUDGET  
July 2020 - June 2021**

	<b>2020-2021</b>	<b>2019-2020</b>	
	<b>Budget</b>	<b>Budget</b>	<b>Difference</b>
7506 Board Expense	1,000.00	4,700.00	(3,700.00)
7508 Computer Expense	25,597.99	24,200.00	1,397.99
7509 Direct Marketing	17,963.00	48,936.25	(30,973.25)
7510 Professional Development	6,250.00	11,498.00	(5,248.00)
7511 Donor Meetings	6,800.00	7,750.08	(950.08)
7512 Donor Recognition	2,770.00	4,000.00	(1,230.00)
7513 Misc Meetings	0.00	0.00	-
7514 Dues & Subscriptions	5,475.00	4,160.00	1,315.00
7515 Depreciation	3,419.76	0.00	3,419.76
7516 Employee Appreciation	0.00	0.00	-
7518 Employee Benefits	65,733.35	111,484.31	(45,750.96)
7520 Insurance	35,847.61	3,396.00	32,451.61
7522 Merchant Fees - Online Donation	2,000.00	2,000.00	0.00
7524 Mileage	1,000.00	1,500.00	(500.00)
7526 Office Expense	2,035.00	65.00	1,970.00
7527 payroll service	0.00	0.00	-
7528 Professional Services	24,000.00	50,392.00	(26,392.00)
7530 Marketing	39,555.00	31,886.16	7,668.84
7531 In-Kind Rent	28,847.00	0.00	28,847.00
7532 Printing & Graphic Design	3,120.00	6,995.00	(3,875.00)
7535 Salaries	311,794.15	400,239.59	(88,445.44)
7536 Payroll Taxes/Fees	23,976.97	41,619.57	(17,642.60)
7538 Postage	170.00	900.00	(730.00)
7540 Telefunding (Buffalo Cody)	0.00	0.00	-
7541 Special Events	3,600.00	4,950.00	(1,450.00)
7552 Scholarship Awards Events	8,250.00	35,000.00	(26,750.00)
7554 Volunteer Expenses	0.00	0.00	-
7555 President's Special Fund	1,600.00	2,440.00	(940.00)
7556 Workers' Compensation	3,043.05	5,111.92	(2,068.87)
7558 Vacation Expense	0.00	0.00	-
<b>Total 7500 DEV, PRGMS &amp; SCHOLARSHIP</b>	<b>\$ 682,074.55</b>	<b>\$ 855,250.88</b>	<b>\$ (173,176.33)</b>
8000 MARKET PLACE	0.00		0.00
8002 Bank Charges	0.00	0.00	0.00
8004 CalPERS	13,412.24	13,906.39	(494.15)
8006 Computer Expense	5,040.00	4,992.00	48.00
8008 Courier Service	5,040.00	5,370.00	(330.00)
8010 Professional Development	0.00	1,000.00	(1,000.00)
8012 CC Processing Merchant Fees	6,600.00	6,600.00	-
8014 Depreciation	1,282.56	6,133.44	(4,850.88)
8016 Employee Appreciation	0.00	3,577.00	(3,577.00)
8018 Employee Benefits	15,089.54	29,798.86	(14,709.32)

**VENTURA COLLEGE FOUNDATION  
BUDGET  
July 2020 - June 2021**

	<b>2020-2021</b>	<b>2019-2020</b>	
	<b>Budget</b>	<b>Budget</b>	<b>Difference</b>
8020 Insurance	24,221.26	18,339.04	5,882.22
8024 Licenses & Fees	1,000.00	1,000.00	0.00
8025 Mileage	0.00	99.00	(99.00)
8026 Office Expense	996.00	996.00	-
8030 Repairs & Maintenance	23,208.00	23,200.00	8.00
8031 In-Kind Rent	56,933.00	113,866.00	(56,933.00)
8032 Printing & Signage	2,620.00	2,830.00	(310.00)
8033 Payroll service	0.00	0.00	-
8034 Security	70,300.00	69,500.00	800.00
8035 Salaries	160,198.00	203,050.42	(34,852.42)
8036 Payroll Taxes/Fees	12,934.43	21,114.62	(8,180.19)
8037 Small Equipment	660.00	960.00	(300.00)
8038 Street Sweeping	14,400.00	15,600.00	(1,200.00)
8039 Professional Services	0.00	12,864.00	(12,864.00)
8040 Supplies	18,920.00	13,700.00	5,220.00
8042 Trash	38,400.00	36,000.00	2,400.00
8044 Vendor Appreciation	6,300.00	6,200.00	100.00
8046 Telephone	900.00	900.00	-
8056 Workers' Compensation	12,172.22	14,511.60	(2,339.39)
8023 Marketing	4,910.00	0.00	4,910.00
<b>Total 8000 MARKET PLACE</b>	<b>503,437.23</b>	<b>626,108.37</b>	<b>(122,671.14)</b>
<b>Total Expenditures</b>	<b>\$ 2,060,241.40</b>	<b>\$ 2,685,464.41</b>	<b>\$ (626,723.01)</b>
<b>Net Operating Revenue</b>	<b>-\$ 337,131.44</b>	<b>-\$ 254,804.60</b>	<b>\$ (133,626.84)</b>
<b>Other Revenue</b>			0.00
5500 Investment Income	0.00	0.00	0.00
5510 Change In Value of Split Inter	0.00	0.00	-
5520 Change in Market Value	(80,000.00)	100,000.00	(180,000.00)
5530 Realized (Gain)/Loss	0.00	30,000.00	(30,000.00)
5540 Interest & Dividends	264,000.00	190,000.00	74,000.00
<b>Total 5500 Investment Income</b>	<b>\$ 184,000.00</b>	<b>\$ 320,000.00</b>	<b>\$ (136,000.00)</b>
<b>Total Other Revenue</b>	<b>\$ 184,000.00</b>	<b>\$ 320,000.00</b>	<b>\$ (136,000.00)</b>
<b>Other Expenditures</b>	0.00	0.00	-
8500 Investment Fees	0.00	0.00	-
8510 Manager Fee	74,760.00	40,000.00	34,760.00
<b>Total 8500 Investment Fees</b>	<b>\$ 74,760.00</b>	<b>\$ 40,000.00</b>	<b>\$ 34,760.00</b>
<b>Total Other Expenditures</b>	<b>\$ 74,760.00</b>	<b>\$ 40,000.00</b>	<b>\$ 34,760.00</b>
<b>Net Other Revenue</b>	<b>\$ 109,240.00</b>	<b>\$ 280,000.00</b>	<b>\$ (170,760.00)</b>
<b>Net Revenue</b>	<b>-\$ 227,891.44</b>	<b>\$ 25,195.40</b>	<b>\$ (304,386.84)</b>

Ventura College Foundation  
Board of Directors  
**PERSONNEL COMMITTEE**  
May 28, 2020  
Zoom Meeting

**Minutes**

Board Members Present: Matt LaVere – Committee chair, Anne King – Executive Director, Rob van Nieuwburg – BOD Chair, Dr. Ruth Hemming – BOD Vice Chair, Kim Hoffmans– VC President

Mr. LaVere called the meeting to order at 4:33 p.m.

**DISCUSSION**

Ms. King updated the committee on the staff health and wellness benefits package moving to CalPERS benefits saving approximately 20% in costs. She updated the committee on the adjustment of the workforce reduction plan now that the foundation received the PPP loan which is eligible for forgiveness all furloughed or to-be furloughed employees will be reinstated, part-time employees on unpaid leave will be reinstated, and no staff hours will be reduced. Ms. King reported on the budget plan for FY2020-21, especially that wages will be reduced by 5% for managers and directors to help respond to severe cash flow restrictions due to COVID-19.

Ms. King asked for a one-year extension of her two-year contract that is set to expire on June 30, 2020 given the uncertainty that the pandemic presents. She asked for one adjustment to that extension, a 16% reduction in her current salary for FY2020-21 to respond help balance the budget and support positive staff morale.

**Motion** – Extend existing contract for Anne Paul King, Executive Director, for an additional year with one exception: reduce existing salary by 16% per 2020-2021 budget plan understanding that a salary and wage review will be done by the committee at the end of Q2 in 2020-21. MSC

Ms. King was excused at 4:55pm by Mr. LaVere while the committee held a private session to discuss her annual evaluation. Written evaluations were submitted by Dr. Hoffmans and Ms. King. Mr. van Nieuwburg submitted his evaluation verbally and intends to put a written evaluation in Ms. King's personnel file.

The committee commended Ms. King for her work and leadership. The committee commended her for the quality of her staff.

**NEXT STEPS**

Staff to work with Mr. LaVere to schedule committee meetings for the FY2019-20 year.

**ADJOURNMENT**

The meeting adjourned at approximately 5:15 p.m.  
*Minutes written by Anne Paul King*

**Ventura College Foundation  
Annual Performance Review (APK Self-Assessment)**

Employee: Anne Paul King, Executive Director  
Evaluator: VC President, Dr. Kim Hoffmans & VCF Chair Rob van Nieuwburg  
Date: May 20, 2020 for FY2019-20

**KEY ACCOMPLISHMENTS**

**DONOR ENGAGEMENT to ENSURE LONG-TERM GROWTH and SUSTAINABLE SUPPORT FOR STUDENTS**

**Fundraising**

1. *Exceeded* annual fundraising goals in aggregate by 9% to-date; unrestricted 40% over goal, restricted 3% over goal (this total does not include the \$250,000 HAAS grant).
2. Restarted President's Circle group with significant support from President Hoffmans
3. Successful engagement events:
  - a. Donor Appreciation Event Hosted by Bill and Elise Kearney
  - b. Veterans Day Celebration
  - c. Orchard Grand Opening
  - d. Miriam Schwab Memorial Statue Unveiling
  - e. Newly Re-engaged President's Circle events
  - f. COVID-19: pivoted to on-line scholarship recognition engaging students, donors, recommenders and sponsors
4. Growth in employee giving over the previous year both in avg gift and in number of gifts. Exact figures not available today.
5. Increased engagement within community organizations, including:
  - a. AMR
  - b. Bank of America
  - c. Bank of the Sierra
  - d. Berkshire Hathaway Charitable Foundation
  - e. California Resources Corporation
  - f. Citizens Business Bank
  - g. Crown Plaza (multi-year agreement with Athletic Dept.)
  - h. Downtown Ventura Rotary
  - i. Gibbs Truck Centers and other Diesel Advisory Committee members
  - j. Gene Haas Foundation
  - k. Mechanics Bank
  - l. Mission Avocados, Limoneira, Reiter Affiliated and other Ag Advisory Committee members
  - m. Ohana Pet Hospitals
  - n. Sage Publications
  - o. Santa Barbara-Ventura Chapter of the Association for Fundraising Professionals
  - p. Southern California Edison
  - q. Ventura Chamber of Commerce
  - r. Ventura County Community Foundation

- s. Center for Non-Profit Leadership at California Lutheran University
  - t. Union Bank
  - u. Ventura County Museum
6. Delivered 300+ donor endowment and annual fund reports with investment earnings and fund balances.
  7. *Strong Foundation Stronger Futures* operating funds campaign, \$47K of \$50K goal raised to-date in response to COVID-19

### **Marketing**

1. *2019 VCF Gratitude Report* received a regional *Silver Addy Award*
2. Have a Heart for VC Athletic Dept. Week of Giving in February
3. VCF significant increase of effective engagement on Facebook, through new Website, some Instagram, via text and email.
4. Effective collaboration with Ventura College and VCCCD
5. Effective use of Anne's AFP award to further the reputation of VCF
6. Featured speaker or panelist at Center for Non-Profit Leadership at CLU, Ventura County Community Foundation, Association for Professional Fundraisers
7. Pivoted Marketing to online and social media in response to COVID-19.

### **Public Relations**

1. Effective management of press engagement around all notable VCF events, onboarding new board members, advocacy, Veterans Day, orchard grand opening, statue unveiling, HAAS gift, COVID-19 and others.
2. Effective mitigation of Lindsay & Company's connection to Cars for Causes litigation

### **Advocacy Started this Year**

1. Actively engaged as a board member of the FCCC's Network of California Community College Foundations
2. Osher Endowment Program-Begun partnership to resolve issues with restrictive criteria
3. 2020 Proposition 13 Endorsement and \$5K Support—did not pass
4. Signed various organizational letters of support for legislation at national and state levels.
5. Asked to contribute to VCCF Donor Newsletter regarding support for students left out of CARES Act funding.

### **Effective Management of Estate Gifts and Related Investment Funds**

1. Continued management of Miriam Schwab Estate, Yunker Estate, and other funds and related activities: legal, financial, spending, PR, recognition
2. Astute use of legal counsel for estate gifts when needed, including the Aurora Loss Estate
3. COVID-19: In partnership with donors, converted \$100,000 in restricted endowments to operations, to-date.

## **MARKETPLACE**

1. Maintained critical operating revenue generation through March 8, 2020
2. COVID-19: developed alternative operating plan in alignment with public health directives to reopen after 11 weekends of closure.

## **STRONG SUPPORT for STUDENTS—EXECUTION of the MISSION**

### **Scholarship/Program Successes**

1. Awarded historic high of \$683K through 427 scholarships to 248 students: \$2,270 avg for continuing students and \$3,662 avg for transfer students
2. On-going improvement of rubrics for the scholarship application and recommendations addressing equity gaps and better support reader, recommender and student success
3. Maintained roster of 90 scholarship readers
4. Manage and funded student engagement in Textbook Lending on campus supporting over 4500 students on both campuses
5. Continue to manage challenging ESTEEM-NSF-UCSB off-cycle scholarship program
6. More than doubled scholarships awarded in off-cycle paramedic scholarship program
7. Outreach at all Fall campus events on VC's main campus and VC's East campus
8. 50 classroom visits
9. Coordinated VCF Student Ambassadors; 20 total many in ASVC

### **Management of Promise Program Changes Due to the Passage of AB19 and SB2**

1. In partnership with financial aid office and the State of California, expanded support to approximately 1800 first- and second-year students.
2. Transitioned VCF support from the VC Promise to Zero Textbook Cost program
3. Converted William and Helen Scarpino Veteran Promise Donors to Jerry Arellano Veterans Textbook program donors.

### **Engagement and Support of On-Campus Programs**

1. **Ag Program**, Advisory Committee, Orchard Grand Opening and ongoing management
2. **Athletics**, Have a Heart for VC campaign, gift processing, Crown Plaza Multi-Year gift
3. **Business**, Advisory Committee
4. **Classified Senate**, annual scholarship campus fundraising
5. **Diesel Technology**, Advisory Committee, major donor support
6. **Engineering**, ESTEEM program management support
7. **EAC**, ICAN Advisory Committee, Expert Learner Program grant
8. **Holistic Health**, annual auction support
9. **Machining**, HAAS grants support



10. **Math and Science**, annual auction and awards support
11. **Nursing**, Aurora Loss Estate Gift, grants, major gift stewardship and fundraising
12. **Paramedics**, off-cycle scholarships, grants
13. **Performing Arts**, Miriam Schwab Estate fund and plan support, statue unveiling, Yunker Estate Funds, various endowments, department awards support, gift processing
14. **Veterans Resource Center**, Veterans Day Celebration, fundraising support
15. **Veterinary Tech**, fundraising support

#### **BOARD of DIRECTORS GOVERNANCE**

1. Preparation and management of quarterly board meetings and meetings for 10 board committees
2. Conducted successful board retreat
3. Finalized Development of 6-year Strategic Plan approved by board
4. COVID-19: Converted board governance to Zoom

#### **HUMAN RESOURCE MANAGEMENT**

1. On-going management of CalPERS audit and personnel issue
2. Active participation on campus safety committee
3. Harassment training added for board
4. Management of payroll & HR for approximately 25 employees throughout year including CalPERS and health & wellness for exempt employees
5. COVID-19: Developed and implemented workforce reduction plan in consultation with HR consultant and with approval of board

#### **FINANCE AND INVESTMENT MANAGEMENT**

1. Completed financial audit w/o deficiencies
2. Hired new staff CPA, Director of Finance
3. Developed and managed balanced budget for 2019-2020 ending year in surplus.
4. COVID-19: Secured CARES Act SBA Payroll Protection Program Loan
5. COVID19: Monitored on-going cash-on-hand and redeveloped budget and management plan to sustain VCF
6. COVID-19: Smart use of UPMIFA Federal and State regulations, in accordance with GAAP accounting, to craft endowment spending strategy alongside an endowment donor 1-year assistance plan to preserve all remaining staff and to extend cash-on-hand from mid-September through December 30, 2020.

#### **INSURANCE AND RISK MANAGEMENT**

1. Oversee safety protocols especially at Marketplace
2. Engage HR Consultant throughout the year
3. Engage insurance for key risk areas: directors & officers, umbrella liability, volunteer, workers comp, certificates for campus activities such as the orchard, etc.

