Ventura College Foundation
Board of Directors
Executive Committee Meeting
September 2nd, 2026 8:30-10:00 AM
71 Day Rd, Ventura CA 93003
https://vcccd-edu.zoom.us/j/88390673174?pwd=ryw7prNIdT10PWdVanrbeKyGgaHlva.1
Meeting ID: 883 9067 3174
Passcode: 197985

Executive Committee Members (8): Nicole Kreutz, Board Chair & Executive Committee Chair | Rob van Nieuwburg, Vice Chair, Marketplace/Governance Committee Chair | Abra Flores, Board Secretary & Program Sustainability Chair | Dustin Tondreau, Board Treasurer & Finance/Budget Committee Chair | Ed Summers, Investment/Audit Committee Chair | Dr. Luca Lewis, Ventura College President | Anne Paul King, Executive Director | Debe Bylo, Scholarship and Grants Committee Chair

VCF Staff (2): Pete Parker, Director of Development | Aubrey Montgomery, aPHR

AGENDA

A **CALL TO ORDER** KREUTZ

B **WELCOME MEMBERS OF THE PUBLIC AND PUBLIC COMMENT** KREUTZ

C **APPROVE CONSENT ITEMS FOR EXECUTIVE COMMITTEE** KREUTZ
Single action approval for the items listed below:

- **a.** **MOTION**: Approve 6/10/26 Executive Committee Minutes (p. 4-6)
- **b.** **MOTION**: Approve 9/17/26 Full Board Agenda (p. 7-9)

D **APPROVE FULL BOARD MEETING CONSENT AGENDA** KREUTZ

1. 6/24/26 Full Board Meeting Minutes (p. 10-13)
2. 8/25/26 Scholarship and Grants Committee Meeting Minutes (p. 14)
3. Q4 2025-26 Fundraising Report (p. 15-16)
4. Q4 Marketing and Media Report (p. 17-18)
5. 8/19/26 Finance Committee Minutes (p. 19-20)
6. Q4 Variance Report (p. 21-22)
7. Q4 Balance Sheet (p. 23-24)
8. Q4 Profit and Loss (p. 25-29)
9. Q4 Reserves Calculation (p. 30-31)
10. 8/27/26 Governance Committee Minutes (p. 32)

11. **MOTION**: Recommend to the full board to accept the Q4 financials and variance report. (p. 19-20)

COMMITTEE REPORTS:

E **SCHOLARSHIP AND GRANTS COMMITTEE** BYLO

MOTION: Recommend to the full board to approve removing letters of recommendations as a requirement on the scholarship application.

F PROGRAM SUSTAINABILITY COMMITTEE FLORES/PARKER

- Q4 Fundraising Reports (p. 15-16)
- Q4 Marketing and Media Report (p. 17-18)

G FINANCE/BUDGET COMMITTEE TONDREAU/KING

- Q4 Variance Report (p. 21-22)
- Q4 Balance Sheet (p. 23-24)
- Q4 Profit and Loss (p. 25-29)
- FY 25-26 Reserves Calculation (p. 30-31)

H MARKETPLACE COMMITTEE van NIEUWBURG/ZAVAS

- Update on EV charging station construction

I INVESTMENT COMMITTEE SUMMERS

J GOVERNANCE COMMITTEE van NIEUWBURG

- Personnel Update
- Strategic Plan Update
- New FY Board Agreements

<u>OTHER BUSINESS:</u>

K CHAIR'S REPORT KRUETZ

RECOMMENDED MOTION: Recommend to the full board to modify the timeline to commence the Master Agreement review upon the completion of the foundation's strategic plan.

- Strategic planning consultant selection (p. 33-58)

RECOMMENDED MOTION: Recommend to the full board to select a strategic planning consultant.

L PRESIDENT'S REPORT DR. LEWIS

M EXECUTIVE DIRECTOR'S REPORT AND MEETING CALENDAR KING

- FY 26-27 Board/Committee Meeting Calendar (p. 59)
- Brown Act Reminder

N <u>ADJOURN</u> KREUTZ

INFORMATIONAL ITEMS

1. 6/10/26 Executive Committee Minutes (p. 4-6)
2. 9/17/26 Board Meeting Agenda (p. 7-9)
3. 6/24/26 Full Board Meeting Minutes (p. 10-13)
4. 8/25/26 Scholarship and Grants Committee Minutes (p. 14)

5. Q4 2025-26 Fundraising Report (p. 15-16)
6. Q4 Marketing and Media Report (p. 17-18)
7. 8/19/26 Finance Committee Minutes (p. 19-20)
8. Q4 Variance Report (p. 21-22)
9. Q4 Balance Sheet (p. 23-24)
10. Q4 Profit and Loss (p. 25-29)
11. Q4 Reserves Calculation (p. 30-31)
12. 8/27/26 Governance Committee Minutes (p. 32)
13. Strategic Plan Proposals (p. 33-58)
14. FY 26-27 Board/Committee Meeting Calendar (p. 59)

Ventura College Foundation
Board of Directors
Executive Committee Meeting
June 10th, 2026 8:30-10:00 AM
71 Day Rd, Ventura CA 93003
https://vcccd-edu.zoom.us/j/87669369139?pwd=R8gDQxoWIevDOamdbpdo4PYzaSV701.1
Meeting ID: 876 6936 9139
Passcode: 634975

Executive Committee Members Present (5): Abra Flores, Board Secretary & Program Sustainability Chair | Dustin Tondreau, Board Treasurer & Finance/Budget Committee Chair | Ed Summers, Investment/Audit Committee Chair | Dr. Luca Lewis, Ventura College President | Anne Paul King, Executive Director

VCF Staff (2): Pete Parker, Director of Development | Aubrey Montgomery, aPHR

MINUTES

Dustin called the meeting to order at 8:42 AM. He welcomed members of the public and public comments, to which there were none.

APPROVE CONSENT ITEMS FOR EXECUTIVE COMMITTEE
Single action approval for the items listed below:

a. **MOTION**: Approve 4/8/26 Executive Committee Minutes
b. **MOTION**: Approve 6/24/26 Full Board Agenda

Abra moved, Ed seconded. **MSC**.

APPROVE FULL BOARD MEETING CONSENT AGENDA

1. 4/22/26 Full Board Meeting Minutes
2. 4/15/26 Scholarship and Grants Committee Minutes
3. Q3 2025-26 Fundraising Report
4. Q3 Marketing and Media Report
5. Campaign Progress and Review Report
6. 4/3/26 Budget Committee Meeting Minutes
7. 6/1/26 Finance Committee Minutes
8. Q3 Variance Report
9. Q3 Balance Sheet
10. Q3 Profit and Loss
11. Q3 Reserves Calculation
12. Q3 Campaign Profit and Loss
13. FY 26-27 Budget
14. FY 25-26 Q2 Composition Wealth Investment Report
15. 5/26/26 Investment Committee Minutes
16. 5/21/26 Governance Committee Minutes

17. **MOTION**: Recommend to the full board to accept the Q3 financials and variance report.
18. **MOTION:** Recommend to the full board to accept the FY2025-26 budget as presented.
19. **MOTION**: Recommend to the full board to accept the proposed 2026-2027 slate.

Anne moved to approve the consent agenda apart from the 2026-2027 slate, as it was not included in the packet, but will be added to the Full Board meeting packet. Ed seconded. **MSC**.

COMMITTEE REPORTS:

SCHOLARSHIP AND GRANTS COMMITTEE

Anne thanked the board members who volunteered and attended the 2026 Scholarship Awards Ceremony and praised the staff for their work putting on a successful event. She said there was a 19% increase in applications for scholarships, over 100 new recipients, and the $1M mark was crossed in awarding. Great outreach was done based on attendance numbers and there was a reduction in the number of application workshops necessary. She praised Araceli and Pete and Dustin recalled the application portal being down for about a week and the concern about the applicant numbers falling. Despite that hiccup, the numbers were still outstanding, and Anne confirmed there were no upset students this year. Ed said Barbara Miester told him she received a lot of thank you notes from recipients of her scholarship.

PROGRAM SUSTAINABILITY COMMITTEE

Abra shared that the foundation is 96% towards closing the $7M Invest in Success campaign goal. Anne gave her thoughts on the war in Iran possibly bringing a recession, according to the Foundation's Composition Wealth advisors, which may be affecting donors' decision to give significant gifts. Ed asked for clarification on the campaign numbers and pointed out a discrepancy in the Progress and Review report. Pete confirmed it will be fixed today and that we are at 97% since the Progress and Review report was published. He reviewed the VCF Gift Report and clarified that donors were rejecting the timing of giving, not the Foundation or the college.

FINANCE/BUDGET COMMITTEE

Dustin reviewed the Budget Committee minutes from the previous meeting and Anne reviewed the consolidated budget. She said the staff has done a great job with being conservative in spending, leaving leftover cash available. If the projection is held, Anne confirmed that we can roll over the leftover cash and cover the deficit for the next year. Ed reiterated his comfort with the deficit while sharing his concerns with the staff not using their financial resources to fullest potential. Dustin reviewed the rest of the financial documents in the packet and said the continuous concern is the state of the Marketplace and how that will affect revenue. Anne reviewed the variance report, expenses are starting to catch up, and the Marketplace is still under budget. She reminded the committee of the board-approved $200K from the reserves to fund the Marketplace during the EV charging station construction, which should end by June 30th. One row of vendors has moved back into their spaces and Anne is hoping they can acclimate to the changes. She predicts requests from vendors to decrease rent to come in soon. She also stated that the stock market has done well so far with $19K in reserve for next year.

MARKETPLACE COMMITTEE

Anne said that the federal Department of Homeland Security has been fully funded and we're seeing an increase in abductions as a result. Two vendors have self-deported and some family members of vendors have recently been taken by ICE. 805undocufund continues to be present at the Marketplace every weekend and is now providing financial support to some vendors who need support. Anne shared plans to give another sponsorship to 805undocufund for their continued support. Dustin stated that it would be tone deaf to raise rates while abductions are occurring on top of construction limitations. Anne and Abra agreed it would be counterproductive and that the best thing to do for now is wait. Dustin asked who would make the decision to raise rents, Anne confirmed it would go through the Marketplace Committee and the Finance committee. Dustin asked who would make the recommendation to raise rents, Anne confirmed it would be Esme.

Anne also reported there was a sting operation by ABC based on an anonymous tip and they were successfully able to purchase unauthorized tequila from a vendor who did not have a license to sell. Campus police found alcohol and online promotions from the vendor. Our officers asked the ABC agents not to take the vendor away due to possible panic amongst the Marketplace. The vendor was given a citation and will have to appear in court. They were very upset and had been with the Marketplace for 20 years, according to Anne. Abra asked if the vendor was banned, Anne confirmed that he can come to the Marketplace as a customer but can no longer sell. All protocols worked for this situation. Ed asked if the district or state has any policies about law enforcement coming to the Marketplace and if those could be enforced, if so. Dr. Lewis confirmed that this is not possible. Animal Control was also present due to previous reports of unauthorized roosters being sold at the Marketplace.

INVESTMENT COMMITTEE

Ed was stuck in Pittsburg during the previous Investment Committee meeting but met with Gerard Tamparong from Composition Wealth to get caught up on investments. Anne shared that Composition Wealth has a positive outlook on the stock market, but they are not ignoring the lingering impact on consumers and corporations. Anne reviewed the investment portfolio performance, and things look very good.

GOVERNANCE COMMITTEE

- **Closed Session**: Executive Director's Annual Evaluation Discussion and two-year contract renewal
    - **Recommended Action**: Recommend to the full board to accept Chair Kreutz's 2025-26 Evaluation of Executive Director Anne Paul King and 2-Year Contract.

- Acting Executive Director, Pete Parker, Memo from VC Foundation Board, **Subject**: **Expectations During Executive Director Anne Paul King Leave Periods Including June 30 – August 6, 2026 Medical Leave**

CHAIR'S REPORT

- **Open Session:** Report on Closed Session

Ed reported that Dr. Lewis would like to have further discussion about the relationship between the college and the foundation and making sure that those relationships are independent. Otherwise, the Executive Director's contract will move forward.

Ed moved to approve the establishment of Executive Director's contract while continuing to review the relationship between the college and the Foundation. Abra seconded. **MSC**.

More discussion was had about the college's relationship with the foundation.

Anne moved to save the Chair, President, and Executive Director's comments for the upcoming Full Board meeting. Abra seconded. **MSC**.

Dustin adjourned the meeting at 10:28 AM.

Minutes recorded by Aubrey Montgomery and Anne Paul King.

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Abra Flores, Board Secretary

Ventura College Foundation
Board of Directors
Full Board Meeting
September 17th, 2026 4:30-6:00 PM
Guthrie Hall
https://vcccd-edu.zoom.us/j/89070959537?pwd=OIUm53207O80I6VHCDTfH0Tpsi80wC.1
Meeting ID: 890 7095 9537
Passcode: 349543

VCF Board Members (18): Nicole Kreutz, Board Chair & Executive Committee Chair | Rob van Nieuwburg, Board Vice Chair, Marketplace/Governance Committee Chair | Abra Flores, Board Secretary & Program Sustainability Chair | Dustin Tondreau, Board Treasurer & Finance/Budget Committee Chair | Ed Summers, Investment/Audit Committee Chair | Dr. Luca Lewis, Ventura College President | Anne Paul King, Executive Director | Debe Bylo, Scholarship and Grants Committee Chair | Ken Collin | Doug Halter | David Harrison | Liz Kraus | Matt LaVere, Esq. | Denise Sindelar | Harald Wulff | James Zavas | Lydia Matthews-Morales | Briana Becerra, ASVC President

VCF Staff (9): Pete Parker | Aubrey Montgomery, aPHR | Grace Falzone-Miller | Tara Hahn | Carl Allen | Stephanie Montenegro | Esmeralda Juarez | Araceli Aggarwal | Chloe Boswell-Dondorf

AGENDA

A **CALL TO ORDER** KREUTZ

B **WELCOME MEMBERS OF THE PUBLIC AND PUBLIC COMMENT** KREUTZ

C **APPROVE FULL BOARD MEETING CONSENT AGENDA** KREUTZ
Single action approval for the items listed below:

1. 9/2/26 Executive Committee Minutes (p.)
2. 6/24/26 Full Board Meeting Minutes (p.)
3. 8/25/26 Scholarship and Grants Committee Minutes (p.)
4. 8/12/26 Program Sustainability Committee Minutes (p.)
5. Q4 2025-26 Fundraising Report (p.)
6. Q4 Marketing and Media Report (p.)
7. 8/19/26 Finance Committee Minutes (p.)
8. Q4 Variance Report (p.)
9. Q4 Balance Sheet (p.)
10. Q4 Profit and Loss (p.)
11. Q4 Reserves Calculation (p.)
12. 8/27/26 Governance Committee Minutes (p.)