4. Responsible for ABC licensing on campus

#### **ANNE'S STRENGTHS**

1. Able to effectively manage through complexity & crisis appropriately juggling the immediate and future needs for the organization
2. Strong leadership skills
3. Effective major gift fundraiser
4. Successful advocate for the foundation and its mission, on and off campus
5. Engenders trust, collaboration and partnerships on and off campus
6. Has breadth of knowledge and awareness of key management strategies related to finance, HR, collaboration with college and district leaders, liability/legal issues, fundraising/planned giving, PR, marketing, investment management
7. Able to prioritize and maintain key organizational functions
8. Strong work ethic
9. Passionate focus on strengthening the long-term sustainability of the organization
10. Leads with transparency and integrity to effectively build trust with stakeholders
11. Demonstrates commitment to the organization's mission
12. Persuasive advocate for VC students, college and foundation
13. Empowers VCF staff to lead and work passionately to support student success

#### **ANNE'S AREAS FOR IMPROVEMENT**

1. Personal time management – needs to continue to better balance professional and personal life, and manage physical and mental health successfully.
2. Exercise greater discipline managing expectations, sustainable workload for self, and staff.
3. Improve consistency in good customer service by me both internally, on campus and with community partners.
4. Inject more joy into the life of our team
5. Effectively engage more members of the board in active fundraising
6. Mirroring good discipline and work management skills for staff

#### **ANNE'S GOALS FOR 2019-20**

**OVERALL:** Ensure that the Foundation survives through June 30, 2021.

#### **Mission Delivery and Funding to Do So**

1. Execute effective and creative strategies to minimize fundraising and revenue losses due to philanthropic challenges, shutdowns, and staff reductions due to COVID-19.

2. Execute efficient and creative strategies to minimize loss of student support due to staff reductions and loss of revenue due to COVID-19.
3. Focus support for campus programs in key areas with major active philanthropic partners:
  - a. Agricultural Advisory Committee
  - b. Athletic Program
  - c. Diesel Advisory Committee
  - d. Manufacturing
  - e. Nursing Program
  - f. Paramedic Program
  - g. Programs funded by the estate gifts
  - h. Veterinary Tech Program
4. Manage adjustments given the loss of three positions: events specialist, donor database specialist and operation/administration manager.
5. Expand effective use of our marketing outreach through social media to replace printed campaigns and tools.
6. Continue to increase engagement with community and state leaders

#### **Effective Support for Board Governance**

1. Increase the number of board members engaged in philanthropic activities
2. Support monthly finance meetings to effectively manage cashflow through COVID-19 crisis

#### **Operations and Administration**

1. Minimize any further staff turnover either through budget cuts or attrition.
2. Effective support for staff's ability to be successful, especially through online team communication & moral boosting activities.
3. Continue to support VC President and appointed campus representatives on board to support our mission.
4. Streamline operations and administration in response to budget cuts
5. Maintain transparency, professionalism, and integrity.
6. Manage our investments to minimize losses due to COVID-19 with a focus on long-term sustainability.

# **Ventura College Foundation**

## **Annual Performance Review (Board Chair Assessment)**

Employee: Anne Paul King, Executive Director

Evaluator: Board of Directors Chairman Rob van Nieuwburg

Date: June 6, 2020 for FY2019-2020

### **Management:**

After another year with major challenges, Anne continues to assemble and lead a uniquely qualified staff in a highly professional manner. The successes her team has been able to produce make her a top shelf leader and manager. A pandemic that brought the entire economy to a sudden halt forced cutting back on an already tightly ran staff. Notwithstanding, Anne was able to maintain morale and productivity. The Foundation is privileged to have her.

### **Budgets:**

After restructuring budgets and accounting two years ago and completing a challenging budget for FY 2020-2021, Anne was forced to start over. Temporary closure of the Market Place for almost two months caused loss of major revenues. This required a new budget with additional deep cuts. Again, Anne adapted to the change and is leading the Foundation through turbulent times. Fundamental changes in fundraising and cuts in expenses will keep the Foundation in existence.

### **Communication Skills:**

Anne's collaboration skills and abilities to solve problems are beyond comparison. Her skills are precise, timely and clear. Her abilities in leading meetings, public speaking and ceremonies are testimony to her passion for students and the Foundation. She always maintains integrity and professionalism. Testimonial to Anne's professionalism, she was selected to receive the 2019 Professional Fundraiser of the Year Award by the Association of Fundraising Professionals, Santa Barbara/Ventura Counties Chapter. It is a privilege to work with Anne.

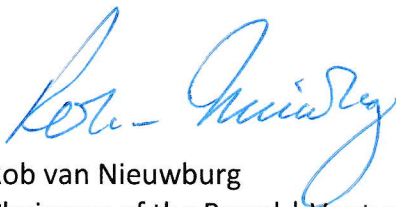
### **Initiatives:**

- Mitigated damage caused by sudden economic downturn

- Met fundraising and revenue goals during FY20198-2020
- Minimize staff reduction through attrition and budget cuts
- Streamline Foundation operations in response to forced budget cuts
- Initiated transfer to a new investments company to better manage invested funds
- Brought a renewed agricultural partnership with Mission Produce to the campus, resulting in a producing avocado orchard.
- Developed additional President's Circle Funding
- Materialized the Miriam Schwab Memorial Statue and unveiling
- Initiated and managed on-line student recognition, due to Covid-19 pandemic
- Continued and increased engagement with community organizations
- Expanded significant marketing through social media
- Expanded engagement with state and local leadership
- Managed modifications in the "Ventura Promise Program" to align with the State Promise Program
- Merged the "Veterans Promise Program" to better serve the students
- Expanded Student Book Lending Program
- Increase to develop community partnerships and outreach to grow philanthropy
- Maintain key partnerships on campus

## Summary

Anne exceeds all expectations in her role of Executive Director for the Ventura College Foundation. She works well under pressure, is detailed oriented and keeps a positive attitude. The community and The Foundation greatly benefit by Anne's presence and leadership. She is instrumental in the future success of students and sustainment of The Foundation.



Rob van Nieuwburg  
Chairman of the Board | Ventura College Foundation



Anne Paul King  
Executive Director, Ventura College Foundation  
June 14, 2020

---

# VENTURA COLLEGE FOUNDATION

---

## Ventura College Foundation Executive Director

Name of Supervisor Being Evaluated: Anne Paul King

Title of Supervisor Being Evaluated: Executive Director

Location: Ventura

Evaluation Date From: 6/1/2019

Evaluation Date To: 5/29/2020

### Communication Skills:

Anne Paul King is articulate and possesses strong communication skills, both written and verbal. Anne consistently keeps me informed of important matters affecting the VC Foundation during our weekly meetings and emails. She meets regularly with the Foundation President and other Board members, office staff, and VC employees to discuss and plan for activities and challenges effecting the Foundation. Anne, with the assistance of her team, effectively manages press releases, social media, events and other marketing tools to provide information about Foundation events, major gifts, and public relation opportunities.

### Leadership Skills:

Anne is a strong leader who has developed collaborative relationships with her staff, Ventura College employees, local industry professionals, donors, students and the Foundation Board. She is well respected by all for her strategic insight, breadth of knowledge, fundraising aptitude, and passionate support of Ventura College and our students. I sincerely appreciate Anne's efforts to support VC's nursing, agriculture, athletics, business, diesel, engineering, holistic health, machining, math, science, paramedic, performing arts, veterinary tech, and others. Impressive this year, was the historic high awarding of \$638,000 in scholarships to 248 students; \$2,270 average for continuing students and \$3,662 for transfer students. With the COVID pandemic and financial losses from the Marketplace, I feel as though Anne's real strength as a leader is evident in her proactive approach and ability to effectively manage the complexities to maintain the solvency and operations of the Foundation.

### Administrative Skills:

Anne has two years of experience as the Executive Director of the VC Foundation and she continues to develop and strengthen her administrative skills to ensure outcomes are met in the following areas: fundraising, marketing, public relations, advocacy, fund management (estate, major gifts, and investments), student support (scholarships, textbook lending, and others), college program support, Market Place management, Board and Committee support, human resources, risk management, employee oversight, and general operations.

### Progress on Anne's Goals for 2019-20:

	Goals (Student Support)
<b>Met Goal</b> <input type="checkbox"/> <b>Partially Met Goal</b> <input checked="" type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	1. Meet all fundraising and revenue generation expectations through philanthropy and the Marketplace per the approved FY2019-20 VC Foundation approved budget (COVID caused some disruptions in meeting this goal)



# VENTURA COLLEGE FOUNDATION

<b>Met Goal</b> <input checked="" type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	2. Support students and the campus by meeting all outreach, direct support and indirect support goals per the approved FY2019-20 VC Foundation approved budget
<b>Met Goal</b> <input checked="" type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	3. Expand our support to students through continued support of campus programs through stewardship of industry partners, especially with: <ol style="list-style-type: none"> <li>Agricultural Advisory Committee</li> <li>Business Advisory Committee</li> <li>Diesel Advisory Committee</li> <li>Innovative Cognitive Achievement Network (ICAN) Advisory Committee--out of the VC Educational Assistance Program</li> <li>Nursing Program</li> <li>Paramedic Program</li> <li>Athletic Program</li> <li>Schwab Music Academy and related programs funded by the Estate</li> <li>Others as significant opportunities arise</li> </ol>
<b>Met Goal</b> <input checked="" type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	4. Continue to engage staff and board in the highest level of professionalism and expertise to maximize our opportunity to grow our support for and to students
<b>Met Goal</b> <input checked="" type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	5. Intentionally engage and steward partners at VC and VCCCD to maximize the capacity to execute our mission
<b>Met Goal</b> <input checked="" type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	6. Expand our marketing outreach through social media and print outlets to bring attention and support to our mission
<b>Met Goal</b> <input type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/> <b>Did not meet Goal</b> <input checked="" type="checkbox"/>	7. Bring back philanthropic support, over two-years initially, for VCF Educational Enhancement grants to be funded in FY20-21 in partnership with the VC Program Review process (COVID will delay this implementation of this goal)

	Goals (Effective Support of Board of Governance)
<b>Met Goal</b> <input checked="" type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	1. Ensure successful creation of a 6-year strategic plan
<b>Met Goal</b> <input checked="" type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/>	2. Successfully partner with board leadership to ensure a quorum at each quarterly meeting

# VENTURA COLLEGE FOUNDATION

<b>Did not meet Goal</b> <input type="checkbox"/> <b>Met Goal</b> <input checked="" type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	3. Host a board retreat to include: <ul style="list-style-type: none"> <li>a. Finalize the strategic plan</li> <li>b. Deliver public relations policy and guidelines</li> <li>c. Provide sensitivity and diversity training to better serve our diverse student body</li> <li>d. Institute an annual board member nomination process</li> <li>e. Gain approval for a succession plan for board officers and committee chairs</li> <li>f. Provide harassment training per California law</li> <li>g. On-board a new payroll/HR consultant to reduce costs; maintain compliance with current laws; steward a positive, productive and safe employment environment; and minimize liabilities</li> <li>h. Initiate mentor system for new board members</li> </ul>
<b>Met Goal</b> <input type="checkbox"/> <b>Partially Met Goal</b> <input checked="" type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	4. Increase the number of board members engaged in philanthropic activities
<b>Met Goal</b> <input checked="" type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	5. Continue to engage staff and board in the highest level of professionalism and expertise to maximize our opportunity to grow our support for and to students

	<b>Goals (Operations and Administration)</b>
<b>Met Goal</b> <input checked="" type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	1. Continue to engage staff in the highest level of professionalism and expertise to maximize our opportunity to grow our support for and to students; continuing education and effective team communication is key
<b>Met Goal</b> <input checked="" type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	2. Engage a new VC President effectively to support and expand our mission
<b>Met Goal</b> <input checked="" type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	3. On-board new part-time year-round event manager (Unfortunately, this position was part of the reduction in force due to COVID)
<b>Met Goal</b> <input type="checkbox"/> <b>Partially Met Goal</b> <input checked="" type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	4. Streamline operations and administrative elements according to short- and long-term return on investment. (These efforts will need to be reimagined with the new VC Foundation staffing reductions)
<b>Met Goal</b> <input checked="" type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	5. Increase staff engagement in the community, county and state to bring visibility to VCF and our mission
<b>Met Goal</b> <input checked="" type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	6. Continue to ensure that all systems and human resources have back up to ensure the sustainability of the organization

# VENTURA COLLEGE FOUNDATION

<b>Met Goal</b> <input checked="" type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	7. Continue to improve our donor, financial, program and vendor data systems to maximize transparency, maintain integrity and increase effectiveness.
<b>Met Goal</b> <input checked="" type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	8. Continue to improve our operations to maximize transparency, maintain integrity and increase effectiveness
<b>Met Goal</b> <input checked="" type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	9. Effectively collaborate with VC and VCCCD at human and systems levels
<b>Met Goal</b> <input checked="" type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	10. Manage operations within budget (Kudos to Anne for her ability to meet this goal during this crisis situation!!!)
<b>Met Goal</b> <input checked="" type="checkbox"/> <b>Partially Met Goal</b> <input type="checkbox"/> <b>Did not meet Goal</b> <input type="checkbox"/>	11. Manage our investments to preserve their value and achieve at least 4% growth over time
<b>No applicable</b> <input checked="" type="checkbox"/>	12. Approve a new and appropriate MOU with VCCCD to preserve our strength and capacity to serve our mission. (The MOU with VCCCD was not in need of renewal at this time.)

## Overall Comments:

Anne is a skilled administrator with strong communication skills. She treats others with kindness and respect as she empowers them to succeed in their job responsibilities with the ultimate goal of supporting student success and Ventura College. She has high integrity and is respectful in her interactions with all colleagues. She is a positive member of Administrative Council and other committee/workgroups on campus; where she makes thoughtful contributions to the discussions. During these very challenging circumstances, Anne was able to meet her extensive goals developed for herself from last year. I am very impressed with the dedication and leadership she brings to her role as the Executive Director. Ventura College is very fortunate to have her support.

## Recommendations:

Anne is a strong leader and interacts well with others to communicate organizational direction and vision. For next year, I agree with her goals:

## Mission Delivery and Funding Goals

1. Execute effective and creative strategies to minimize fundraising and revenue losses due to philanthropic challenges, shutdowns, and staff reductions due to COVID-19.
2. Execute efficient and creative strategies to minimize loss of student support due to staff reductions and loss of revenue due to COVID-19.
3. Focus support for campus programs in key areas with major active philanthropic partners:
  - a. Agricultural Advisory Committee

---

# VENTURA COLLEGE FOUNDATION

---

- b. Athletic Program
  - c. Diesel Advisory Committee
  - d. Manufacturing
  - e. Nursing Program
  - f. Paramedic Program
  - g. Programs funded by the estate gifts
  - h. Veterinary Tech Program
- 4. Manage adjustments given the loss of three positions: events specialist, donor database specialist and operation/administration manager.
  - 5. Expand effective use of our marketing outreach through social media to replace printed campaigns and tools.
  - 6. Continue to increase engagement with community and state leaders


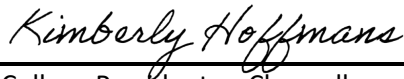
## **Effective Support for Board Governance**

- 1. Increase the number of board members engaged in philanthropic activities
- 2. Support monthly finance meetings to effectively manage cashflow through COVID-19 crisis

## **Operations and Administration**

- 1. Minimize any further staff turnover either through budget cuts or attrition.
- 2. Effective support for staff's ability to be successful, especially through online team communication & moral boosting activities.
- 3. Continue to support VC President and appointed campus representatives on board to support our mission.
- 4. Streamline operations and administration in response to budget cuts
- 5. Maintain transparency, professionalism, and integrity.
- 6. Manage our investments to minimize losses due to COVID-19 with a focus on long-term sustainability.

Signatures:

	06-14-2020
Anne Paul King (Signature)	Date
	05/28/2020
College President or Chancellor (Kimberly Hoffmans)	Evaluator (Signature) Date

Ventura College Foundation  
Board of Directors

**NOMINATING COMMITTEE**

May 28, 2019, 5:30 p.m.  
71 Day Road Center | Ventura College

Board Members Present: Matt LaVere-Committee Chair; Rob van Nieuwburg—Board Chair; Dr. Ruth Hemming – BOD Vice Chair; Anne King;

**Minutes**

Mr. LaVere called the meeting to order at 5:30 p.m.

**DISCUSSION:**

The committee discussed the impact of COVID-19 on the organization. Ms. King reported that in two non-profit industry workshops on governance during the pandemic the presenters recommended suspending changes in leadership as well as additions of new board members. So far, the pandemic has imposed constant change and uncertainty on most organizations and that maintaining current leadership could provide some measure of important stability. The committee discussed this further and agreed to call the officers and select board members to confirm the slate for 2020-21 that would be prepared for the Executive Committee meeting on June 10, 2020.