13. **MOTION**: Recommend to the full board to accept the Q4 financials and variance report. (p.)

COMMITTEE REPORTS:

D **SCHOLARSHIP AND GRANTS COMMITTEE** BYLO/AGGARWAL

MOTION: Recommend to the full board to approve removing letters of recommendations as a requirement on the scholarship application.

E **PROGRAM SUSTAINABILITY COMMITTEE** FLORES/PARKER

- Q4 Fundraising Reports (p.)
- Q4 Marketing and Media Report (p.)

F **FINANCE/BUDGET COMMITTEE** TONDREAU/KING

- Q4 Variance Report (p.)
- Q4 Balance Sheet (p.)
- Q4 Profit and Loss (p.)
- FY 25-26 Reserves Calculation (p.)

G **MARKETPLACE COMMITTEE** van NIEUWBURG/ZAVAS

- Update on EV charging station construction

H **INVESTMENT COMMITTEE** SUMMERS

I **GOVERNANCE COMMITTEE** van NIEUWBURG

- Personnel Update
- Strategic Plan Update (p.)
- New FY Board Agreements

OTHER BUSINESS:

J **CHAIR'S REPORT** KREUTZ

- Update on discussions with the VCCC District on the Master Agreement

  MOTION: Modify the timeline to commence the Master Agreement review upon the completion of the foundation's strategic plan.

- Strategic planning consultant selection (p.)

  MOTION: Select a strategic planning consultant.

K **PRESIDENT'S REPORT** DR. LEWIS

L **ASVC PRESIDENT'S REPORT** BECERRA

M **EXECUTIVE DIRECTOR'S REPORT AND MEETING CALENDAR** KING

- FY 26-27 Board/Committee Meeting Calendar (p.)
- Brown Act Reminder

N **ADJOURN** KREUTZ

INFORMATIONAL ITEMS

1. 9/2/26 Executive Committee Minutes (p.)
2. 6/24/26 Full Board Meeting Minutes (p.)
3. 8/25/26 Scholarship and Grants Committee Minutes (p.)

4. 8/12/26 Program Sustainability Committee Agenda (p.)
5. Q4 2025-26 Fundraising Report (p.)
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9. Q4 Balance Sheet (p.)
10. Q4 Profit and Loss (p.)
11. Q4 Reserves Calculation (p.)
12. 8/27/26 Governance Committee Minutes (p.)
13. Strategic Plan Proposals (p.)
14. FY 26-27 Board/Committee Meeting Calendar (p.)

Ventura College Foundation
Board of Directors
Full Board Meeting
June 24th, 2026 4:30-6:00 PM
Guthrie Hall
https://vcccd-edu.zoom.us/j/89419556967?pwd=z1eo8iue8p3k72HgPkbvsvqIDQlV9t.1
Meeting ID: 894 1955 6967
Passcode: 233173

VCF Board Members Present (11): Nicole Kreutz, Board Chair & Executive Committee Chair | Rob van Nieuwburg, Board Vice Chair, Marketplace/Governance Committee Chair | Dustin Tondreau, Board Treasurer & Finance/Budget Committee Chair | Ed Summers, Investment/Audit Committee Chair | Dr. Luca Lewis, Ventura College President | Anne Paul King, Executive Director | Debe Bylo, Scholarship and Grants Committee Chair | Doug Halter | Denise Sindelar | James Zavas | Briana Becerra, ASVC President

VCF Staff Present (8): Pete Parker | Aubrey Montgomery, aPHR | Grace Falzone-Miller | Tara Hahn | Carl Allen | Stephanie Montenegro | Araceli Aggarwal | Chloe Boswell-Dondorf

Minutes

Nicole called the meeting to order at 4:34 pm. She welcomed members of the public and public comments, to which there were none.

APPROVE FULL BOARD MEETING CONSENT AGENDA

1. 4/8/26 Executive Committee Minutes
2. 4/22/26 Full Board Meeting Minutes
3. 4/15/26 Scholarship and Grants Committee Minutes
4. 6/15/26 Program Sustainability Committee Minutes
5. Q3 2025-26 Fundraising Report
6. Q3 Marketing and Media Report
7. Campaign Progress and Review Report
8. 4/3/26 Budget Committee Meeting Minutes
9. 6/1/26 Finance Committee Minutes
10. Q3 Variance Report
11. Q3 Balance Sheet
12. Q3 Profit and Loss
13. Q3 Reserves Calculation
14. Q3 Campaign Profit and Loss
15. FY 26-27 Budget
16. 5/26/26 Investment Committee Minutes
17. 5/21/26 Governance Committee Minutes
18. FY 26-27 Slate

19. **MOTION**: Recommend to the full board to accept the Q3 financials and variance report. (p. 22)
20. **MOTION:** Recommend to the full board to accept the FY2025-26 budget as presented. (p. 23)
21. **MOTION**: Recommend to the full board to accept the proposed 2026-2027 slate. (p. 42-43)

Anne requested to pull the June 1st Finance Committee for separate approval due to an error in the minutes.
Rob moved to approve the consent agenda with the redaction. Ed seconded. All in favor. **MSC**.

Anne apologized to Denise for not updating the 2026-2027 slate with her information and confirmed Densie's presence as a board member. She also confirmed that she will bring information to the Q1 board meeting and that we have enough cash now to operate with, despite what was recorded in the minutes.

Anne moved to approve the minutes with that correction. Rob seconded. All in favor, **MSC**.

Anne took a moment to welcome ASVC President Briana Becerra to the board meeting as a new member.

COMMITTEE REPORTS:

SCHOLARSHIP AND GRANTS COMMITTEE

Debe announced that this was a record scholarship year for the Foundation, with $1.03M distributed in scholarships, the highest in VC Foundation history. There were 188 individual funds used for 537 scholarship awards. Recruitment efforts continue, please reach out to Araceli or Debe if interested in being on the Scholarship and Grants Committee. Debe shared that Denise has already volunteered to be a member of this committee. The committee is currently exploring updated campus signage related to certain student populations (nursing, science, etc.) to attract scholarship applicants. Nicole praised Araceli and the staff for such a successful awarding year.

PROGRAM SUSTAINABILITY COMMITTEE

Pete announced that the $7M campaign goal has been surpassed and it officially closes on June 30th. He stated that the team has not stopped their hard work and pending asks are still in the pipeline. He does not anticipate closing low areas on the fundraising reports in the next few days, but they will be a major point of emphasis next year. He credited Araceli and Debe for the work within the Scholarship and Grants Committee. Other fundraising charts look great, and he encouraged everyone to review them. Media and Marketing report numbers were impressive this quarter. He then shared that the alumni program is starting on Wednesday where the Foundation will be inviting all VC alumni to reconnect with the college. The event will be held at Topa Topa and he encouraged attendance from the board and all alumni.

Ed asked if pending solicitations will be honored once the campaign closes, Pete confirmed they will. Anne reviewed the most recent campaign Progress and Review report, which shows the campaign will be $17K over goal by the end of the week, with a pending donation to be received this week in cash. Anne gave a special acknowledgment to the donors who helped us cross the finish line.