Mr. LaVere mentioned that a retreat at the beginning of the new year will be especially important as we navigate the pandemic. Mr. LaVere asked Ms. King to work with him to schedule a meeting to prepare for a retreat in July or early August.

The meeting adjourned at 6.20 p.m. by Mr. LaVere.

*Minutes recorded by Anne King*

**Ventura College Foundation  
Board of Directors  
Nominating Committee Meeting**

**Proposed 2020-21 Slate of Officers**

**Officer Nominees:**

<b>Chair:</b>	Rob Van Nieuwburg
<b>Vice-Chair:</b>	Ruth Hemming
<b>Treasurer:</b>	Nicole Kreutz
<b>Secretary:</b>	Mike Montoya

**Board Members Proposed for New Two-Year Terms**

Two-year terms, these terms renew in odd fiscal years; board is asked to approve these members for a new two-year term through FY23.

- |                    |                       |
|--------------------|-----------------------|
| 1. Amy Cherot      | 6. Michael Montoya    |
| 2. Ken Collin      | 7. Kristin Ockert     |
| 3. Ellyn Dembowski | 8. Michael Orman      |
| 4. Nicole Kreutz   | 9. Donna Santo        |
| 5. Matt LaVere     | 10. Eleanor Tillquist |

**Board Members Not Up for Renewal**

Two-year terms, renew in even years, list renews in FY22.

1. Keith Barnard
2. Robert Beilin
3. Boomer Butler, CPA
4. Nurls Dante
5. Abra Flores
6. Ruth Hemming
7. Stephen Kipp
8. Rob van Nieuwburg
9. Harald Wulff

**Ex-Officio Members**

1. Catherine Bojorquez – VC Administration Representative
2. Kim Hoffmans - VC President
3. Patricia Wendt – VC Faculty Representative
4. Anne King – Executive Director
5. 2020-2021 ASVC President

# Ventura College Foundation

## Board of Directors Committees (FY 2020-2021)

### STANDING COMMITTEES

#### EXECUTIVE\*

- 1) **Rob van Nieuwburg, Chair**
- 2) Ruth Hemming, Vice-Chair
- 3) Nicole Kreutz, Treasurer
- 4) Mike Montoya, Secretary
- 5) Kim Hoffmans, VC President
- 6) Anne Paul King, Exec. Dir.

#### FINANCE /BUDGET

- 1) **Nicole Kreutz, Chair**
- 2) Cathy Bojorquez
- 3) Amy Cherot
- 4) Nuris Dante
- 5) Don Degner
- 6) Abra Flores
- 7) Ruth Hemming
- 8) Mike Montoya
- 9) Mike Orman
- 10) Rob van Nieuwburg
- 11) Harald Wulff

#### PERSONNEL

- 1) **Matt LaVere, Chair**
- 2) Ellyn Dembowski
- 3) Ruth Hemming
- 4) Kim Hoffmans
- 5) Stephen Kipp
- 6) Mike Montoya
- 7) Donna Santo
- 8) Rob van Nieuwburg
- 9) Harald Wulff

#### PROGRAM SUSTAINABILITY

- 1) **Ellyn Dembowski, Chair**
- 2) Bob Beilin
- 3) Ken Collin
- 4) Nuris Dante
- 5) Abra Flores
- 6) Kim Hoffmans
- 7) Mike Montoya
- 8) Rob van Nieuwburg
- 9) Patty Wendt
- 10) Harald Wulff

#### Marketplace

- 1) **Rob van Nieuwburg, Chair**
- 2) Cathy Bojorquez
- 3) Ken Collin
- 4) Ellyn Dembowski
- 5) Ruth Hemming
- 6) Mike Montoya
- 7) *Peter Tshing*

#### NOMINATING/ GOVERNANCE

- 1) **Matt LaVere, Chair**
- 2) Keith Barnard
- 3) Ellyn Dembowski
- 4) Ruth Hemming
- 5) Stephen Kipp
- 6) Mike Montoya
- 7) Donna Santo
- 8) Rob van Nieuwburg
- 9) Harald Wulff

#### INVESTMENT

- 1) **Ken Collin, Chair**
- 2) Bob Beilin
- 3) Boomer Butler
- 4) Amy Cherot
- 5) Don Degner
- 6) Nicole Kreutz
- 7) Mike Orman
- 8) Rob van Nieuwburg
- 9) Harald Wulff

#### Scholarship & Grants

(Promise, Scholarships, Textbooks, Veterans, etc.)

- 1) **Ruth Hemming, Chair**
- 2) Bob Beilin
- 3) Daisy Castillo
- 4) Amy Cherot
- 5) Ellyn Dembowski
- 6) Kristin Ockert
- 7) Mike Orman
- 8) Donna Santo
- 9) Eleanor Tillquist
- 10) Rob van Nieuwburg
- 11) Patty Wendt
- 12) Harald Wulff

### AD-HOC COMMITTEES

#### BYLAWS

- 1) **Ellyn D., Chair**
- 2) Bob Beilin
- 3) Amy Cherot
- 4) Ruth Hemming
- 5) Donna Santo

#### STRATEGIC PLANNING

- 1) **Kristin Ockert, Co-Chair**
- 2) **Mike Montoya, Co-Chair**
- 3) Keith Barnard
- 4) Nuris Dante
- 5) *Phillip Briggs*
- 6) Stephen Kipp
- 7) Harald Wulff

#### AUDIT

- 1) **Boomer Butler, Chair**
- 2) Cathy Bojorquez
- 3) Amy Cherot
- 4) Don Degner
- 5) Ruth Hemming
- 6) Mike Montoya
- 7) Rob van Nieuwburg
- 8) Harald Wulff

# 128

Updated 6/2020

\* Committee Chairs are members of the Exec. Committee

*Italics:* non-BOD members  
VCF Staff will attend committee meetings as appropriate.



# VENTURA COLLEGE FOUNDATION/BOARD OF DIRECTORS 2020-2021

## MEETING SCHEDULE & SPECIAL EVENTS *as of June 2020*

<b><u>JULY 2020 (beginning of 2020-21 fiscal year)</u></b> <b>4</b> – Fourth of July <b>15</b> – Monthly Finance Committee (Wed. 5:15 pm) <b>TBD</b> - Nominating Committee	<b><u>JANUARY 2021</u></b> <b>20</b> – Monthly Finance Committee (Wed. 5:15 pm) <b>TBD--</b> Program Sustainability Meeting <b>TBD</b> – Marketplace Committee
<b><u>AUGUST 2020</u></b> <b>19</b> – Monthly Finance Committee (Wed. 5:15 pm) <b>TBD</b> -- Santa Paula Chamber Mixer <b>TBD</b> – Program Sustainability Meeting <b>TBD</b> – Marketplace Committee <b>TBD</b> – Strategic Planning Committee <b>TBD - BOD RETREAT</b>	<b><u>FEBRUARY 2021</u></b> <b>2</b> - Scholarship & Grants Committee Meeting (Tues., 5:15pm) <b>17</b> – Monthly Finance Committee (Wed. 5:15 pm) <b>TBD</b> – Nominating Committee
<b><u>SEPTEMBER 2020</u></b> <b>1</b> - Scholarship & Grants Committee Meeting (5:15) <b>9</b> - Q1 Finance Committee (4:15 pm) <b>9</b> - Q1 Executive Committee Meeting (5:15 pm) <b>23</b> - Q1 Full BOD Meeting (Wed. 5:15pm) <b>TBD</b> - Donor Appreciation Event <b>TBD</b> – Audit Committee	<b><u>MARCH 2021</u></b> <b>17</b> - Budget/Q3 Finance Committee (Wed. 4:15 pm) <b>17</b> - Q3 Executive Committee (Wed. 5:15 pm) <b>31</b> - Q3 FULL BOD Meeting (Wed. 5:15pm) <b>TBD--</b> Program Sustainability Meeting
<b><u>OCTOBER 2020</u></b> <b>21</b> – Monthly Finance Committee (Wed. 5:15 pm) <b>TBD</b> - Community Forum-Strategic Plan <b>TBD</b> – Program Sustainability Meeting <b>TBD</b> -- Marketplace Committee meeting <b>TBD</b> – Nominating Committee	<b><u>APRIL 2021</u></b> <b>6</b> - Scholarship & Grants Committee (Tues., 5:15pm) <b>21</b> – Budget/Finance Committee #2 (Wed., 5:15pm) <b>TBD</b> - Investment Committee <b>TBD</b> – Marketplace Committee
<b><u>NOVEMBER 2020</u></b> <b>3</b> - Scholarship & Grants Committee (Tues., 5:15pm) <b>18</b> – Monthly Finance Committee (Wed. 5:15 pm) <b>TBD - Veterans Day Celebration</b> <b>TBD-</b> Investment Committee	<b><u>MAY 2021</u></b> <b>19</b> – Budget/Finance Committee #3 (Wed. 5:15pm) <b>TBD - VC Graduation</b> <b>TBD--</b> Program Sustainability Meeting <b>TBD</b> – Personnel Committee <b>TBD</b> – Nominating Committee
<b><u>DECEMBER 2021</u></b> <b>2</b> - Q2 Finance Committee Meeting (Wed. 4:15pm) <b>2</b> - Q2 Executive Committee meeting (Wed. 5:15 pm) <b>16</b> - Q2 Full BOD Meeting (Wed. 5:15pm) <b>TBD - Nurses Pinning Ceremony</b>	<b><u>JUNE 2021 (end of 2020-21 fiscal year)</u></b> <b>2</b> - Scholarship & Grants Committee Meeting (Tues., 5:15pm) <b>16</b> - Q4 Finance Committee (Wed. 4:15 pm) <b>16</b> - Q4 Executive Committee (Wed. 5:15 pm) <b>30</b> - Q4 FULL BOD Meeting (Wed. 5:15pm) <b>TBD - Marketplace Vendor Appreciation BBQ</b>

**ASC** = Applied Science Center VC campus

**DRC** = 71 Day Road Center Conference Room, VC Foundation Office

**GH** = Guthrie Hall

**PAC** = Performing Arts Center – VC Campus

**VRC** = Veterans Resource Center – VC Campus

**WEC** = Wright Event Center, 57 Day Road, Ventura College

**\*\*Events in boldface**

**2018 Exempt Org. Return**  
prepared for:

**VENTURA COLLEGE FOUNDATION**  
4667 TELEGRAPH RD  
VENTURA, CA 93003

**DECKER FARRELL & MCCOY, LLP**  
400 W Ventura Blvd Ste 245  
Camarillo, CA 93010

CLIENT 11876

**DECKER FARRELL & MCCOY, LLP**  
**400 W VENTURA BLVD STE 245**  
**CAMARILLO, CA 93010**  
**805-910-1441**

April 1, 2020

VENTURA COLLEGE FOUNDATION  
4667 TELEGRAPH RD  
VENTURA, CA 93003

Dear Anne:

Your 2018 Federal Return of Organization Exempt from Income Tax will be electronically filed with the Internal Revenue Service upon receipt of a signed Form 8879-EO - IRS e-file Signature Authorization. No tax is payable with the filing of this return.

Enclosed is your 2018 Federal Exempt Organization Business Income Tax Return. The original should be signed at the bottom of page two. No tax is payable with the filing of this return. Mail your Federal return on or before November 15, 2019 to:

DEPARTMENT OF TREASURY  
INTERNAL REVENUE SERVICE  
OGDEN, UT 84201-0027

Please be sure to call us if you have any questions.

Sincerely,

MICHAEL FARRELL

**DECKER FARRELL & MCCOY, LLP**  
400 W VENTURA BLVD STE 245  
CAMARILLO, CA 93010  
805-910-1441

Client 11876  
April 1, 2020

**VENTURA COLLEGE FOUNDATION**  
4667 TELEGRAPH RD  
VENTURA, CA 93003  
805-289-6461

**FEDERAL FORMS**

Form 990	2018 Return of Organization Exempt from Income Tax
Schedule A	Organization Exempt Under Section 501(c)(3)
Schedule B	Schedule of Contributors
Schedule D	Schedule D
Schedule I	Grants and Other Assistance Inside U.S.
Schedule M	Non-Cash Contributions
Schedule O	Supplemental Information
Schedule R	Related Organizations and Unrelated Partnerships
Form 990-T	2018 Exempt Organization Bus. Income Tax Return
Form 8879-EO	IRS e-file Signature Authorization

**FEE SUMMARY**

Preparation Fee

2018

## FEDERAL EXEMPT ORGANIZATION TAX SUMMARY

PAGE 1

CLIENT 11876

VENTURA COLLEGE FOUNDATION

77-0037747

4/01/20

12:32 PM

	2018	2017	DIFF
<b>REVENUE</b>			
CONTRIBUTIONS AND GRANTS .....	2,934,880	13,642,293	-10,707,413
PROGRAM SERVICE REVENUE .....	22,052	1,324	20,728
INVESTMENT INCOME .....	1,455,764	384,296	1,071,468
OTHER REVENUE .....	1,025,382	1,197,950	-172,568
TOTAL REVENUE .....	5,438,078	15,225,863	-9,787,785
<b>EXPENSES</b>			
GRANTS AND SIMILAR AMOUNTS PAID .....	1,328,261	1,428,322	-100,061
SALARIES, OTHER COMPEN., EMP. BENEFITS .....	636,361	474,187	162,174
PROFESSIONAL FUNDRAISING EXPENSES .....	0	8,483	-8,483
OTHER EXPENSES .....	488,269	320,564	167,705
TOTAL EXPENSES .....	2,452,891	2,231,556	221,335
<b>NET ASSETS OR FUND BALANCES</b>			
REVENUE LESS EXPENSES .....	2,985,187	12,994,307	-10,009,120
TOTAL ASSETS AT END OF YEAR .....	27,099,192	24,647,507	2,451,685
TOTAL LIABILITIES AT END OF YEAR .....	1,063,936	1,166,075	-102,139
NET ASSETS/FUND BALANCES AT END OF YEAR .....	26,035,256	23,481,432	2,553,824

**2018 FEDERAL UNRELATED BUSINESS INCOME TAX SUMMARY PAGE 1**

CLIENT 11876

VENTURA COLLEGE FOUNDATION

77-0037747

4/01/20

12:32 PM

	2018	2017	DIFF
<b>REVENUE</b>			
NET UNRELATED DEBT-FIN INCOME (LOSS) .....	-38,743	0	-38,743
TOTAL REVENUE .....	-38,743	0	-38,743
<b>DEDUCTIONS</b>			
DEPRECIATION .....	70,674	0	70,674
LESS DEPRECIATION CLAIMED ELSEWHERE .....	70,674	0	70,674
TOTAL DEDUCTIONS .....	0	0	0
<b>UNRELATED BUSINESS TAXABLE INCOME</b>			
UNRELATED BUS TAXABLE INC (LINE 30) .....	-38,743	0	-38,743
UNRELATED BUS TAXABLE INC (LINE 32) .....	-38,743	0	-38,743
UNRELATED BUSINESS TAXABLE INCOME .....	-38,743	0	-38,743
<b>TAX COMPUTATION</b>			
INCOME TAX .....	0	0	0
TOTAL TAX .....	0	0	0
<b>PAYMENTS AND CREDITS</b>			
TOTAL PAYMENTS AND CREDITS .....	0	0	0
<b>REFUND OR AMOUNT DUE</b>			
TAX DUE .....	0	0	0
OVERPAYMENT .....	0	0	0

**IRS e-file Signature Authorization  
for an Exempt Organization**

OMB No. 1545-1878

For calendar year 2018, or fiscal year beginning 7/01, 2018, and ending 6/30, 20 2019▶ **Do not send to the IRS. Keep for your records.**▶ **Go to [www.irs.gov/Form8879EO](http://www.irs.gov/Form8879EO) for the latest information.****2018**Department of the Treasury  
Internal Revenue Service

Name of exempt organization

VENTURA COLLEGE FOUNDATION

Name and title of officer

ANNE KING

Employer identification number

77-0037747EXECUTIVE DIRECTOR**Part I Type of Return and Return Information (Whole Dollars Only)**

Check the box for the return for which you are using this Form 8879-EO and enter the applicable amount, if any, from the return. If you check the box on line **1a**, **2a**, **3a**, **4a**, or **5a**, below, and the amount on that line for the return being filed with this form was blank, then leave line **1b**, **2b**, **3b**, **4b**, or **5b**, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not** complete more than one line in Part I.

<b>1 a</b> Form 990 check here. . . . ▶ <input checked="" type="checkbox"/>	<b>b Total revenue</b> , if any (Form 990, Part VIII, column (A), line 12) . . . . .	<b>1 b</b> <u>5,438,078.</u>
<b>2 a</b> Form 990-EZ check here. . . . ▶ <input type="checkbox"/>	<b>b Total revenue</b> , if any (Form 990-EZ, line 9) . . . . .	<b>2 b</b> _____
<b>3 a</b> Form 1120-POL check here. . . . ▶ <input type="checkbox"/>	<b>b Total tax</b> (Form 1120-POL, line 22) . . . . .	<b>3 b</b> _____
<b>4 a</b> Form 990-PF check here. . . . ▶ <input type="checkbox"/>	<b>b Tax based on investment income</b> (Form 990-PF, Part VI, line 5) . . . . .	<b>4 b</b> _____
<b>5 a</b> Form 8868 check here. . . . ▶ <input type="checkbox"/>	<b>b Balance Due</b> (Form 8868, line 3c) . . . . .	<b>5 b</b> _____

**Part II Declaration and Signature Authorization of Officer**

Under penalties of perjury, I declare that I am an officer of the above organization and that I have examined a copy of the organization's 2018 electronic return and accompanying schedules and statements and to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the organization's electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the organization's return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the organization's federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the organization's electronic return and, if applicable, the organization's consent to electronic funds withdrawal.

**Officer's PIN: check one box only**

☒ I authorize DECKER FARRELL & MCCOY, LLP to enter my PIN 11876 as my signature  
ERO firm name Enter five numbers, but do not enter all zeros

on the organization's tax year 2018 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

☐ As an officer of the organization, I will enter my PIN as my signature on the organization's tax year 2018 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Officer's signature ▶ \_\_\_\_\_

Date ▶ \_\_\_\_\_

**Part III Certification and Authentication**

**ERO's EFIN/PIN.** Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN . . . . .

95759493003

Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2018 electronically filed return for the organization indicated above. I confirm that I am submitting this return in accordance with the requirements of **Pub. 4163**, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature ▶ MICHAEL FARRELL

Date ▶ \_\_\_\_\_

**ERO Must Retain This Form — See Instructions  
Do Not Submit This Form to the IRS Unless Requested To Do So**



# Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

2018

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

Do not enter social security numbers on this form as it may be made public.  
Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

<b>A</b> For the 2018 calendar year, or tax year beginning 7/01, 2018, and ending 6/30, 2019													
<b>B</b> Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td style="width:60%; vertical-align: top;"> <b>C</b>            VENTURA COLLEGE FOUNDATION            4667 TELEGRAPH RD            VENTURA, CA 93003         </td> <td style="width:40%; vertical-align: top;"> <b>D</b> Employer identification number            77-0037747  <b>E</b> Telephone number            805-289-6461  <b>G</b> Gross receipts \$ 17,249,602.         </td> </tr> <tr> <td colspan="2"> <b>F</b> Name and address of principal officer: ANNE KING            SAME AS C ABOVE         </td> </tr> <tr> <td colspan="2"> <b>H(a)</b> Is this a group return for subordinates? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>  <b>H(b)</b> Are all subordinates included? Yes <input type="checkbox"/> No <input type="checkbox"/>  <small>If "No," attach a list. (see instructions)</small> </td> </tr> <tr> <td colspan="2"> <b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527         </td> </tr> <tr> <td colspan="2"> <b>J</b> Website: VENTURACOLLEGEFOUNDATION.ORG         </td> </tr> <tr> <td colspan="2"> <b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other <input type="checkbox"/>  <b>L</b> Year of formation: 1983 <b>M</b> State of legal domicile: CA         </td> </tr> </table>	<b>C</b> VENTURA COLLEGE FOUNDATION 4667 TELEGRAPH RD VENTURA, CA 93003	<b>D</b> Employer identification number 77-0037747 <b>E</b> Telephone number 805-289-6461 <b>G</b> Gross receipts \$ 17,249,602.	<b>F</b> Name and address of principal officer: ANNE KING SAME AS C ABOVE		<b>H(a)</b> Is this a group return for subordinates? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <b>H(b)</b> Are all subordinates included? Yes <input type="checkbox"/> No <input type="checkbox"/> <small>If "No," attach a list. (see instructions)</small>		<b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		<b>J</b> Website: VENTURACOLLEGEFOUNDATION.ORG		<b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other <input type="checkbox"/> <b>L</b> Year of formation: 1983 <b>M</b> State of legal domicile: CA	
<b>C</b> VENTURA COLLEGE FOUNDATION 4667 TELEGRAPH RD VENTURA, CA 93003	<b>D</b> Employer identification number 77-0037747 <b>E</b> Telephone number 805-289-6461 <b>G</b> Gross receipts \$ 17,249,602.												
<b>F</b> Name and address of principal officer: ANNE KING SAME AS C ABOVE													
<b>H(a)</b> Is this a group return for subordinates? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <b>H(b)</b> Are all subordinates included? Yes <input type="checkbox"/> No <input type="checkbox"/> <small>If "No," attach a list. (see instructions)</small>													
<b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527													
<b>J</b> Website: VENTURACOLLEGEFOUNDATION.ORG													
<b>K</b> Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other <input type="checkbox"/> <b>L</b> Year of formation: 1983 <b>M</b> State of legal domicile: CA													

Part I Summary				
Activities & Governance	1	Briefly describe the organization's mission or most significant activities: TO PROVIDE FINANCIAL SUPPORT TO THE STUDENTS AND THE PROGRAMS AT VENTURA COMMUNITY COLLEGE. THROUGH THIS SUPPORT, THE VENTURA COLLEGE FOUNDATION ASSISTS THE COLLEGE IN FACILITATING STUDENT ACCESS AND GROWS THE IMPACT AND LEGACY OF VENTURA COLLEGE AS A VITAL COMMUNITY ASSET.		
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3	Number of voting members of the governing body (Part VI, line 1a)	21	
	4	Number of independent voting members of the governing body (Part VI, line 1b)	21	
	5	Total number of individuals employed in calendar year 2018 (Part V, line 2a)	24	
	6	Total number of volunteers (estimate if necessary)	93	
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	-38,743.	
	7b	Net unrelated business taxable income from Form 990-T, line 38	-38,743.	
Revenue	8	Contributions and grants (Part VIII, line 1h)	13,642,293.	
	9	Program service revenue (Part VIII, line 2g)	1,324.	
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	384,296.	
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	1,197,950.	
	12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	15,225,863.	
	Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	1,428,322.
		14	Benefits paid to or for members (Part IX, column (A), line 4)	
		15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	474,187.
		16a	Professional fundraising fees (Part IX, column (A), line 11e)	8,483.
		b	Total fundraising expenses (Part IX, column (D), line 25)	318,634.
17		Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	320,564.	
18		Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	2,231,556.	
19	Revenue less expenses. Subtract line 18 from line 12	12,994,307.		
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	24,647,507.	
	21	Total liabilities (Part X, line 26)	1,166,075.	
	22	Net assets or fund balances. Subtract line 21 from line 20	23,481,432.	

## Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer ANNE KING	Date EXECUTIVE DIRECTOR	
	Type or print name and title		
Paid Preparer Use Only	Print/Type preparer's name	Preparer's signature	Date
	MICHAEL FARRELL	MICHAEL FARRELL	
	Firm's name	Firm's EIN	PTIN
	DECKER FARRELL & MCCOY, LLP	47-1222587	P01070806
	Firm's address	Phone no.	
	400 W VENTURA BLVD STE 245 CAMARILLO, CA 93010	805-910-1441	

May the IRS discuss this return with the preparer shown above? (see instructions) Yes ☒ No ☐

**Part III Statement of Program Service Accomplishments**Check if Schedule O contains a response or note to any line in this Part III. ☒ X

- 1**
- Briefly describe the organization's mission:

SEE SCHEDULE O

- 2**
- Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?
- ☐
- Yes
- ☒
- No

If "Yes," describe these new services on Schedule O.

- 3**
- Did the organization cease conducting, or make significant changes in how it conducts, any program services?
- ☐
- Yes
- ☒
- No

If "Yes," describe these changes on Schedule O.

- 4**
- Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

**4a** (Code: ) (Expenses \$ 1,024,374. including grants of \$ 649,588.) (Revenue \$ )  
PROVIDE SUPPORT TO PROGRAMS AND CAMPUS ACTIVITIES AT VENTURA COLLEGE TO ENRICH THE STUDENTS' EDUCATIONAL EXPERIENCES.

**4b** (Code: ) (Expenses \$ 907,776. including grants of \$ 678,673.) (Revenue \$ 22,052.)  
AWARD SCHOLARSHIPS AND GRANTS TO STUDENTS WHO HAVE APPLIED AND MET CRITERIA. THESE AWARDS PROVIDE SUPPORT AND ENHANCMENT OF THE EDUCATIONAL EXPERIENCE AT VENTURA COLLEGE

**4c** (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

- 4d**
- Other program services (Describe in Schedule O.)

(Expenses \$ including grants of \$ ) (Revenue \$ )

**4e** Total program service expenses ▶ 1,932,150.

**Part IV Checklist of Required Schedules**

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If 'Yes,' complete Schedule A	X	
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)?	X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If 'Yes,' complete Schedule C, Part I.		X
4 <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If 'Yes,' complete Schedule C, Part II.		X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If 'Yes,' complete Schedule C, Part III.		X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If 'Yes,' complete Schedule D, Part I.	X	
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If 'Yes,' complete Schedule D, Part II.		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If 'Yes,' complete Schedule D, Part III.		X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? If 'Yes,' complete Schedule D, Part IV.		X
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If 'Yes,' complete Schedule D, Part V.	X	
11 If the organization's answer to any of the following questions is 'Yes,' then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If 'Yes,' complete Schedule D, Part VI.	X	
b Did the organization report an amount for investments — other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If 'Yes,' complete Schedule D, Part VII.		X
c Did the organization report an amount for investments — program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If 'Yes,' complete Schedule D, Part VIII.		X
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If 'Yes,' complete Schedule D, Part IX.	X	
e Did the organization report an amount for other liabilities in Part X, line 25? If 'Yes,' complete Schedule D, Part X.	X	
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If 'Yes,' complete Schedule D, Part X.	X	
12a Did the organization obtain separate, independent audited financial statements for the tax year? If 'Yes,' complete Schedule D, Parts XI and XII.	X	
b Was the organization included in consolidated, independent audited financial statements for the tax year? If 'Yes,' and if the organization answered 'No' to line 12a, then completing Schedule D, Parts XI and XII is optional.		X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If 'Yes,' complete Schedule E.		X
14a Did the organization maintain an office, employees, or agents outside of the United States?		X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If 'Yes,' complete Schedule F, Parts I and IV.		X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If 'Yes,' complete Schedule F, Parts II and IV.		X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If 'Yes,' complete Schedule F, Parts III and IV.		X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If 'Yes,' complete Schedule G, Part I (see instructions).		X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If 'Yes,' complete Schedule G, Part II.		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If 'Yes,' complete Schedule G, Part III.		X
20a Did the organization operate one or more hospital facilities? If 'Yes,' complete Schedule H.		X
b If 'Yes' to line 20a, did the organization attach a copy of its audited financial statements to this return?		
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? If 'Yes,' complete Schedule I, Parts I and II.	X	

**Part IV Checklist of Required Schedules (continued)**

	Yes	No
<b>22</b> Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? If 'Yes,' complete Schedule I, Parts I and III.	X	
<b>23</b> Did the organization answer 'Yes' to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? If 'Yes,' complete Schedule J.		X
<b>24a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? If 'Yes,' answer lines 24b through 24d and complete Schedule K. If 'No,' go to line 25a.		X
<b>24b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
<b>24c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
<b>24d</b> Did the organization act as an 'on behalf of' issuer for bonds outstanding at any time during the year?		
<b>25a</b> <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? If 'Yes,' complete Schedule L, Part I.		X
<b>25b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If 'Yes,' complete Schedule L, Part I.		X
<b>26</b> Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? If 'Yes,' complete Schedule L, Part II.		X
<b>27</b> Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? If 'Yes,' complete Schedule L, Part III.		X
<b>28</b> Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
<b>28a</b> A current or former officer, director, trustee, or key employee? If 'Yes,' complete Schedule L, Part IV.		X
<b>28b</b> A family member of a current or former officer, director, trustee, or key employee? If 'Yes,' complete Schedule L, Part IV.		X
<b>28c</b> An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? If 'Yes,' complete Schedule L, Part IV.		X
<b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? If 'Yes,' complete Schedule M.	X	
<b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? If 'Yes,' complete Schedule M.		X
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? If 'Yes,' complete Schedule N, Part I.		X
<b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If 'Yes,' complete Schedule N, Part II.		X
<b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If 'Yes,' complete Schedule R, Part I.		X
<b>34</b> Was the organization related to any tax-exempt or taxable entity? If 'Yes,' complete Schedule R, Part II, III, or IV, and Part V, line 1.	X	
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
<b>35b</b> If 'Yes' to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If 'Yes,' complete Schedule R, Part V, line 2.		
<b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? If 'Yes,' complete Schedule R, Part V, line 2.		X
<b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? If 'Yes,' complete Schedule R, Part VI.		X
<b>38</b> Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O.	X	

**Part V Statements Regarding Other IRS Filings and Tax Compliance**Check if Schedule O contains a response or note to any line in this Part V. ☐

	Yes	No
<b>1 a</b> Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable.		
<b>1 b</b> Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable.		
<b>1 c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	X	

**Part V** Statements Regarding Other IRS Filings and Tax Compliance (continued)

	Yes	No
<b>2 a</b> Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return. <b>2 a</b> 24		
<b>b</b> If at least one is reported on line 2a, did the organization file all required federal employment tax returns? <b>2 b</b> X	X	
<b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)		
<b>3 a</b> Did the organization have unrelated business gross income of \$1,000 or more during the year? <b>3 a</b> X	X	
<b>b</b> If 'Yes,' has it filed a Form 990-T for this year? If 'No' to line 3b, provide an explanation in Schedule O. <b>3 b</b> X	X	
<b>4 a</b> At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)? <b>4 a</b>		X
<b>b</b> If 'Yes,' enter the name of the foreign country: See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).		
<b>5 a</b> Was the organization a party to a prohibited tax shelter transaction at any time during the tax year? <b>5 a</b>		X
<b>b</b> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? <b>5 b</b>		X
<b>c</b> If 'Yes,' to line 5a or 5b, did the organization file Form 8886-T? <b>5 c</b>		
<b>6 a</b> Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions? <b>6 a</b>		X
<b>b</b> If 'Yes,' did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible? <b>6 b</b>		
<b>7 Organizations that may receive deductible contributions under section 170(c).</b>		
<b>a</b> Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor? <b>7 a</b> X	X	
<b>b</b> If 'Yes,' did the organization notify the donor of the value of the goods or services provided? <b>7 b</b> X	X	
<b>c</b> Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282? <b>7 c</b>		X
<b>d</b> If 'Yes,' indicate the number of Forms 8282 filed during the year. <b>7 d</b>		
<b>e</b> Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? <b>7 e</b>		X
<b>f</b> Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? <b>7 f</b>		X
<b>g</b> If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required? <b>7 g</b>		
<b>h</b> If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C? <b>7 h</b>		
<b>8 Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year? <b>8</b>		
<b>9 Sponsoring organizations maintaining donor advised funds.</b>		
<b>a</b> Did the sponsoring organization make any taxable distributions under section 4966? <b>9 a</b>		
<b>b</b> Did the sponsoring organization make a distribution to a donor, donor advisor, or related person? <b>9 b</b>		
<b>10 Section 501(c)(7) organizations.</b> Enter:		
<b>a</b> Initiation fees and capital contributions included on Part VIII, line 12 <b>10 a</b>		
<b>b</b> Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities. <b>10 b</b>		
<b>11 Section 501(c)(12) organizations.</b> Enter:		
<b>a</b> Gross income from members or shareholders. <b>11 a</b>		
<b>b</b> Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.) <b>11 b</b>		
<b>12 a Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041? <b>12 a</b>		
<b>b</b> If 'Yes,' enter the amount of tax-exempt interest received or accrued during the year. <b>12 b</b>		
<b>13 Section 501(c)(29) qualified nonprofit health insurance issuers.</b>		
<b>a</b> Is the organization licensed to issue qualified health plans in more than one state? <b>13 a</b>		
<b>Note.</b> See the instructions for additional information the organization must report on Schedule O.		
<b>b</b> Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans. <b>13 b</b>		
<b>c</b> Enter the amount of reserves on hand. <b>13 c</b>		
<b>14 a</b> Did the organization receive any payments for indoor tanning services during the tax year? <b>14 a</b>		X
<b>b</b> If 'Yes,' has it filed a Form 720 to report these payments? If 'No,' provide an explanation in Schedule O. <b>14 b</b>		
<b>15</b> Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? <b>15</b>		X
If 'Yes,' see instructions and file Form 4720, Schedule N.		
<b>16</b> Is the organization an educational institution subject to the section 4968 excise tax on net investment income? <b>16</b>		X
If 'Yes,' complete Form 4720, Schedule O.		