FINANCE/BUDGET COMMITTEE

Dustin reviewed the financial reports, starting with the variance report. He thanked Joy and Tara for all their work on the reports and went over net income breakdown. Robust discussions have been had with the Budget and Finance Committees about passing a deficit budget and everyone is comfortable with the position. Nicole added that she doesn't like to pass a deficit budget, but this is the first regular budget post-COVID and post-campaign. She also added that projections for future budgets are being closely monitored.

Anne shared her appreciation for the staff's contribution to the budget and their conservative spending. With the excess funds, which are projected to be about $100K, there is a chance that the extra cash can be rolled over to the next fiscal year and will help reduce the deficit right away. The June expenses are still processing. Anne pointed out Carl and Aubrey for their help in keeping the budget reduced, along with the rest of the staff.

MARKETPLACE COMMITTEE

Rob pointed out the ongoing construction on the parking lot and shared his hopes for a speedy completion. James added that the finish line is very close, however, the cost of fuel and oil is the consistent roadblock. Contractors have been backing out at the last minute due to fuel costs. Once phase two begins, the construction should be finished within a day or two. He finished by saying the West Lot construction has just begun and is expecting it to take 5-6 weeks to be done before moving on to the second phase.

INVESTMENT COMMITTEE

Ed started by assuring that the income has been very stable and our Composition Wealth investment advisors are surprised by the market's strength. He shared that he has an upcoming meeting with Composition Wealth advisor, Gerard Tamparong, to review the Foundation's investments. In prior meetings, the Investment Committee recommended no changes to the Foundation's pools, but they continue to look at portfolio diversity. Ed talked more about his conversations with Gerard, and he expressed his interest in continuing to strengthen earning potential. Doug thanked Ed and the board for their work while adding that there's never been a more difficult time to run businesses in America. In his words, the backbone of this country is suffering, and the stock market is not reflecting that. He stated that there is a big disconnect happening and advised the Investment Committee to be cautious. Ed says the consumer influence has not much changed due to the efforts of small businesses, and he shared his need to look at a solid portfolio. Nicole clarified who Gerard is for those who have not yet met him, and invited Doug to join the Investment Committee to hear more, which Doug is considering.

GOVERNANCE COMMITTEE

The meeting went into closed session at 5:03 PM to discuss matters related to the Executive Director's annual evaluation and her two-year contract renewal.

CHAIR'S REPORT

The meeting reopened at 5:50 PM. Nicole reported that the board has decided to approve the updated two-year contract renewal for the Executive Director with the understanding that the board would like to review the master agreement between Ventura College, the district and VCF within 90 days.

PRESIDENT'S REPORT

Dr. Lewis shared that the 100th commencement ceremony was very successful. He gave thanks to the college staff who helped make it possible. He added that Ventura College has many groups deep in the planning stages for the next academic year. He shared plans to intensely work on strengthening campus culture and climate with several climate advisory groups in place. The PACE Survey data is back and available for viewing, which is anonymous and confidential. The survey highlighted many known gaps and challenges that he is determined to tackle. He moved on to discuss the connection to education master plan and facility plan. He does not intend to completely start from scratch and emphasized the need for support from sister campuses and the district. A new structure is coming in two years to support students and there have been lots of changes and transitions in leadership within the district/college. The acting VP in Academic Affairs' last day is 7/17 and three dean positions are available for interim selection. Dr. Lewis closed by sharing the changing the recruitment process to find better fits for the college and stated that the leadership core will look very different by this time next year, which he is excited about.

ASVC PRESIDENT'S REPORT

Briana introduced herself and shared her excitement to work with VCF and hopes to make as much as an impact as VCF has made with her. The ASVC is moving along with fall retreat plans and initiatives, with board positions in the interview process.

EXECUTIVE DIRECTOR'S REPORT AND MEETING CALENDAR

Anne expressed her gratitude to the board for renewing her contract and shared that she will have been with the foundation for 12 years in July. She shared her deep passion for serving students and meaningful work, along with her excitement to hand over her duties to Pete as the acting Executive Director while she is away on medical leave until August 7th. She thanked the board for their faith in the team to complete the campaign and stated that it serves as a big win for students and the effort would not have happened without the board's strong support.

Anne announced that beginning on July 1, all board and committee meetings will follow strict Brown Act compliance, as the good faith understanding that the Foundation had of the Brown Act was not fully realized prior to Pete bringing his expertise with compliance regulations. Board members will be required to attend all meetings in-person, with exceptions only being made for those who are sick or caring for a sick relative, or away on board business. Aubrey will draft a memorandum, and it will be added to the upcoming board agreement.

The strategic plan ends on June 30th, and Anne said that the Foundation budgeted money for a consultant to help with a new five-year plan. The consultant is on retainer with the NCCCF and will work with Pete while Anne is away. He has 35 years of experience, mostly as an Executive Director. She recommends two board retreats in the next year to go through the strategic planning process.

Anne again congratulated the board on this achievement of finishing the campaign. Nicole thanked Anne, Pete, Aubrey and the entire team for their campaign efforts.

<u>ADJOURN</u>

Nicole adjourned the meeting at 6:09 PM.

Minutes recorded by Aubrey Montgomery and Anne Paul King.

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Abra Flores, Board Secretary

Ventura College Foundation

Scholarships and Grants Committee

August 25, 2026 2:00PM – 3:00PM

71 Day Rd, Ventura CA 93003

Committee Members (9):Debe Bylo, Elizabeth Kraus, Lorena Pimental Flores, Ron Raschke, Lisa Preis.
Staff Members (2): Araceli Gonzalez Aggarwal, Pete Parker
Absent: Anne Paul King, Denise Sindelar, Nicole Kruetz.

AGENDA

A CALL TO ORDER BYLO

B PUBLIC COMMENT BYLO

No comments

C 2026 – 2027 SCHOLARSHIP PROGRAM UPDATE AGGARWAL

Check disbursements are going well, some delays primarily due to UC students enrolling later in the summer. Mrs. Aggarwal and Ms. Hahn continue to process disbursements as efficiently as possible. Samples of student than you letters were provided to the committee.

D 2027 – 2028 SCHOLARSHIP PROGRAM PLAN AGGARWAL

Recommendation letters will be optional for the upcoming cycle. Recommendations will be highly encouraged, with additional points awarded for submission. Removing the recommendation requirement provided additional flexibility in the application and reading timelines as the award ceremony has moved up by a week. There is an anticipation of increased submitted applications which will require expanding the reading committee. There was discussion on the growth of the program and the need for additional staffing to sustainably manage the scholarship program. The need for a part-time position to assist with staffing capacity was discussed with support from the committee.

E FUNDRAISING UPDATE PARKER

Scholarship funding reminder letters will be sent out in October. With the anticipated increase in submitted applications, there will be a need to increase scholarship funds.

F OTHER BUSINESS BYLO

Bank of the Sierra will receive the AFP Santa Barbara/Ventura Chapter Volunteer of the Year Award for its ongoing support of the scholarship program. Bank of the Sierra provided 67 volunteers for scholarship reading this year and funded a scholarship that awarded nine students $1,000 each.