**Part VI Governance, Management, and Disclosure** For each 'Yes' response to lines 2 through 7b below, and for a 'No' response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

☒**Section A. Governing Body and Management**

		Yes	No
<b>1 a</b> Enter the number of voting members of the governing body at the end of the tax year. If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.	<b>1 a</b> 21		
<b>b</b> Enter the number of voting members included in line 1a, above, who are independent.	<b>1 b</b> 21		
<b>2</b> Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?	<b>2</b>		X
<b>3</b> Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person?	<b>3</b>		X
<b>4</b> Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?	<b>4</b>		X
<b>5</b> Did the organization become aware during the year of a significant diversion of the organization's assets?	<b>5</b>		X
<b>6</b> Did the organization have members or stockholders?	<b>6</b>		X
<b>7 a</b> Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?	<b>7 a</b>		X
<b>b</b> Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	<b>7 b</b>		X
<b>8</b> Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:			
<b>a</b> The governing body?	<b>8 a</b>	X	
<b>b</b> Each committee with authority to act on behalf of the governing body?	<b>8 b</b>	X	
<b>9</b> Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If 'Yes,' provide the names and addresses in Schedule O.	<b>9</b>		X

**Section B. Policies** (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
<b>10 a</b> Did the organization have local chapters, branches, or affiliates?	<b>10 a</b>	X
<b>b</b> If 'Yes,' did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	<b>10 b</b>	
<b>11 a</b> Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	<b>11 a</b> X	
<b>b</b> Describe in Schedule O the process, if any, used by the organization to review this Form 990. SEE SCHEDULE O		
<b>12 a</b> Did the organization have a written conflict of interest policy? If 'No,' go to line 13.	<b>12 a</b> X	
<b>b</b> Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	<b>12 b</b> X	
<b>c</b> Did the organization regularly and consistently monitor and enforce compliance with the policy? If 'Yes,' describe in Schedule O how this was done. SEE SCHEDULE O	<b>12 c</b> X	
<b>13</b> Did the organization have a written whistleblower policy?	<b>13</b> X	
<b>14</b> Did the organization have a written document retention and destruction policy?	<b>14</b>	X
<b>15</b> Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
<b>a</b> The organization's CEO, Executive Director, or top management official. SEE SCHEDULE O.	<b>15 a</b> X	
<b>b</b> Other officers or key employees of the organization. SEE SCHEDULE O.	<b>15 b</b> X	
If 'Yes' to line 15a or 15b, describe the process in Schedule O (see instructions).		
<b>16 a</b> Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	<b>16 a</b>	X
<b>b</b> If 'Yes,' did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	<b>16 b</b>	

**Section C. Disclosure**

**17** List the states with which a copy of this Form 990 is required to be filed: CA

**18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☒ Own website ☐ Another's website ☐ Upon request ☒ Other (explain in Schedule O) SEE SCH. O

**19** Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year. SEE SCHEDULE O

**20** State the name, address, and telephone number of the person who possesses the organization's books and records: ANNE KING 4667 TELEGRAPH RD VENTURA CA 93003 805-289-6461

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**Check if Schedule O contains a response or note to any line in this Part VII ☒**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1 a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of 'key employee.'
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (list any hours for related orga- nizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
SEE SCHEDULE O										
(1) ANNE KING EXECUTIVE DIR.	40 0	X		X				114,300.	0.	28,922.
(2) KEITH BARNARD DIRECTOR	3 0	X						0.	0.	0.
(3) BOB BEILIN DIRECTOR	3 0	X						0.	0.	0.
(4) CATHERINE BOJORQUEZ EX-OFFICIO MBR	3 40	X						0.	0.	0.
(5) BOOMER BUTLER DIRECTOR	3 0	X						0.	0.	0.
(6) AMY CHEROT DIRECTOR	3 0	X						0.	0.	0.
(7) KEN COLLIN DIRECTOR	3 0	X						0.	0.	0.
(8) NURIS DANTE DIRECTOR	3 0	X						0.	0.	0.
(9) ELLYN DEMBOWSKI DIRECTOR	3 0	X						0.	0.	0.
(10) RUTH HEMMING VICE-CHAIR	3 0	X		X				0.	0.	0.
(11) KIM HOFFMANS EX-OFFICIO MBR	3 40	X						0.	0.	0.
(12) STEPHEN KIPP DIRECTOR	3 0	X						0.	0.	0.
(13) NICOLE KREUTZ TREASURER	3 0	X		X				0.	0.	0.
(14) MATT LAVERE DIRECTOR	3 0	X						0.	0.	0.



**Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)					(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee			
(15) MICHAEL MONTOYA SECRETARY	3 0	X		X			0.	0.	0.
(16) KRISTIN OCKERT DIRECTOR	3 0	X					0.	0.	0.
(17) MICHAEL ORMAN DIRECTOR	3 0	X					0.	0.	0.
(18) DONNA SANTO DIRECTOR	3 0	X					0.	0.	0.
(19) MICHAEL SCHOUTEN EX-OFFICIO MBR	3 40	X					0.	0.	0.
(20) ELEANOR TILLQUIST DIRECTOR	3 0	X					0.	0.	0.
(21) ROB VAN NIEUWBURG BOARD CHAIR	3 0	X		X			0.	0.	0.
(22) PATRICIA WENDT EX-OFFICIO MBR	3 40	X					0.	0.	0.
(23)									
(24)									
(25)									
<b>1 b Sub-total</b>							114,300.	0.	28,922.
<b>c Total from continuation sheets to Part VII, Section A</b>							0.	0.	0.
<b>d Total (add lines 1b and 1c)</b>							114,300.	0.	28,922.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization **1**

3 Did the organization list any **former** officer, director, or trustee, key employee, or highest compensated employee on line 1a? If 'Yes,' complete Schedule J for such individual.

	Yes	No
3		X
4		X
5		X

4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? If 'Yes,' complete Schedule J for such individual.

5 Did any person listed on line 1a receive or accrue compensation from any **unrelated** organization or individual for services rendered to the organization? If 'Yes,' complete Schedule J for such person.

**Section B. Independent Contractors**

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization **0**

**Part VIII** Statement of RevenueCheck if Schedule O contains a response or note to any line in this Part VIII. ☐

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1 a</b> Federated campaigns.....	<b>1 a</b>					
	<b>b</b> Membership dues.....	<b>1 b</b>					
	<b>c</b> Fundraising events.....	<b>1 c</b>					
	<b>d</b> Related organizations.....	<b>1 d</b>					
	<b>e</b> Government grants (contributions).....	<b>1 e</b>					
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above.....	<b>1 f</b> 2,934,880.					
	<b>g</b> Noncash contributions included in lines 1a-1f: \$	100,312.					
	<b>h Total.</b> Add lines 1a-1f.....		2,934,880.				
<b>Program Service Revenue</b>	<b>2 a</b> ADMINISTRATIVE FEES	Business Code 561000	22,052.	22,052.			
	<b>b</b> -----						
	<b>c</b> -----						
	<b>d</b> -----						
	<b>e</b> -----						
	<b>f</b> All other program service revenue.....						
	<b>g Total.</b> Add lines 2a-2f.....		22,052.				
	<b>3</b> Investment income (including dividends, interest and other similar amounts).....		511,484.			511,484.	
<b>4</b> Income from investment of tax-exempt bond proceeds.....							
<b>5</b> Royalties.....							
<b>Other Revenue</b>	<b>6 a</b> Gross rents.....	(i) Real 1,573,107.					
	<b>b</b> Less: rental expenses.....	547,725.					
	<b>c</b> Rental income or (loss).....	1,025,382.					
	<b>d</b> Net rental income or (loss).....		1,025,382.		-38,743.	1,064,125.	
	<b>7 a</b> Gross amount from sales of assets other than inventory.....	(i) Securities 12208079.					
	<b>b</b> Less: cost or other basis and sales expenses.....	11263799.					
	<b>c</b> Gain or (loss).....	944,280.					
	<b>d</b> Net gain or (loss).....		944,280.			944,280.	
	<b>8 a</b> Gross income from fundraising events (not including \$ of contributions reported on line 1c). See Part IV, line 18.....	<b>a</b>					
	<b>b</b> Less: direct expenses.....	<b>b</b>					
	<b>c</b> Net income or (loss) from fundraising events.....						
	<b>9 a</b> Gross income from gaming activities. See Part IV, line 19.....	<b>a</b>					
	<b>b</b> Less: direct expenses.....	<b>b</b>					
	<b>c</b> Net income or (loss) from gaming activities.....						
	<b>10 a</b> Gross sales of inventory, less returns and allowances.....	<b>a</b>					
	<b>b</b> Less: cost of goods sold.....	<b>b</b>					
	<b>c</b> Net income or (loss) from sales of inventory.....						
	Miscellaneous Revenue		Business Code				
	<b>11 a</b> -----						
	<b>b</b> -----						
<b>c</b> -----							
<b>d</b> All other revenue.....							
<b>e Total.</b> Add lines 11a-11d.....							
<b>12 Total revenue.</b> See instructions.....		5,438,078.	22,052.	-38,743.	2,519,889.		

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX. ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21.	678,673.	678,673.		
2 Grants and other assistance to domestic individuals. See Part IV, line 22.	649,588.	649,588.		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16.				
4 Benefits paid to or for members.				
5 Compensation of current officers, directors, trustees, and key employees.	143,223.	95,482.	31,827.	15,914.
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B).	0.	0.	0.	0.
7 Other salaries and wages.	274,142.	252,340.	5,505.	16,297.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions).				
9 Other employee benefits.	187,593.	140,096.	31,063.	16,434.
10 Payroll taxes.	31,403.	26,044.	2,853.	2,506.
11 Fees for services (non-employees):				
a Management				
b Legal.	12,983.		850.	12,133.
c Accounting	33,660.	18,562.	7,998.	7,100.
d Lobbying				
e Professional fundraising services. See Part IV, line 17.				
f Investment management fees.	54,900.		54,900.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	19,439.	14,404.	1,489.	3,546.
12 Advertising and promotion.	62,357.	21,110.		41,247.
13 Office expenses.				
14 Information technology				
15 Royalties				
16 Occupancy				
17 Travel				
18 Payments of travel or entertainment expenses for any federal, state, or local public officials.				
19 Conferences, conventions, and meetings.				
20 Interest				
21 Payments to affiliates.				
22 Depreciation, depletion, and amortization.	6,148.		6,148.	
23 Insurance.	7,212.		4,064.	3,148.
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a SCHWAB ESTATE DEFINED EXPENSE	123,506.			123,506.
b CAL PERS SETTLEMENT	42,572.		42,572.	
c COMPUTER AND SOFTWARE	42,080.	15,400.	2,601.	24,079.
d SPECIAL EVENTS	40,328.	18,435.		21,893.
e All other expenses	43,084.	2,016.	10,237.	30,831.
25 Total functional expenses. Add lines 1 through 24e.	2,452,891.	1,932,150.	202,107.	318,634.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720).				

**Part X Balance Sheet**Check if Schedule O contains a response or note to any line in this Part X. ☐

		(A) Beginning of year		(B) End of year
<b>Assets</b>	<b>1</b> Cash — non-interest-bearing	480.	<b>1</b>	480.
	<b>2</b> Savings and temporary cash investments	470,410.	<b>2</b>	448,648.
	<b>3</b> Pledges and grants receivable, net	13,895,862.	<b>3</b>	9,192,468.
	<b>4</b> Accounts receivable, net		<b>4</b>	
	<b>5</b> Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		<b>5</b>	
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L		<b>6</b>	
	<b>7</b> Notes and loans receivable, net		<b>7</b>	
	<b>8</b> Inventories for sale or use		<b>8</b>	
	<b>9</b> Prepaid expenses and deferred charges	30,667.	<b>9</b>	19,055.
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	<b>10a</b> 225,774.		
	<b>b</b> Less: accumulated depreciation	<b>10b</b> 209,489.	24,659.	<b>10c</b> 16,285.
	<b>11</b> Investments — publicly traded securities	8,613,450.	<b>11</b>	15,736,927.
	<b>12</b> Investments — other securities. See Part IV, line 11		<b>12</b>	
	<b>13</b> Investments — program-related. See Part IV, line 11		<b>13</b>	
	<b>14</b> Intangible assets		<b>14</b>	
	<b>15</b> Other assets. See Part IV, line 11	1,611,979.	<b>15</b>	1,685,329.
<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 34)	24,647,507.	<b>16</b>	27,099,192.	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses	25,225.	<b>17</b>	144,165.
	<b>18</b> Grants payable	957,840.	<b>18</b>	691,692.
	<b>19</b> Deferred revenue		<b>19</b>	
	<b>20</b> Tax-exempt bond liabilities		<b>20</b>	
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D		<b>21</b>	
	<b>22</b> Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		<b>22</b>	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties		<b>23</b>	
	<b>24</b> Unsecured notes and loans payable to unrelated third parties		<b>24</b>	
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D	183,010.	<b>25</b>	228,079.
	<b>26</b> <b>Total liabilities.</b> Add lines 17 through 25	1,166,075.	<b>26</b>	1,063,936.
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow SFAS 117 (ASC 958), check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27 through 29, and lines 33 and 34.</b>			
	<b>27</b> Unrestricted net assets	507,424.	<b>27</b>	309,264.
	<b>28</b> Temporarily restricted net assets	15,603,175.	<b>28</b>	18,271,603.
	<b>29</b> Permanently restricted net assets	7,370,833.	<b>29</b>	7,454,389.
	<b>Organizations that do not follow SFAS 117 (ASC 958), check here</b> <input type="checkbox"/> <b>and complete lines 30 through 34.</b>			
	<b>30</b> Capital stock or trust principal, or current funds		<b>30</b>	
	<b>31</b> Paid-in or capital surplus, or land, building, or equipment fund		<b>31</b>	
	<b>32</b> Retained earnings, endowment, accumulated income, or other funds		<b>32</b>	
	<b>33</b> <b>Total net assets or fund balances.</b>	23,481,432.	<b>33</b>	26,035,256.
<b>34</b> <b>Total liabilities and net assets/fund balances.</b>	24,647,507.	<b>34</b>	27,099,192.	

**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI

☒

1	Total revenue (must equal Part VIII, column (A), line 12)	1	5,438,078.
2	Total expenses (must equal Part IX, column (A), line 25)	2	2,452,891.
3	Revenue less expenses. Subtract line 2 from line 1	3	2,985,187.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	23,481,432.
5	Net unrealized gains (losses) on investments	5	579,578.
6	Donated services and use of facilities	6	91,000.
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O) SEE SCHEDULE O	9	-1,101,941.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	26,035,256.

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line in this Part XII

☐1 Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other

If the organization changed its method of accounting from a prior year or checked 'Other,' explain in Schedule O.

2 a Were the organization's financial statements compiled or reviewed by an independent accountant?

If 'Yes,' check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:

☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis

b Were the organization's financial statements audited by an independent accountant?

If 'Yes,' check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:

☒ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis

c If 'Yes' to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?

If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.

3 a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?

b If 'Yes,' did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits

	Yes	No
2 a		X
2 b	X	
2 c	X	
3 a		X
3 b		

BAA

TEEA0112L 08/03/18

Form 990 (2018)



**SCHEDULE A**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Public Charity Status and Public Support**

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

► Attach to Form 990 or Form 990-EZ.

► Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2018**

**Open to Public  
Inspection**

Name of the organization

VENTURA COLLEGE FOUNDATION

Employer identification number

77-0037747

**Part I Reason for Public Charity Status** (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

- 1 ☐ A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**
- 2 ☐ A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990 or 990-EZ).)
- 3 ☐ A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**
- 4 ☐ A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii).** Enter the hospital's name, city, and state: \_\_\_\_\_
- 5 ☒ An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)
- 6 ☐ A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**
- 7 ☐ An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 8 ☐ A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)
- 9 ☐ An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university: \_\_\_\_\_
- 10 ☐ An organization that normally receives: (1) more than 33-1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions—subject to certain exceptions, and (2) no more than 33-1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)
- 11 ☐ An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**
- 12 ☐ An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box in lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.
- a ☐ **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**
- b ☐ **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**
- c ☐ **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**
- d ☐ **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**
- e ☐ Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.
- f Enter the number of supported organizations: \_\_\_\_\_
- g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document?		(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
			Yes	No		
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any 'unusual grants'.) <b>PT. VI</b>	875,910.	1,839,029.	1,155,748.	842,293.	2,934,880.	7,647,860.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						0.
3 The value of services or facilities furnished by a governmental unit to the organization without charge, ...	91,000.	91,000.	91,000.	98,105.	91,000.	462,105.
4 <b>Total.</b> Add lines 1 through 3 ...	966,910.	1,930,029.	1,246,748.	940,398.	3,025,880.	8,109,965.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)...						1,098,635.
6 <b>Public support.</b> Subtract line 5 from line 4. ....						7,011,330.