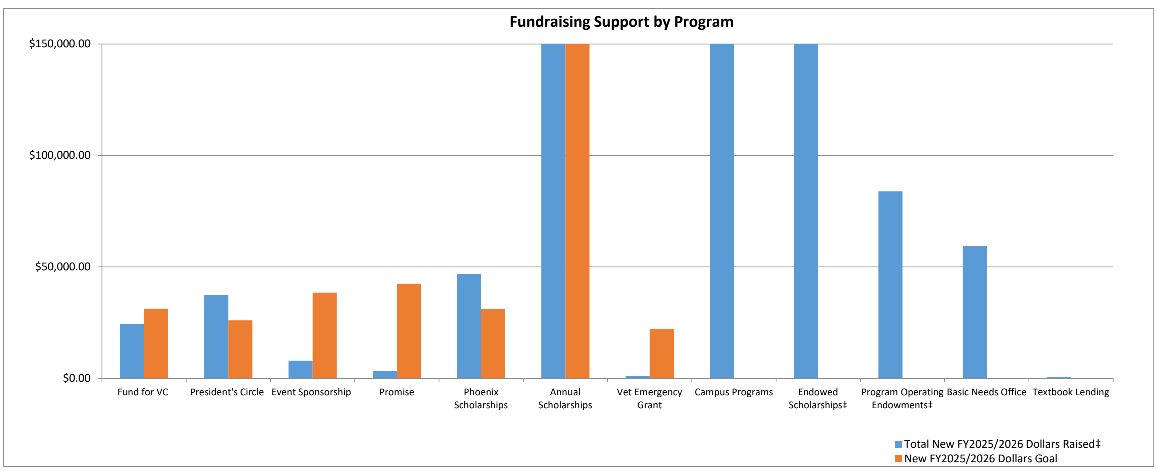
G ADJOURN BYLO

FY2025/2026 OVERVIEW
Q4 04/01/2026 - 06/30/2026

Gift Data: 07/01/2025 - 06/30/2026

	Total Gifts/Pledges Raised*	# Donors†	# Gifts†	Total New FY2025/2026 Dollars Raised‡	New FY2025/2026 Dollars Goal	% New FY2025/2026 Dollars Raised Toward Goal
Fund for VC	$24,308.07	54	247	$24,308.07	***$31,300.00***	*78%*
President's Circle	$37,490.00	30	42	$37,490.00	***$26,000.00***	*144%*
Event Sponsorship	$7,895.00	4	4	$7,895.00	***$38,500.00***	*21%*
TOTAL UNRESTRICTED	$69,693.07	88	293	$69,693.07	***$95,800.00***	*73%*
Promise	$3,270.00	5	26	$3,270.00	***$42,500.00***	*8%*
Phoenix Scholarships	$46,783.71	6	7	$46,783.71	***$31,111.00***	*150%*
Annual Scholarships	$424,606.92	113	319	$424,606.92	***$164,000.00***	*259%*
Vet Emergency Grant	$1,166.67	2	2	$1,166.67	***$22,300.00***	*5%*
TOTAL RESTRICTED	$475,827.30	126	354	$475,827.30	***$259,911.00***	*183%*
***TOTAL** (UNRESTRICTED + RESTRICTED)*	***$545,520.37***	***214***	***647***	***$545,520.37***	***$355,711.00***	*153%*
Campus Programs	$188,827.54	106	301	$188,827.54		
Endowed Scholarships‡	$192,364.98	110	179	$192,364.98		
Program Operating Endowments‡	$83,895.00	19	86	$83,895.00		
Basic Needs Office	$59,399.44	41	79	$59,399.44		
Textbook Lending	$466.67	5	49	$466.67		
TOTAL RESTRICTED (No goals)	$524,953.63	281	694	$524,953.63		
COMPLETE TOTALS	**$1,070,474.00**	**495**	**1341**	**$1,070,474.00**		

†Includes monthly employee payroll deductions
‡Does not includes pledge payments due in future FY
§Funds raised towards endowment principal, not earnings
"# Donors" is determined per fund/breakdown - each donor is counted only once per, but if they contribute to multiples, they may appear as a unique donor for each.



	Gifts/Pledges	# Donors	# Gifts
TOTALS	$1,070,474.00	434	1338
By Source			
Individuals	$421,359.87	373	1210
Corporations	$484,873.27	40	70
Foundations	$164,240.86	21	58
By Purpose			
Restricted	$1,000,780.93	86	1047
Unrestricted	$69,693.07	371	291

Legal/Hard credit only

Write Offs $8,502.36

VENTURA COLLEGE FOUNDATION GIFT REPORT

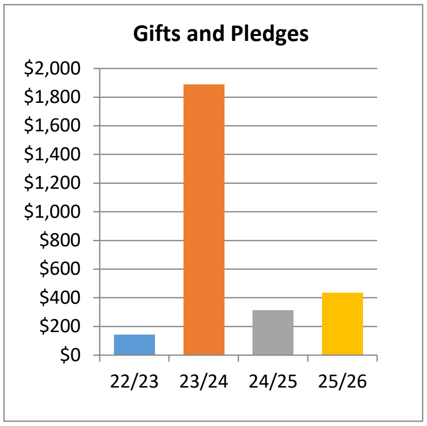
4-YEAR VIEW

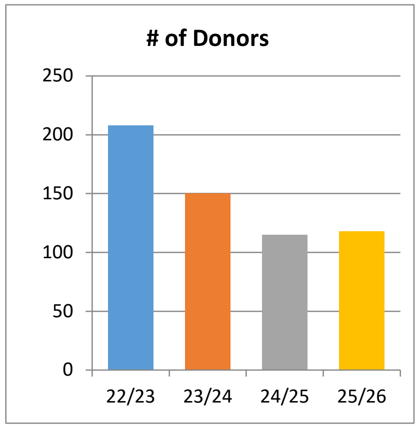
Reconciled

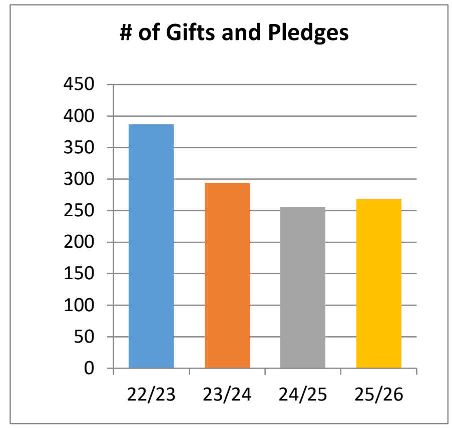
	2022/2023 Q4	2023/2024 Q4	2024/2025 Q4	2025/2026 Q4
	$141,333	$1,887,842	$312,693	$434,791
# of Donors	208	150	115	118
# of Gifts/Pledges	387	294	255	269
Year-End Totals	*$666,997*	*$2,751,784*	*$1,313,683*	*$1,070,474*