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
7 Amounts from line 4. ....	966,910.	1,930,029.	1,246,748.	940,398.	3,025,880.	8,109,965.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources. ....	250,593.	218,741.	410,540.	544,845.	510,945.	1,935,664.
9 Net income from unrelated business activities, whether or not the business is regularly carried on. ....						0.
10 Other income. Do not include gain or loss from the sale of capital assets. (Explain in Part VI.) <b>SEE PART VI</b>	952,237.	1,009,860.	1,063,531.	1,625,526.	1,573,107.	6,224,261.
11 <b>Total support.</b> Add lines 7 through 10. ....						16,269,890.
12 Gross receipts from related activities, etc. (see instructions) ...					12	17,884,085.
13 <b>First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> ▶ <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

14 Public support percentage for 2018 (line 6, column (f) divided by line 11, column (f))	14	43.09 %
15 Public support percentage from 2017 Schedule A, Part II, line 14.	15	45.59 %

**16a 33-1/3% support test—2018.** If the organization did not check the box on line 13, and line 14 is 33-1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization. ▶ ☒

**b 33-1/3% support test—2017.** If the organization did not check a box on line 13 or 16a, and line 15 is 33-1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization. ▶ ☐

**17a 10%-facts-and-circumstances test—2018.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the 'facts-and-circumstances' test, check this box and **stop here.** Explain in Part VI how the organization meets the 'facts-and-circumstances' test. The organization qualifies as a publicly supported organization. ▶ ☐

**b 10%-facts-and-circumstances test—2017.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the 'facts-and-circumstances' test, check this box and **stop here.** Explain in Part VI how the organization meets the 'facts-and-circumstances' test. The organization qualifies as a publicly supported organization. ▶ ☐

**18 Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ▶ ☐



**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any 'unusual grants'.)						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose.						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513.						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf.						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge.						
<b>6</b> <b>Total.</b> Add lines 1 through 5.						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons.						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year.						
<b>c</b> Add lines 7a and 7b.						
<b>8</b> <b>Public support.</b> (Subtract line 7c from line 6.)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>9</b> Amounts from line 6.						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources.						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975.						
<b>c</b> Add lines 10a and 10b.						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on.						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.).						
<b>13</b> <b>Total support.</b> (Add lines 9, 10c, 11, and 12.)						
<b>14</b> <b>First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> .						

**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2018 (line 8, column (f), divided by line 13, column (f)).	<b>15</b>	0%
<b>16</b> Public support percentage from 2017 Schedule A, Part III, line 15.	<b>16</b>	0%

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for 2018 (line 10c, column (f), divided by line 13, column (f)).	<b>17</b>	0%
<b>18</b> Investment income percentage from 2017 Schedule A, Part III, line 17.	<b>18</b>	0%
<b>19a</b> <b>33-1/3% support tests—2018.</b> If the organization did not check the box on line 14, and line 15 is more than 33-1/3%, and line 17 is not more than 33-1/3%, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization.		<input type="checkbox"/>
<b>b</b> <b>33-1/3% support tests—2017.</b> If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33-1/3%, and line 18 is not more than 33-1/3%, check this box and <b>stop here</b> . The organization qualifies as a publicly supported organization.		<input type="checkbox"/>
<b>20</b> <b>Private foundation.</b> If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions.		<input type="checkbox"/>

**Part IV Supporting Organizations**

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

	Yes	No
<b>1</b> Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If 'No,' describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
<b>2</b> Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If 'Yes,' explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
<b>3a</b> Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If 'Yes,' answer (b) and (c) below.</i>		
<b>3b</b> Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If 'Yes,' describe in Part VI when and how the organization made the determination.</i>		
<b>3c</b> Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If 'Yes,' explain in Part VI what controls the organization put in place to ensure such use.</i>		
<b>4a</b> Was any supported organization not organized in the United States ('foreign supported organization')? <i>If 'Yes' and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>		
<b>4b</b> Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If 'Yes,' describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
<b>4c</b> Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If 'Yes,' explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
<b>5a</b> Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If 'Yes,' answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
<b>5b</b> <b>Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
<b>5c</b> <b>Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?		
<b>6</b> Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If 'Yes,' provide detail in Part VI.</i>		
<b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If 'Yes,' complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
<b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If 'Yes,' complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
<b>9a</b> Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If 'Yes,' provide detail in Part VI.</i>		
<b>9b</b> Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If 'Yes,' provide detail in Part VI.</i>		
<b>9c</b> Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If 'Yes,' provide detail in Part VI.</i>		
<b>10a</b> Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If 'Yes,' answer 10b below.</i>		
<b>10b</b> Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

**Part IV Supporting Organizations** (continued)

	Yes	No
<b>11</b> Has the organization accepted a gift or contribution from any of the following persons?		
<b>a</b> A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?	<b>11a</b>	
<b>b</b> A family member of a person described in (a) above?	<b>11b</b>	
<b>c</b> A 35% controlled entity of a person described in (a) or (b) above? If 'Yes' to a, b, or c, provide detail in <b>Part VI</b> .	<b>11c</b>	

**Section B. Type I Supporting Organizations**

	Yes	No
<b>1</b> Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If 'No,' describe in <b>Part VI</b> how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.	<b>1</b>	
<b>2</b> Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If 'Yes,' explain in <b>Part VI</b> how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.	<b>2</b>	

**Section C. Type II Supporting Organizations**

	Yes	No
<b>1</b> Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If 'No,' describe in <b>Part VI</b> how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).	<b>1</b>	

**Section D. All Type III Supporting Organizations**

	Yes	No
<b>1</b> Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	<b>1</b>	
<b>2</b> Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If 'No,' explain in <b>Part VI</b> how the organization maintained a close and continuous working relationship with the supported organization(s).	<b>2</b>	
<b>3</b> By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If 'Yes,' describe in <b>Part VI</b> the role the organization's supported organizations played in this regard.	<b>3</b>	

**Section E. Type III Functionally Integrated Supporting Organizations**

<b>1</b> Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).			
<b>a</b> <input type="checkbox"/> The organization satisfied the Activities Test. Complete <b>line 2</b> below.			
<b>b</b> <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete <b>line 3</b> below.			
<b>c</b> <input type="checkbox"/> The organization supported a governmental entity. Describe in <b>Part VI</b> how you supported a government entity (see instructions).			
<b>2</b> Activities Test. Answer (a) and (b) below.		Yes	No
<b>a</b> Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If 'Yes,' then in <b>Part VI</b> identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.	<b>2a</b>		
<b>b</b> Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If 'Yes,' explain in <b>Part VI</b> the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.	<b>2b</b>		
<b>3</b> Parent of Supported Organizations. Answer (a) and (b) below.			
<b>a</b> Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in <b>Part VI</b> .	<b>3a</b>		
<b>b</b> Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If 'Yes,' describe in <b>Part VI</b> the role played by the organization in this regard.	<b>3b</b>		

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

- 1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

**Section A – Adjusted Net Income**

		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	<b>Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)	8	

**Section B – Minimum Asset Amount**

		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	<b>Total</b> (add lines 1a, 1b, and 1c)	1d	
e	<b>Discount</b> claimed for blockage or other factors (explain in detail in <b>Part VI</b> ):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035.	6	
7	Recoveries of prior-year distributions	7	
8	<b>Minimum Asset Amount</b> (add line 7 to line 6)	8	

**Section C – Distributable Amount**

			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	

- 7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

BAA

Schedule A (Form 990 or 990-EZ) 2018

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)****Section D – Distributions****Current Year**

<b>1</b>	Amounts paid to supported organizations to accomplish exempt purposes	
<b>2</b>	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
<b>3</b>	Administrative expenses paid to accomplish exempt purposes of supported organizations	
<b>4</b>	Amounts paid to acquire exempt-use assets	
<b>5</b>	Qualified set-aside amounts (prior IRS approval required)	
<b>6</b>	Other distributions (describe in <b>Part VI</b> ). See instructions.	
<b>7</b>	<b>Total annual distributions.</b> Add lines 1 through 6.	
<b>8</b>	Distributions to attentive supported organizations to which the organization is responsive (provide details in <b>Part VI</b> ). See instructions.	
<b>9</b>	Distributable amount for 2018 from Section C, line 6	
<b>10</b>	Line 8 amount divided by line 9 amount	

**Section E – Distribution Allocations (see instructions)****(i)  
Excess  
Distributions****(ii)  
Underdistributions  
Pre-2018****(iii)  
Distributable  
Amount for 2018**

<b>1</b>	Distributable amount for 2018 from Section C, line 6		
<b>2</b>	Underdistributions, if any, for years prior to 2018 (reasonable cause required – explain in <b>Part VI</b> ). See instructions.		
<b>3</b>	Excess distributions carryover, if any, to 2018		
<b>a</b>	From 2013.....		
<b>b</b>	From 2014.....		
<b>c</b>	From 2015.....		
<b>d</b>	From 2016.....		
<b>e</b>	From 2017.....		
<b>f</b>	<b>Total</b> of lines 3a through e		
<b>g</b>	Applied to underdistributions of prior years		
<b>h</b>	Applied to 2018 distributable amount		
<b>i</b>	Carryover from 2013 not applied (see instructions)		
<b>j</b>	Remainder. Subtract lines 3g, 3h, and 3i from 3f.		
<b>4</b>	Distributions for 2018 from Section D, line 7: \$		
<b>a</b>	Applied to underdistributions of prior years		
<b>b</b>	Applied to 2018 distributable amount		
<b>c</b>	Remainder. Subtract lines 4a and 4b from 4.		
<b>5</b>	Remaining underdistributions for years prior to 2018, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in <b>Part VI</b> . See instructions.		
<b>6</b>	Remaining underdistributions for 2018. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in <b>Part VI</b> . See instructions.		
<b>7</b>	<b>Excess distributions carryover to 2019.</b> Add lines 3j and 4c.		
<b>8</b>	Breakdown of line 7:		
<b>a</b>	Excess from 2014.....		
<b>b</b>	Excess from 2015.....		
<b>c</b>	Excess from 2016.....		
<b>d</b>	Excess from 2017.....		
<b>e</b>	Excess from 2018.....		

BAA

Schedule A (Form 990 or 990-EZ) 2018

**Part VI Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information.  
(See instructions.)

**PART II, LINE 1 - UNUSUAL GRANTS**

2014	2015	2016	2017	2018	TOTAL
\$ 0.	\$ 0.	\$ 0.	\$ 12,800,000.	\$ 0.	\$ 12,800,000.

**PART II, LINE 10 - OTHER INCOME**

NATURE AND SOURCE	2018	2017	2016	2015	2014
MARKET PLACE	\$1,541,176.	\$1,625,526.	\$1,063,531.	\$1,009,860.	\$ 952,237.
OTHER	31,931.				
<b>TOTAL</b>	<b>\$1,573,107.</b>	<b>\$1,625,526.</b>	<b>\$1,063,531.</b>	<b>\$1,009,860.</b>	<b>\$ 952,237.</b>

**Schedule B**  
**(Form 990, 990-EZ,**  
**or 990-PF)**

Department of the Treasury  
Internal Revenue Service

PUBLIC DISCLOSURE COPY  
**Schedule of Contributors**

- **Attach to Form 990, Form 990-EZ, or Form 990-PF.**  
► **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.**

OMB No. 1545-0047

**2018**

Name of the organization

VENTURA COLLEGE FOUNDATION

Employer identification number

77-0037747

**Organization type** (check one)

**Filers of:**

Form 990 or 990-EZ

**Section:**

- ☒ 501(c)( 3 ) (enter number) organization  
☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation  
☐ 527 political organization

Form 990-PF

- ☐ 501(c)(3) exempt private foundation  
☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation  
☐ 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

**General Rule**

- ☐ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

**Special Rules**

- ☒ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33-1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000; or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering 'N/A' in column (b) instead of the contributor name and address), II, and III.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year. . . . ► \$

**Caution:** An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer 'No' on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

BAA For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF.

**Schedule B (Form 990, 990-EZ, or 990-PF) (2018)**



Name of organization

Employer identification number

VENTURA COLLEGE FOUNDATION

77-0037747

**Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) Number	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1		\$ 2,001,981.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2		\$ 60,464.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Employer identification number

77-0037747

## Part II

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received

Schedule B (Form 990, 990-EZ, or 990-PF) (2018)

Name of organization

VENTURA COLLEGE FOUNDATION

Employer identification number

77-0037747

**Part III** **Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor.** Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of *exclusively* religious, charitable, etc., contributions of **\$1,000 or less** for the year. (Enter this information once. See instructions.) ..... ▶ \$ \_\_\_\_\_ N/A  
Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	N/A		
	(e) Transferee's name, address, and ZIP + 4 Transfer of gift		Relationship of transferor to transferee
(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	(e) Transferee's name, address, and ZIP + 4 Transfer of gift		Relationship of transferor to transferee
(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	(e) Transferee's name, address, and ZIP + 4 Transfer of gift		Relationship of transferor to transferee
(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	(e) Transferee's name, address, and ZIP + 4 Transfer of gift		Relationship of transferor to transferee

**SCHEDULE D  
(Form 990)**Department of the Treasury  
Internal Revenue Service

Name of the organization

**Supplemental Financial Statements**▶ Complete if the organization answered 'Yes' on Form 990,  
Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2018****Open to Public  
Inspection**

Employer identification number

VENTURA COLLEGE FOUNDATION

77-0037747

**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.**

Complete if the organization answered 'Yes' on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year . . . . .	1	
2 Aggregate value of contributions to (during year) . . . . .		
3 Aggregate value of grants from (during year) . . . . .		
4 Aggregate value at end of year . . . . .	551,370	
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? . . . . .	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? . . . . .	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

**Part II Conservation Easements.**

Complete if the organization answered 'Yes' on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply). <input type="checkbox"/> Preservation of land for public use (e.g., recreation or education) <input type="checkbox"/> Protection of natural habitat <input type="checkbox"/> Preservation of open space <input type="checkbox"/> Preservation of a historically important land area <input type="checkbox"/> Preservation of a certified historic structure	
2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.	
a Total number of conservation easements . . . . .	2 a
b Total acreage restricted by conservation easements . . . . .	2 b
c Number of conservation easements on a certified historic structure included in (a) . . . . .	2 c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register . . . . .	2 d
3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶	
4 Number of states where property subject to conservation easement is located ▶	
5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? . . . . .	<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶	
7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$	
8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? . . . . .	<input type="checkbox"/> Yes <input type="checkbox"/> No
9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.	

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.**

Complete if the organization answered 'Yes' on Form 990, Part IV, line 8.

1 a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.	
b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: (i) Revenue included on Form 990, Part VIII, line 1 . . . . . ▶ \$ (ii) Assets included in Form 990, Part X . . . . . ▶ \$	
2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items: a Revenue included on Form 990, Part VIII, line 1 . . . . . ▶ \$ b Assets included in Form 990, Part X . . . . . ▶ \$	

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

- a ☐ Public exhibition  
 b ☐ Scholarly research  
 c ☐ Preservation for future generations  
 d ☐ Loan or exchange programs  
 e ☐ Other \_\_\_\_\_

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

**Part IV Escrow and Custodial Arrangements.** Complete if the organization answered 'Yes' on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1 a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If 'Yes,' explain the arrangement in Part XIII and complete the following table:

	Amount
1 c Beginning balance	
1 d Additions during the year	
1 e Distributions during the year	
1 f Ending balance	

2 a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If 'Yes,' explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII ☐

**Part V Endowment Funds.** Complete if the organization answered 'Yes' on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1 a Beginning of year balance	9,198,624.	8,461,981.	8,394,691.	8,452,728.	8,400,531.
b Contributions	6,650,392.	580,248.	89,090.	79,365.	152,477.
c Net investment earnings, gains, and losses	851,060.	607,981.	770,985.	221,195.	2,766,628.
d Grants or scholarships	390,727.	451,586.			
e Other expenditures for facilities and programs	145,492.		792,785.	358,596.	376,908.
f Administrative expenses					
g End of year balance	16,163,857.	9,198,624.	8,461,981.	8,394,691.	8,452,728.

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment ▶ 44.00 %  
 b Permanent endowment ▶ 46.00 %  
 c Temporarily restricted endowment ▶ 10.00 %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3 a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

	Yes	No
(i) unrelated organizations	X	
(ii) related organizations		X
b If 'Yes' on line 3a(ii), are the related organizations listed as required on Schedule R?		

4 Describe in Part XIII the intended uses of the organization's endowment funds. SEE PART XIII

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1 a Land				
b Buildings				
c Leasehold improvements		96,631.	80,351.	16,280.
d Equipment		129,143.	129,138.	5.
e Other				
Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				16,285.

BAA

Schedule D (Form 990) 2018

**Part VII Investments – Other Securities.**

N/A

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives .....		
(2) Closely-held equity interests .....		
(3) Other .....		
(A) .....		
(B) .....		
(C) .....		
(D) .....		
(E) .....		
(F) .....		
(G) .....		
(H) .....		
(I) .....		
<b>Total.</b> (Column (b) must equal Form 990, Part X, column (B) line 12.) ..		

**Part VIII Investments – Program Related.**

N/A

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) .....		
(2) .....		
(3) .....		
(4) .....		
(5) .....		
(6) .....		
(7) .....		
(8) .....		
(9) .....		
(10) .....		
<b>Total.</b> (Column (b) must equal Form 990, Part X, column (B) line 13.) ..		