***GIFTS AND PLEDGES**

In $1,000s

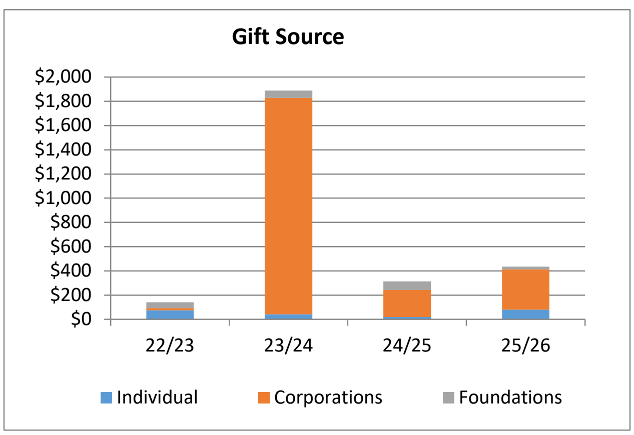


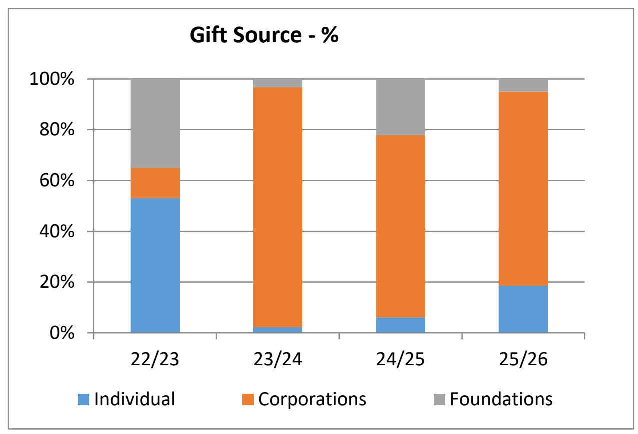




Source	2022/2023 Q4	2023/2024 Q4	2024/2025 Q4	2025/2026 Q4
Individual	$74,915	$41,040	$19,079	$80,441
Corporations	$16,966	$1,785,787	$224,408	$332,867
Foundations	$49,452	$61,014	$69,206	$21,482

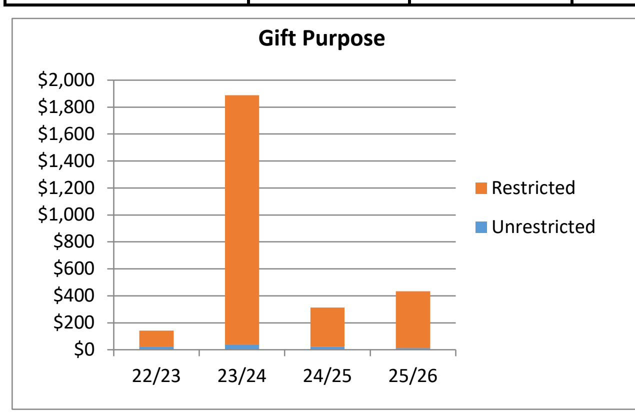
In $1,000s

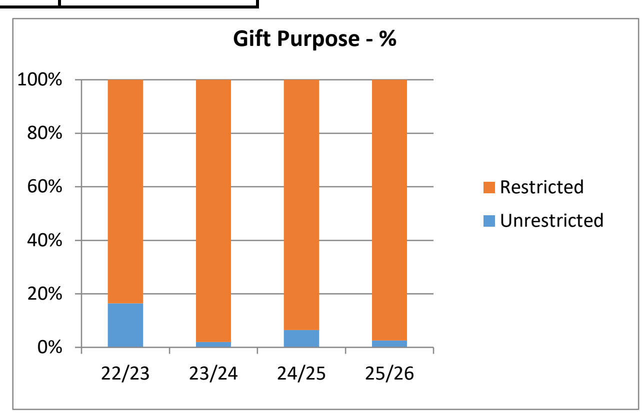




Purpose	2022/2023 Q4	2023/2024 Q4	2024/2025 Q4	2025/2026 Q4
Unrestricted	$23,216	$38,656	$20,296	$11,385
# of Donors	52	43	33	30
Restricted	$118,117	$1,849,186	$292,397	$423,406
# of Donors	156	107	82	88

In $1,000s





Includes monthly employee payroll deductions
Includes pledges

Q4 Media and Marketing Report

SOCIALS

Across Facebook and Instagram combined, the Foundation generated over 33,000 views and nearly 1,000 content interactions (924) this quarter. There was a strong volume of visibility and engagement for our mission and programs. Even more encouraging, our audience is actively converting that visibility into action: 1,243 combined profile/page visits and 105 new follows show that people who come across our content are curious enough to learn more and choose to stay connected.

Facebook saw a standout spike in late April, while Instagram delivered multiple strong moments in mid-May and late June, each driving simultaneous lifts in views, reach, and interactions. That consistency across two different platforms is a great signal: our audience responds well to the Foundation's story, and we now have real data points to guide what to repeat.

Link clicks and steady follower growth on both channels point to genuine interest translating into deeper engagement with our work. Heading into Q1, the clearest opportunity is to study what drove these high-performing moments and build a more consistent posting cadence around it, turning these organic wins into a repeatable strategy for sustained growth.

PRINT MEDIA

During Q4, the Foundation did not pursue a major public relations push specifically promoting the Invest in Success Campaign. Instead, we took a more direct advertising route, securing a three-day full-page placement in the Ventura County Star, a full-page ad in the Santa Paula Times, and an ad in the Pacific Coast Business Times' Giving Guide edition. This approach prioritized paid, high-visibility print placements over earned media coverage, allowing us to control message timing and creative while reaching both general community and business-focused audiences directly.

MISSION MOMENT (DONOR E-NEWSLETTER)

Campaign	Recipients	Delivered	Open Rate	Opened	Click Rate	Clicked	Bounce Rate	Unsub Rate
April 26 Donor E news	22976	22769	12.9%	2,958	0.44	102	1.0%	0.27%
May 26 Donor E-news	22,847	22,602	14.2%	3,218	0.49%	111	1.1%	0.29%
June 26 Donor E-news	14,365	14,281	18.9%	2,698	1.1%	162	0.58%	0.36%
Total (average)	20,062	19,884	15.3%	8,874	0.68%	125	0.89%	0.31%

Analysis: Engagement climbed steadily each month. Open rate rose from 12.9% in April to 14.2% in May to 18.9% in June — a strong upward trend. Click rate followed the same pattern, more than doubling from 0.44% in April to 1.1% in June. June was the standout performer on every engagement metric, despite going to the smallest list of the three (14,365 recipients vs. ~23K in April and May).

List health stayed solid throughout. Bounce rates ranged narrowly from 0.58%–1.1%, and unsubscribe rates stayed low and stable between 0.27%–0.36% — no red flags on deliverability or list fatigue across the quarter.

Volume declined while engagement improved. April and May reached roughly the same audience size (~23K), but June's list was about 37% smaller yet it still posted the highest open and click rates. We removed recipients who had not opened our 50 previous email

Ventura College Foundation
Board of Directors
Finance Committee Meeting
August 19th, 2026 8:30-9:30 AM
71 Day Rd, Ventura CA 93003
https://vcccd-edu.zoom.us/j/87977003002?pwd=XpK6zOUVLaBhbkkHN3FDq6MoexnL1Y.1
Meeting ID: 879 7700 3002
Passcode: 403213

Finance Committee Members (5): Dustin Tondreau - Committee Chair | Abra Flores | Nicole Kreutz | James Zavas | Rob van Nieuwburg

Feddersen & Co: Joy Buller, CPA

Staff (3): Tara Hahn, Finance Manager | Aubrey Montgomery, aPHR, Administrative Assistant to the Executive Director/Human Resources Specialist | Pete Parker, Director of Development

MINUTES

Dustin called the meeting to order at 8:32 AM.