**Part IX Other Assets.**

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) BENEFICIAL INTEREST IN REMAINDER TRUSTS	254,626.
(2) FCCC SCHOLARSHIP ENDOWMENT	1,430,703.
(3) .....	
(4) .....	
(5) .....	
(6) .....	
(7) .....	
(8) .....	
(9) .....	
(10) .....	
<b>Total.</b> (Column (b) must equal Form 990, Part X, column (B) line 15.) ..	1,685,329.

**Part X Other Liabilities.**

Complete if the organization answered 'Yes' on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

(a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) UNFUNDED PENSION LIABILITY	228,079.
(3) .....	
(4) .....	
(5) .....	
(6) .....	
(7) .....	
(8) .....	
(9) .....	
(10) .....	
(11) .....	
<b>Total.</b> (Column (b) must equal Form 990, Part X, column (B) line 25.) ..	228,079.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII .....

SEE PART XIII. ☒

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	7,541,748.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2 a	579,578.
b	Donated services and use of facilities	2 b	91,000.
c	Recoveries of prior year grants	2 c	
d	Other (Describe in Part XIII.) SEE PART XIII	2 d	1,487,992.
e	Add lines 2a through 2d	2 e	2,158,570.
3	Subtract line 2e from line 1	3	5,383,178.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4 a	54,900.
b	Other (Describe in Part XIII.)	4 b	
c	Add lines 4a and 4b	4 c	54,900.
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	5,438,078.

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**

Complete if the organization answered 'Yes' on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	2,966,042.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2 a	91,000.
b	Prior year adjustments	2 b	
c	Other losses	2 c	
d	Other (Describe in Part XIII.) SEE PART XIII	2 d	477,051.
e	Add lines 2a through 2d	2 e	568,051.
3	Subtract line 2e from line 1	3	2,397,991.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4 a	54,900.
b	Other (Describe in Part XIII.)	4 b	
c	Add lines 4a and 4b	4 c	54,900.
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	2,452,891.

**Part XIII Supplemental Information.**

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

**PART V, LINE 4 - INTENDED USES OF ENDOWMENT FUND**

TO PROVIDE SCHOLARSHIPS AND GRANTS TO STUDENTS AT VENTURA COLLEGE.

**PART X - FIN 48 FOOTNOTE**

THE FOUNDATION IS A CALIFORNIA NONPROFIT PUBLIC BENEFIT CORPORATION, WHICH IS EXEMPT FROM INCOME TAXES UNDER INTERNAL REVENUE CODE SECTION NUMBER 501(C) (3) AND STATE OF CALIFORNIA REVENUE AND TAXATION CODE SECTION 23701(D); THEREFORE, NO PROVISION FOR INCOME TAXES IS REQUIRED. THE FOUNDATION QUALIFIES FOR THE CHARITABLE CONTRIBUTION DEDUCTION UNDER SECTION 170(B) (1) (A) AND HAS BEEN CLASSIFIED AS AN ORGANIZATION THAT



**Part XIII Supplemental Information** (continued)**PART X - FIN 48 FOOTNOTE (CONTINUED)**

IS NOT A PRIVATE FOUNDATION UNDER SECTION 509(A) (1) .

THE FOUNDATION EVALUATES UNCERTAIN TAX POSITIONS WHEREBY THE EFFECT OF THE UNCERTAINTY WOULD BE RECORDED IF THE OUTCOME WAS CONSIDERED PROBABLE AND REASONABLY ESTIMABLE. AS OF JUNE 30, 2019, THE FOUNDATION HAD NO UNCERTAIN TAX POSITIONS REQUIRING ACCRUAL. AS OF THE YEAR ENDED JUNE 30, 2019, THE FOUNDATION'S TAX RETURNS FOR THE YEARS ENDED JUNE 30, 2018, 2017 AND 2016 ARE SUBJECT TO EXAMINATION BY THE TAXING AUTHORITIES.

**SCHEDULE D, PART XI, LINE 2D  
OTHER REVENUE INCLUDED IN F/S BUT NOT INCLUDED ON FORM 990**

INCOME FROM ESTATE K-1 NOT ON BOOKS.....	\$	1,010,941.
RENTAL EXPENSES NOT NETTED ON FINANCIALS.....		477,051.
TOTAL	\$	<u>1,487,992.</u>

**SCHEDULE D, PART XII, LINE 2D  
OTHER EXPENSES AND LOSSES PER AUDITED F/S**

RENTAL EXPENSES NOT NETTED ON FINANCIALS.....	\$	477,051.
TOTAL	\$	<u>477,051.</u>

SCHEDULE I  
(Form 990)

Department of the Treasury  
Internal Revenue Service

Grants and Other Assistance to Organizations,  
Governments, and Individuals in the United States  
Complete if the organization answered 'Yes' on Form 990, Part IV, line 21 or 22.  
▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information

OMB No. 1545-0047

2018

Open to Public  
Inspection

Name of the organization

VENTURA COLLEGE FOUNDATION

Employer identification number

77-0037747

Part I General Information on Grants and Assistance

1 Does the organization maintain records to substantiate the amount of the grants or assistance, the grantees' eligibility for the grants or assistance, and the selection criteria used to award the grants or assistance? ☒ Yes ☐ No

2 Describe in Part IV the organization's procedures for monitoring the use of grant funds in the United States. SEE PART IV

Part II Grants and Other Assistance to Domestic Organizations and Domestic Governments. Complete if the organization answered 'Yes' on Form 990, Part IV, line 21, for any recipient that received more than \$5,000. Part II can be duplicated if additional space is needed.

1 (a) Name and address of organization or government	(b) EIN	(c) IRC section (if applicable)	(d) Amount of cash grant	(e) Amount of non-cash assistance	(f) Method of valuation (book, FMV, appraisal, other)	(g) Description of non-cash assistance	(h) Purpose of grant or assistance
(1) VENTURA COLLEGE 4667 TELEGRAPH ROAD VENTURA, CA 93003			420,850.	228,738. FMV		BOOKS, INSTRUMENTS, AUTO, SUPPLIES AND GRANTS	
(2)							
(3)							
(4)							
(5)							
(6)							
(7)							
(8)							

2 Enter total number of section 501(c)(3) and government organizations listed in the line 1 table. 1

3 Enter total number of other organizations listed in the line 1 table. 0

BAA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

TEEA3901L 07/13/18

Schedule I (Form 990) (2018)

**Part III** Grants and Other Assistance to Domestic Individuals. Complete if the organization answered 'Yes' on Form 990, Part IV, line 22. Part III can be duplicated if additional space is needed.

(a) Type of grant or assistance	(b) Number of recipients	(c) Amount of cash grant	(d) Amount of noncash assistance	(e) Method of valuation (book, FMV, appraisal, other)	(f) Description of noncash assistance
1 SCHOLARSHIPS	240	588,440.			
2 PROMISE GRANTS	1,183	90,233.			
3					
4					
5					
6					
7					

**Part IV** Supplemental Information. Provide the information required in Part I, line 2; Part III, column (b); and any other additional information.

**PART I, LINE 2 - PROCEDURES FOR MONITORING USE OF GRANTS FUNDS IN U.S.**

SCHOLARSHIPS:

THE VENTURA COLLEGE FOUNDATION MAINTAINS DONOR FILES WITH SPECIFIC SCHOLARSHIP CRITERIA WHICH ARE USED BY THE SELECTION COMMITTEE IN AWARDING ELIGIBLE RECIPIENTS.

PROMISE GRANTS:

VENTURA COLLEGE MAINTAINS RECIPIENT FILES WHICH SUBSTANTIATE THE CRITERIA FOR WHICH THE GRANT IS AWARDED TO ELIGIBLE RECIPIENTS.

**SCHEDULE M**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Noncash Contributions**

- ▶ **Complete if the organizations answered 'Yes' on Form 990, Part IV, lines 29 or 30.**
- ▶ **Attach to Form 990.**
- ▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**

OMB No. 1545-0047

**2018**

**Open to Public  
Inspection**

Name of the organization

VENTURA COLLEGE FOUNDATION

Employer identification number

77-0037747

**Part I** **Types of Property**

	(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contribution amounts reported on Form 990, Part VIII, line 1g	(d) Method of determining noncash contribution amounts
1 Art — Works of art .....				
2 Art — Historical treasures .....				
3 Art — Fractional interests .....				
4 Books and publications .....				
5 Clothing and household goods .....				
6 Cars and other vehicles .....	X	1	32,970.	FMV
7 Boats and planes .....				
8 Intellectual property .....				
9 Securities — Publicly traded .....				
10 Securities — Closely held stock .....				
11 Securities — Partnership, LLC, or trust interests .....				
12 Securities — Miscellaneous .....				
13 Qualified conservation contribution — Historic structures .....				
14 Qualified conservation contribution — Other .....				
15 Real estate — Residential .....				
16 Real estate — Commercial .....				
17 Real estate — Other .....				
18 Collectibles .....				
19 Food inventory .....				
20 Drugs and medical supplies .....				
21 Taxidermy .....				
22 Historical artifacts .....				
23 Scientific specimens .....				
24 Archeological artifacts .....				
25 Other ▶ SEE PART II ( ) .....				
26 Other ▶ ( ) .....				
27 Other ▶ ( ) .....				
28 Other ▶ ( ) .....				

29 Number of Forms 8283 received by the organization during the tax year for contributions for which the organization completed Form 8283, Part IV, Donee Acknowledgement. ....

29

30a During the year, did the organization receive by contribution any property reported in Part I, lines 1 through 28, that it must hold for at least three years from the date of the initial contribution, and which isn't required to be used for exempt purposes for the entire holding period? .....

b If 'Yes,' describe the arrangement in Part II.

31 Does the organization have a gift acceptance policy that requires the review of any nonstandard contributions? .....

32a Does the organization hire or use third parties or related organizations to solicit, process, or sell noncash contributions? .....

b If 'Yes,' describe in Part II.

33 If the organization didn't report an amount in column (c) for a type of property for which column (a) is checked, describe in Part II.

Yes No

30 a		X
31		X
32 a		X

**BAA For Paperwork Reduction Act Notice, see the Instructions for Form 990.**

**Schedule M (Form 990) 2018**

**Part II** **Supplemental Information.** Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

**SCH M, PART I, LINES 25-28  
OTHER NON-CASH CONTRIBUTIONS**

DESCRIPTION	APPL?	NUMBER OF CONTR.	REVENUE ON FORM 990, PART VIII	METHOD OF DETER. REV.
SUPPLIES FOR PERF ARTS	X	1	\$ 35,955.	FMV
ADVERTISING	X	1	2,065.	FMV
EQUIPMENT	X	5	4,771.	FMV
GIFT CARDS	X	21	2,516.	FMV
HEALTH-WELLNESS	X	1	3,505.	FMV
HEALTH SCIENCES	X	2	8,405.	FMV
MISCELLANEOUS	X	3	1,363.	FMV
PHOTOGRAPHY	X	1	1,050.	FMV
ARTWORK & BOOKS	X	3	4,067.	FMV
EVENTS & FOOD	X	3	3,645.	FMV

**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

Name of the organization

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.  
▶ Attach to Form 990 or 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2018**

Open to Public  
Inspection

VENTURA COLLEGE FOUNDATION

Employer identification number

77-0037747

**FORM 990, PART III, LINE 1 - ORGANIZATION MISSION**

TO PROVIDE FINANCIAL SUPPORT TO THE STUDENTS AND THE PROGRAMS AT VENTURA COMMUNITY COLLEGE. THROUGH THIS SUPPORT, THE VENTURA COLLEGE FOUNDATION ASSISTS THE COLLEGE IN FACILITATING STUDENT ACCESS AND GROWS THE IMPACT AND LEGACY OF VENTURA COLLEGE AS A VITAL COMMUNITY ASSET.

**FORM 990, PART VI, LINE 11B - FORM 990 REVIEW PROCESS**

THE 990 IS BASED UPON THE AUDITED FINANCIAL STATEMENTS WHICH ARE REVIEWED BY THE FULL BOARD. THE 990 IS REVIEWED BY THE TREASURER, THE EXECUTIVE DIRECTOR, AND THE FULL BOARD PRIOR TO FILING.

**FORM 990, PART VI, LINE 12C - EXPLANATION OF MONITORING AND ENFORCEMENT OF CONFLICTS**

THE WRITTEN CONFLICT OF INTEREST POLICY IS DISTRIBUTED TO ALL VENTURA COLLEGE FOUNDATION BOARD MEMBERS FOR THEIR REVIEW. COMPLIANCE AND MONITORING OF THE POLICY OCCURS DURING VARIOUS STANDING COMMITTEE MEETINGS OF THE BOARD AND ANY ISSUES WOULD BE DOCUMENTED IN THE COMMITTEE MEETING MINUTES.

**FORM 990, PART VI, LINE 15A - COMPENSATION REVIEW & APPROVAL PROCESS - CEO & TOP MANAGEMENT**

THE PERSONNEL SUB-COMMITTEE OF THE GOVERNING BOARD OF DIRECTORS CONVENES ANNUALLY TO DISCUSS AND AGREE UPON THE EXECUTIVE DIRECTOR'S COMPENSATION. THE COMMITTEE DISCUSSES BEST PRACTICES FOR COMPENSATION. THE PERSONNEL COMMITTEE FORWARDS THEIR RECOMMENDATION TO THE EXECUTIVE COMMITTEE FOR APPROVAL, THEN TO THE FULL BOARD FOR FINAL APPROVAL.

**FORM 990, PART VI, LINE 15B - COMPENSATION REVIEW & APPROVAL PROCESS - OFFICERS & KEY EMPLOYEES**

THE PERSONNEL SUB-COMMITTEE PERIODICALLY RESEARCH FOR ALL EMPLOYEES

**FORM 990, PART VI, LINE 18 - EXPLANATION OF OTHER MEANS FORMS AVAILABLE FOR PUBLIC INSPECTION**

DOCUMENTS ARE AVAILABLE ON OUR WEBSITE AND BY SCHEDULING AN APPOINTMENT DURING NORMAL BUSINESS HOURS OF THE FOUNDATION, WHICH ARE MONDAY-FRIDAY 9:00 A.M. THROUGH 5:00 P.M.

Name of the organization

Employer identification number

VENTURA COLLEGE FOUNDATION

77-0037747

**FORM 990, PART VI, LINE 19 - OTHER ORGANIZATION DOCUMENTS PUBLICLY AVAILABLE**

GOVERNING DOCUMENTS AND AUDITED FINANCIAL STATEMENTS ARE AVAILABLE FOR REVIEW.

**FORM 990, PART VII - COMPENSATION EXPLANATION****CATHERINE BOJORQUEZ**

COMPENSATION FROM RELATED ORGANIZATION NOT AVAILABLE FOR PREPARATION OF THE FORM 990.

**KIM HOFFMANS**

COMPENSATION FROM RELATED ORGANIZATION NOT AVAILABLE FOR PREPARATION OF THE FORM 990.

**MICHAEL SCHOUTEN**

COMPENSATION FROM RELATED ORGANIZATION NOT AVAILABLE FOR PREPARATION OF THE FORM 990.

**PATRICIA WENDT**

COMPENSATION FROM RELATED ORGANIZATION NOT AVAILABLE FOR PREPARATION OF THE FORM 990.

**FORM 990, PART XI, LINE 9  
OTHER CHANGES IN NET ASSETS OR FUND BALANCES**

IN KIND RENT EXPENSE.....	\$	-91,000.
INCOME FROM ESTATE K-1 NOT ON BOOKS.....		-1,010,941.
<b>TOTAL</b>	<b>\$</b>	<b><u>-1,101,941.</u></b>



**SCHEDULE R**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Related Organizations and Unrelated Partnerships**

- ▶ Complete if the organization answered 'Yes' on Form 990, Part IV, line 33, 34, 35b, 36, or 37.  
▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2018**

Open to Public  
Inspection

Name of the organization

VENTURA COLLEGE FOUNDATION

Employer identification number

77-0037747

**Part I Identification of Disregarded Entities.** Complete if the organization answered 'Yes' on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
(1) -----					
(2) -----					
(3) -----					

**Part II Identification of Related Tax-Exempt Organizations.** Complete if the organization answered 'Yes' on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501 (c)(3))	(f) Direct controlling entity	(g) Sec 512(b)(13) controlled entity?
(1) VENTURA COMMUNITY COLLEGE 4667 TELEGRAPH ROAD VENTURA, CA 93003 95-2224338	EDUCATION	CA	501 (C) (3)	SCHOOL	N/A	X
(2) -----						
(3) -----						
(4) -----						

Part III

Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered 'Yes' on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Dispropor- tionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	
(1) _____												
_____												
_____												
(2) _____												
_____												
_____												
(3) _____												
_____												
_____												

Part IV

Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered 'Yes' on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of- year assets	(h) Percentage ownership	(i) Sec 512(b)(13) controlled entity?	
								Yes	No
(1) _____									
_____									
_____									
(2) _____									
_____									
_____									
(3) _____									
_____									
_____									

**Part V Transactions With Related Organizations.** Complete if the organization answered 'Yes' on Form 990, Part IV, line 34, 35b, or 36.**Note:** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

1 During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

a Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity

b Gift, grant, or capital contribution to related organization(s)

c Gift, grant, or capital contribution from related organization(s)

d Loans or loan guarantees to or for related organization(s)

e Loans or loan guarantees by related organization(s)

f Dividends from related organization(s)

g Sale of assets to related organization(s)

h Purchase of assets from related organization(s)

i Exchange of assets with related organization(s)

j Lease of facilities, equipment, or other assets to related organization(s)

k Lease of facilities, equipment, or other assets from related organization(s)

l Performance of services or membership or fundraising solicitations for related organization(s)

m Performance of services or membership or fundraising solicitations by related organization(s)

n Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)

o Sharing of paid employees with related organization(s)

p Reimbursement paid to related organization(s) for expenses

q Reimbursement paid by related organization(s) for expenses

r Other transfer of cash or property to related organization(s)

s Other transfer of cash or property from related organization(s)

2 If the answer to any of the above is 'Yes,' see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization		(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1) VENTURA COMMUNITY COLLEGE		B	647,601	ACTUAL
(2) VENTURA COMMUNITY COLLEGE		C	91,000	ACTUAL/FMV
(3) VENTURA COMMUNITY COLLEGE		K	91,000	ACTUAL/FMV
(4) VENTURA COMMUNITY COLLEGE		L	22,052	ACTUAL
(5) VENTURA COMMUNITY COLLEGE		P	236,817	ACTUAL
(6) VENTURA COMMUNITY COLLEGE		R	82,483	ACTUAL

Part VI

Unrelated Organizations Taxable as a Partnership. Complete if the organization answered 'Yes' on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(e) Are all partners section 501(c)(3) organizations?		(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
				Yes	No			Yes	No		Yes	No	
(1) _____													
_____													
_____													
_____													
(2) _____													
_____													
_____													
_____													
(3) _____													
_____													
_____													
_____													
(4) _____													
_____													
_____													
_____													
(5) _____													
_____													
_____													
_____													
(6) _____													
_____													
_____													
_____													
(7) _____													
_____													
_____													
_____													
(8) _____													
_____													
_____													
_____													

**Part VII** Supplemental Information.

Provide additional information for responses to questions on Schedule R. See instructions.

DRAFT

Form **990-T****Exempt Organization Business Income Tax Return**  
(and proxy tax under section 6033(e))

OMB No. 1545-0687

**2018**For calendar year 2018 or other tax year beginning 7/01, 2018, and ending 6/30, 2019▶ Go to [www.irs.gov/Form990T](http://www.irs.gov/Form990T) for instructions and the latest information.

▶ Do not enter SSN numbers on this form as it may be made public if your organization is a 501(c)(3).

Department of the Treasury  
Internal Revenue ServiceOpen to Public Inspection for  
501(c)(3) Organizations Only

<b>A</b> <input type="checkbox"/> Check box if address changed	<b>Print or Type</b> VENTURA COLLEGE FOUNDATION 4667 TELEGRAPH RD VENTURA, CA 93003	<input type="checkbox"/> Check box if name changed and see instructions.)	<b>D</b> Employer identification number (Employees' trust, see instructions.)  77-0037747
<b>B</b> Exempt under section <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 408(e) <input type="checkbox"/> 220(e) <input type="checkbox"/> 408A <input type="checkbox"/> 530(a) <input type="checkbox"/> 529(a)			<b>E</b> Unrelated business activity code (See instructions.)  531110

<b>C</b> Book value of all assets at end of year 27,099,192.	<b>F</b> Group exemption number (See instructions.) ▶
	<b>G</b> Check organization type. . . . <input checked="" type="checkbox"/> 501(c) corporation <input type="checkbox"/> 501(c) trust <input type="checkbox"/> 401(a) trust <input type="checkbox"/> Other trust

**H** Enter the number of the organization's unrelated trades or businesses. ▶ 1 Describe the only (or first) unrelated trade or business here ▶ . . . . . If only one, complete Parts I-V. If more than one, describe the first in the blank space at the end of the previous sentence, complete Parts I and II, complete a Schedule M for each additional trade or business, then complete Parts III-V.

**I** During the tax year, was the corporation a subsidiary in an affiliated group or a parent-subsidary controlled group? . . . ☐ Yes ☒ No  
If 'Yes,' enter the name and identifying number of the parent corporation. . . ▶

**J** The books are in care of ▶ ANNE KING Telephone number ▶ 805-289-6461

Part I Unrelated Trade or Business Income		(A) Income	(B) Expenses	(C) Net
1 a Gross receipts or sales . . . . .				
b Less returns and allowances . . . . .	c Balance ▶	1c		
2 Cost of goods sold (Schedule A, line 7) . . . . .		2		
3 Gross profit. Subtract line 2 from line 1c. . . . .		3		
4 a Capital gain net income (attach Schedule D) . . . . .		4a		
b Net gain (loss) (Form 4797, Part II, line 17) (attach Form 4797) . . . . .		4b		
c Capital loss deduction for trusts . . . . .		4c		
5 Income (loss) from a partnership or an S corporation (attach statement) . . . . .		5		
6 Rent income (Schedule C) . . . . .		6		
7 Unrelated debt-financed income (Schedule E) . . . . .		7	31,931.	70,674.
8 Interest, annuities, royalties, and rents from a controlled organization (Schedule F) . . . . .		8		
9 Investment income of a section 501(c)(7), (9), or (17) organization (Schedule G) . . . . .		9		
10 Exploited exempt activity income (Schedule I) . . . . .		10		
11 Advertising income (Schedule J) . . . . .		11		
12 Other income (See instructions; attach schedule) . . . . .		12		
13 Total. Combine lines 3 through 12. . . . .		13	31,931.	70,674.

**Part II Deductions Not Taken Elsewhere** (See instructions for limitations on deductions.) (Except for contributions, deductions must be directly connected with the unrelated business income.)

14 Compensation of officers, directors, and trustees (Schedule K) . . . . .	14	
15 Salaries and wages . . . . .	15	
16 Repairs and maintenance . . . . .	16	
17 Bad debts . . . . .	17	
18 Interest (attach schedule) (see instructions) . . . . .	18	
19 Taxes and licenses . . . . .	19	
20 Charitable contributions (See instructions for limitation rules) . . . . .	20	
21 Depreciation (attach Form 4562) . . . . .	21	70,674.
22 Less depreciation claimed on Schedule A and elsewhere on return . . . . .	22a	70,674.
23 Depletion . . . . .	23	
24 Contributions to deferred compensation plans . . . . .	24	
25 Employee benefit programs . . . . .	25	
26 Excess exempt expenses (Schedule I) . . . . .	26	
27 Excess readership costs (Schedule J) . . . . .	27	
28 Other deductions (attach schedule) . . . . .	28	
29 Total deductions. Add lines 14 through 28. . . . .	29	
30 Unrelated business taxable income before net operating loss deduction. Subtract line 29 from line 13. . . . .	30	-38,743.
31 Deduction for net operating loss arising in tax years beginning on or after January 1, 2018 (see instructions) . . . . .	31	
32 Unrelated business taxable income. Subtract line 31 from line 30. . . . .	32	-38,743.

**Part III Total Unrelated Business Taxable Income**

33	Total of unrelated business taxable income computed from all unrelated trades or businesses (see instructions)	33	-38,743.
34	Amounts paid for disallowed fringes	34	
35	Deduction for net operating loss arising in tax years beginning before January 1, 2018 (see instructions)	35	
36	Total of unrelated business taxable income before specific deduction. Subtract line 35 from the sum of lines 33 and 34	36	-38,743.
37	Specific deduction (Generally \$1,000, but see line 37 instructions for exceptions)	37	
38	<b>Unrelated business taxable income.</b> Subtract line 37 from line 36. If line 37 is greater than line 36, enter the smaller of zero or line 36.	38	-38,743.

**Part IV Tax Computation**

39	<b>Organizations Taxable as Corporations.</b> Multiply line 38 by 21% (0.21)	39	0.
40	<b>Trusts Taxable at Trust Rates.</b> See instructions for tax computation. Income tax on the amount on line 38 from: <input type="checkbox"/> Tax rate schedule or <input type="checkbox"/> Schedule D (Form 1041)	40	
41	<b>Proxy tax.</b> See instructions	41	
42	<b>Alternative minimum tax (trusts only).</b>	42	
43	<b>Tax on Noncompliant Facility Income.</b> See instructions	43	
44	<b>Total.</b> Add lines 41, 42, and 43 to line 39 or 40, whichever applies	44	0.

**Part V Tax and Payments**

45a	Foreign tax credit (corporations attach Form 1118; trusts attach Form 1116)	45 a		
b	Other credits (see instructions)	45 b		
c	General business credit. Attach Form 3800 (see instructions)	45 c		
d	Credit for prior year minimum tax (attach Form 8801 or 8827)	45 d		
e	<b>Total credits.</b> Add lines 45a through 45d	45 e		0.
46	Subtract line 45e from line 44	46		0.
47	Other taxes. Check if from: <input type="checkbox"/> Form 4255 <input type="checkbox"/> Form 8611 <input type="checkbox"/> Form 8697 <input type="checkbox"/> Form 8866 <input type="checkbox"/> Other (attach schedule)	47		
48	<b>Total tax.</b> Add lines 46 and 47 (see instructions)	48		0.
49	2018 net 965 tax liability paid from Form 965-A or Form 965-B, Part II, column (k), line 2	49		
50a	Payments: A 2017 overpayment credited to 2018	50 a		
b	2018 estimated tax payments	50 b		
c	Tax deposited with Form 8868	50 c		
d	Foreign organizations: Tax paid or withheld at source (see instructions)	50 d		
e	Backup withholding (see instructions)	50 e		
f	Credit for small employer health insurance premiums (attach Form 8941)	50 f		
g	Other credits, adjustments, and payments: <input type="checkbox"/> Form 2439 <input type="checkbox"/> Form 4136 <input type="checkbox"/> Other Total	50 g		
51	<b>Total payments.</b> Add lines 50a through 50g	51		0.
52	Estimated tax penalty (see instructions). Check if Form 2220 is attached <input type="checkbox"/>	52		
53	<b>Tax due.</b> If line 51 is less than the total of lines 48, 49, and 52, enter amount owed	53		
54	<b>Overpayment.</b> If line 51 is larger than the total of lines 48, 49, and 52, enter amount overpaid	54		
55	Enter the amount of line 54 you want: <b>Credited to 2019 estimated tax</b> <input type="checkbox"/> <b>Refunded</b> <input type="checkbox"/>	55		

**Part VI Statements Regarding Certain Activities and Other Information** (see instructions)

56	At any time during the 2018 calendar year, did the organization have an interest in or a signature or other authority over a financial account (bank, securities, or other) in a foreign country? If 'Yes,' the organization may have to file FinCEN Form 114, Report of Foreign Bank and Financial Accounts. If 'Yes,' enter the name of the foreign country here	Yes	No
57	During the tax year, did the organization receive a distribution from, or was it the grantor of, or transferor to, a foreign trust? If 'Yes,' see instructions for other forms the organization may have to file.		X
58	Enter the amount of tax-exempt interest received or accrued during the tax year \$	0.	

<b>Sign Here</b>	Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than taxpayer) is based on all information of which preparer has any knowledge.			
	Signature of officer	Date	EXECUTIVE DIRECTOR	May the IRS discuss this return with the preparer shown below (see instructions)? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
<b>Paid Preparer Use Only</b>	Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed
	MICHAEL FARRELL	MICHAEL FARRELL		PTIN P01070806
	Firm's name	DECKER FARRELL & MCCOY, LLP		Firm's EIN 47-1222587
	Firm's address	400 W VENTURA BLVD STE 245 CAMARILLO, CA 93010		Phone no. 805-910-1441



**Schedule A – Cost of Goods Sold.** Enter method of inventory valuation ▶

1 Inventory at beginning of year.....	1		6 Inventory at end of year.....	6	
2 Purchases.....	2		7 <b>Cost of goods sold.</b> Subtract line 6 from line 5. Enter here and in Part I, line 2.....	7	
3 Cost of labor.....	3				
4a Additional section 263A costs (attach schedule)	4a				
b Other costs (attach sch.).....	4b		8 Do the rules of section 263A (with respect to property produced or acquired for resale) apply to the organization?.....	Yes	No
5 <b>Total.</b> Add lines 1 through 4b.....	5				X

**Schedule C – Rent Income (From Real Property and Personal Property Leased With Real Property)** (see instructions)

## 1 Description of property

(1)
(2)
(3)
(4)

## 2 Rent received or accrued

(a) From personal property (if the percentage of rent for personal property is more than 10% but not more than 50%)	(b) From real and personal property (if the percentage of rent for personal property exceeds 50% or if the rent is based on profit or income)	3(a) Deductions directly connected with the income in columns 2(a) and 2(b) (attach schedule)
(1)		
(2)		
(3)		
(4)		
Total	Total	

(c) **Total income.** Add totals of columns 2(a) and 2(b). Enter here and on page 1, Part I, line 6, column (A)..... ▶(b) **Total deductions.** Enter here and on page 1, Part I, line 6, column (B)..... ▶**Schedule E – Unrelated Debt-Financed Income** (see instructions)

1 Description of debt-financed property	2 Gross income from or allocable to debt-financed property	3 Deductions directly connected with or allocable to debt-financed property SEE ST 1	
		(a) Straight line depreciation (attach sch)	(b) Other deductions (attach schedule)
(1) ESTATE OF MIRIAM SCHWAB	31,931.	70,674.	
(2)			
(3)			
(4)			
4 Amount of average acquisition debt on or allocable to debt-financed property (attach schedule)	5 Average adjusted basis of or allocable to debt-financed property (attach schedule)	6 Column 4 divided by column 5	7 Gross income reportable (column 2 x column 6)
			8 Allocable deductions (column 6 x total of columns 3(a) and 3(b))
(1)		100.0000 %	31,931.
(2)		%	
(3)		%	
(4)		%	
<b>Totals</b> ..... ▶		Enter here and on page 1, Part I, line 7, column (A).	Enter here and on page 1, Part I, line 7, column (B).
		31,931.	70,674.

**Total dividends-received deductions** included in column 8..... ▶

**Schedule F – Interest, Annuities, Royalties, and Rents From Controlled Organizations** (see instructions)

1 Name of controlled organization	2 Employer identification number	Exempt Controlled Organizations			
		3 Net unrelated income (loss) (see instructions)	4 Total of specified payments made	5 Part of column 4 that is included in the controlling organization's gross income	6 Deductions directly connected with income in column 5
(1)					
(2)					
(3)					
(4)					

## Nonexempt Controlled Organizations

7 Taxable Income	8 Net unrelated income (loss) (see instructions)	9 Total of specified payments made	10 Part of column 9 that is included in the controlling organization's gross income	11 Deductions directly connected with income in column 10
(1)				
(2)				
(3)				
(4)				

Add columns 5 and 10. Enter here and on page 1, Part I, line 8, column (A).

Add columns 6 and 11. Enter here and on page 1, Part I, line 8, column (B).

**Totals****Schedule G – Investment Income of a Section 501(c)(7), (9), or (17) Organization** (see instructions)

1 Description of income	2 Amount of income	3 Deductions directly connected (attach schedule)	4 Set-asides (attach schedule)	5 Total deductions and set-asides (column 3 plus column 4)
(1)				
(2)				
(3)				
(4)				

Enter here and on page 1, Part I, line 9, column (A).

Enter here and on page 1, Part I, line 9, column (B).

**Totals****Schedule I – Exploited Exempt Activity Income, Other Than Advertising Income** (see instructions)

1 Description of exploited activity	2 Gross unrelated business income from trade or business	3 Expenses directly connected with production of unrelated business income	4 Net income (loss) from unrelated trade or business (column 2 minus column 3). If a gain, compute columns 5 through 7.	5 Gross income from activity that is not unrelated business income	6 Expenses attributable to column 5	7 Excess exempt expenses (column 6 minus column 5, but not more than column 4).
(1)						
(2)						
(3)						
(4)						

Enter here and on page 1, Part I, line 10, column (A).

Enter here and on page 1, Part I, line 10, column (B).

Enter here and on page 1, Part II, line 26.

**Totals****Schedule J – Advertising Income** (see instructions)**Part I Income From Periodicals Reported on a Consolidated Basis**

1 Name of periodical	2 Gross advertising income	3 Direct advertising costs	4 Advertising gain or (loss) (col. 2 minus col. 3). If a gain, compute cols. 5 through 7.	5 Circulation income	6 Readership costs	7 Excess readership costs (col. 6 minus col. 5, but not more than col. 4).
(1)						
(2)						
(3)						
(4)						

**Totals** (carry to Part II, line (5))