A quorum was present.

PUBLIC COMMENT

No public comments were made.

2025-2026 Q4 CAMPAIGN FINANCIAL REVIEW

Pete reported that the campaign is complete, with no further asks planned.

PRESENTATION OF YEAR END 2025-2026 FINANCIALS AND VARIANCE REPORT

Joy reviewed the year-end financials, noting one small remaining entry for the Bank of the Sierra statement (interest income) before the report is finalized. Total assets are $5 million higher than at the end of the prior year. Pool 7, the new campaign fund, holds $1.4 million as of year-end.

Joy noted several items not typically reflected on the books, including deferred revenue for Marketplace payments, accrued payroll, and the unfunded pension liability. CalPERS has not yet issued its actuarial report; last year, the report was not issued until after last year's audit was completed.

Net income for the year was $5.28 million. There were no significant changes to the balance sheet aside from strong investment performance driving assets higher. The majority of net income is restricted for scholarships, providing a strong level of student support.

Joy also revisited the in-kind rent recorded for the building which has been unchanged for some time. Under the Schedule of Commensurate Return, the in-kind rent is determined using the lower of 3% or CPI. Since CPI fluctuates, staff recommend adopting a flat 3% increase going forward, consistent with standard lease language, to ensure the figure is periodically updated.

> **MOTION:** Recommend to the full board to accept the Q4 financials and variance report with amendment to the In-Kind rent to increase by 3%.

Dustin moved, Rob seconded. James abstained. Everyone else in favor, none opposed. **MSC**.

Q4 PROFIT AND LOSS FOR THE WEEKEND MARKETPLACE

Joy reported the marketplace was under budget by $155,000 which is far less than originally anticipated due to the EV station construction project.

UPDATE ON FY26 ANNUAL AUDIT

The audit process has begun. The auditors are scheduled to be at the Foundation office from August 31 to September 2

ADJOURN

Dustin adjourned the meeting at 8:54 AM.

Minutes recorded by Tara Hahn.

____

Abra Flores, Board Secretary

VENTURA COLLEGE FOUNDATION

Variance Analysis: Budget vs. Actual

Q4: July 1, 2025 through June 30, 2026

Threshold: Income statement item is $10,000 and 10% over or under budget.

REVENUES: ***Total revenues over budget $2,009,059 and 77.76% for Quarter 4***

- **4200 Unrestricted Donations Under budget ($26,134) and (27.27%):** Due to the focus on the final year of the Invest in Success campaign, unrestricted donations were under budget for the 2025-26 year.

- **4300 Permanently Restricted Donations (not budgeted) $211,935:** $46K donation from Nell Papvasiliou; $10k donation from American Legion Post 339; Alicia and Roch Long $14k; Lorraine & Blaire Megowan $25k; Felicia Duenas $10k; Mary McDonough $25k; Christopher Smith $50k.

- **4310 Permanently Restricted Donations – Invest in Success Campaign (not budgeted) $1,600,661:** $100k donation from John Hammer; $300k donation from the Told Foundation; $50k pledge from David Fuhrmann; C. Robert Reeves $25k; Ron Wise $29k; Felicia Duenas $10k; Lester & Mae Tong $20k; Barbara Harison $10k; Ruth Hemming $10k; William Faulkner $50k; $250k from Ventura County Community Foundation; $50k from Bill & Elise Kearney; $100k from John Hammer; $10k from Harold Wulff; $15k Hiroko Yoshimoto; $10k Wilbur Quon; $10k Denise Sindelar; $50k Deborah Bylo; $24k Augustar Life Insurance; 2nd $300k donation from Told Foundation.

- **4410 Phoenix – Over budget $16,023 and 51.50%:** $18k donation from Joyce Evans; $22k donation from Outreach Alliance of Ventura County.

- **4430 Annual – Over budget $259,551 and 115.57%:** $202,000 Port of Hueneme award not budgeted.

- **4435 Promise – Under budget ($39,230) and (92.31%):** Our efforts on fundraising for Promise were for the Invest in Success campaign and not current year.

- **4440 Campus Temp Restricted Donations – Over budget $133,867 and 86.03%:** $21k from Eleanor Tillquist for the Nursing Department; $10k from Melissa & Todd Lemein for Child Care Center; Miriam Schwab Estate $39k for aquatics and music; $25k from Ventura County Community Foundation; $81k from Arnold Shaeffer; $10k from Bank of America.

- **5450 Sustainability Gift Revenue/7053 Sustainability Gift Expense – Over Budget $64,292 and 213.27%:** Due to the increased donations noted above.

- **5455 Sustainability Gift Revenue for Campaign/9050 Sustainability Gift Expense for Campaign** (n**ot budgeted) $240,099:** Due to the large campaign gifts above.

- **5000 Market Place Revenue – Under budget** (**$155,111) and (9.04%):** There were some slower weekends due to the political climate in our country. There has also been more rain which has made for slower weekends. Construction also occurred during the 3rd and 4th quarters.

- **5100 Interest Income – Over budget $10,217 and 327.48%:** This is due to the 3-month and 12-month CDs maturing and creating an additional $10k interest income.

EXPENSES: *Total expenses over budget $734,547 and 17.76%*

- **Scholarships – Over budget $446,028 and 75.83% –** Forfeitures were under the budgeted amount. The increase also includes the 2nd half of the board approved additional distributions from 2024/25 of $317k not budgeted for.

- **8400 Program Endowment Disbursement – Over budget $157,235 and 87.53%:** Due to the 2nd half of the board approved additional distributions of $151k not budgeted for.

ADMINISTRATION OVERHEAD – Over budget $17,036 and 5.90%

DEVELOPMENT OVERHEAD – Under budget ($70,388) and (10.96%)

1. **Computer Expense under budget ($18,844) and (57.14%) –** This is a timing issue on software licenses. Some software was also not renewed.
2. **Professional Development under budget ($25,496) and (60.75%)** – With the change in personnel, some of the professional development budgeted for wasn't used in the earlier quarters.
3. **Professional Services under budget ($29,013) and (34.57%) –** Netzel Grigsby fees were budgeted through December and services ended in September.
4. **Wages, taxes, and benefits over budget $38,830 –** Due to updated salary allocation % after the budget was finalized.

PROGRAM OVERHEAD – **Under budget ($14,977) and (5.60%)**

SCHOLARSHIP OVERHEAD – **Over budget $3,283 and 1.08%**

MARKET PLACE – **Under budget ($32,965) and (4.20%)**

CAMPAIGN – **(Not budgeted) $186,153** – Please see the separate campaign profit and loss for detail of expenses.

INVESTMENT INCOME/EXPENSE

- **5510 Change in Value of Split Interest – Not budgeted $30,774**– Change in value of the charitable trusts.

- **5520 Change in Market Value – Over budget $2,177,697** – The market remained strong for most of the year. We also created a new Pool 7 for the Invest in Success donations that were not included in the budget.

- **Interest & Dividends – Over budget $152,071** – Due to interest rate staying above what was budgeted and higher amounts in investment accounts. The creation of Pool 7 also contributed to the increase.

VENTURA COLLEGE FOUNDATION

Statement of Financial Position
As of June 30, 2026 and June 30, 2025
Unaudited

	June 30, 2026	June 30, 2025	$ Variance	% Variance
ASSETS				
Current Assets				
Bank Accounts				
Campus - Restricted	$ 89,827	$ 281,095	$ (191,268)	-68.04%
Scholarships - Restricted	753,922	291,737	462,186	158.43%
Money Market				
Restricted	31,810	35,673	(3,864)	-10.83%
Unrestricted	27,381	40,444	(13,063)	-32.30%
Total Money Market	59,191	76,117	(16,927)	-22.24%
Operating				
Restricted	17,878	62,614	(44,737)	-71.45%
Unrestricted	146,063	143,380	2,684	1.87%
Campaign - Restricted	342,792	-	342,792	
Campaign - Unrestricted	66,144	-	66,144	
Total Operating	572,877	205,994	366,882	178.10%
Petty Cash	632	581	51	8.78%
Montecito Bank & Trust - Unrestricted	10,238	110,215	(99,977)	-90.71%
Bank of the Sierra - Unrestricted	27,408	250,356	(222,948)	-89.05%
Campaign - Money Market				
Restricted	-	338,235	(338,235)	-100.00%
Unrestricted	-	66,452	(66,452)	-100.00%
Total Campaign - Money Market	-	404,687	(404,687)	-100.00%
Campaign - Non-Profit Checking				
Restricted	-	5,696	(5,696)	-100.00%
Unrestricted	-	3,619	(3,619)	-100.00%
Total Campaign - Non-Profit Checking	-	9,315	(9,315)	-100.00%
Bank of the Sierra - 12 Month CD Restricted	-	316,675	(316,675)	-100.00%
Bank of the Sierra - 3 Month CD Restricted	-	467,853	(467,853)	-100.00%
Total for Bank Accounts	**1,514,094**	**2,414,623**	**(900,529)**	**-37.29%**
Pledges Receivable	**811,841**	**434,797**	**377,045**	**86.72%**
Other Current Assets				
Prepaid Expense	28,281	31,019	(2,738)	-8.83%
Suspense	4,186	1,121	3,065	273.34%
Undeposited Funds	-	27,251	(27,251)	-100.00%
Unamortized Discount on Donations Receivable	(55,166)	(52,816)	(2,349)	-4.45%
Unemployment Self-Insured Trust Deposit	39,901	33,877	6,024	17.78%
Accrued Interest Receivable	777	3,483	(2,706)	-77.68%
Total Other Current Assets	17,980	43,935	(25,955)	-59.08%
Total Current Assets	**2,343,915**	**2,893,355**	**(549,440)**	**-18.99%**
Property and Equipment				
Gross Property and Equipment	201,991	201,991	-	0.00%
Less Accumulated Depreciation	(175,282)	(172,567)	(2,715)	-1.57%
Net Property and Equipment	**26,709**	**29,424**	**(2,715)**	**-9.23%**
Other Assets				
Charitable Gift Annuities	366,515	335,741	30,774	9.17%
Deposits	1,938	1,938	-	0.00%

VENTURA COLLEGE FOUNDATION

Statement of Financial Position
As of June 30, 2026 and June 30, 2025
Unaudited

	June 30, 2026	June 30, 2025	$ Variance	% Variance
Investments				
FCCC - Osher Endowment				
Restricted	772,277	684,627	87,650	12.80%
Board Designated	555,069	497,086	57,983	11.66%
Total FCCC - Osher Endowment	1,327,346	1,181,713	145,633	12.32%
Investment Pool 1 - Endowments				
Restricted	11,015,102	9,659,913	1,355,189	14.03%
Unrestricted	60,702	17,511	43,191	246.65%
Total Investment Pool 1 - Endowments	11,075,804	9,677,424	1,398,380	14.45%
Investment Pool 2 - Hansen	794,032	709,557	84,476	11.91%
Investment Pool 3				
Unrestricted	66,532	139,112	(72,581)	-52.17%
Restricted	128,554	123,503	5,051	4.09%
Board Designated	398,051	483,282	(85,231)	-17.64%
Total Investment Pool 3	593,137	745,898	(152,762)	-20.48%
Investment Pool 4 - Miriam Schwab	20,177,560	17,982,414	2,195,146	12.21%
Investment Pool 5 - Yunker	2,761,174	2,468,671	292,503	11.85%
Investment Pool 6 - Reserves	1,122,145	961,656	160,489	16.69%
Investment Pool 7 - Invest in Success	1,390,308	-	1,390,308	
Total Investments	**39,241,506**	**33,727,333**	**5,514,173**	**16.35%**
Total for Other Assets	**39,609,959**	**34,065,012**	**5,544,947**	**16.28%**
Total for Assets	**$ 41,980,584**	**$ 36,987,792**	**$ 4,992,792**	**13.50%**
LIABILITIES AND EQUITY				
Liabilities				
Current Liabilities				
Scholarships and Accounts Payable	$ 1,212,389	$ 1,496,362	$ (283,973)	-18.98%
Other Current Liabilities				
Deferred Revenue	31,124	33,952	(2,828)	-8.33%
Accrued Payroll	60,598	40,548	20,049	49.45%
Accrued Vacation	43,216	28,584	14,631	51.19%
Aflac Payable	26	26	-	0.00%
Calpers Payable	538	(216)	755	348.86%
Total for Other Current Liabilities	**135,501**	**102,894**	**32,607**	**31.69%**
Total for Current Liabilities	**1,347,890**	**1,599,256**	**(251,366)**	**-15.72%**
Long-term Liabilities				
Unfunded Pension Liability	390,715	426,693	(35,978)	-8.43%
Total for Long-term Liabilities	**390,715**	**426,693**	**(35,978)**	**-8.43%**
Total for Liabilities	**1,738,605**	**2,025,949**	**(287,344)**	**-14.18%**
Equity				
Beginning Net Assets - With Donor Restrictions	33,965,963	31,361,776	2,604,187	8.30%
Beginning Net Assets - Without Donor Restrictions	995,880	1,668,127	(672,247)	-40.30%
Net Income	5,280,136	1,931,940	3,348,196	173.31%
Total for Equity	**40,241,979**	**34,961,843**	**5,280,136**	**15.10%**
TOTALLIABILITIES AND EQUITY	**$ 41,980,584**	**$ 36,987,792**	**$ 4,992,792**	**13.50%**

VENTURA COLLEGE FOUNDATION

Statement of Activity - Actual vs. Budget
For the period July 1, 2025 through June 30, 2026
Unaudited

	Actual	Budget	$ Variance	% Variance
Revenue				
4000 DONATIONS				
4200 Donations - Unrestricted	$ 69,693	$ 95,827	$ (26,134)	-27.27%
4300 Donations - Perm Restricted	211,935	-	211,935	
4310 Donations for Invest in Success Campaign	1,600,661	-	1,600,661	
4311 Discount on Donations Receivable	(2,349)	-	(2,349)	
Total for 4310 Donations for Invest in Success Campaign	1,598,312	-	1,598,312	
Total for 4300 Donations - Perm Restricted	1,810,247	-	1,810,247	
4400 Donations - Temp Restricted				
4410 Phoenix	47,134	31,111	16,023	51.50%
4430 Annual	484,140	224,589	259,551	115.57%
4432 Osher Donations	37,333	36,864	469	1.27%
4435 Promise	3,270	42,500	(39,230)	-92.31%
4437 Textbook lending	467	751	(284)	-37.86%
4440 Campus	289,469	155,602	133,867	86.03%
Total for 4400 Donations - Temp Restricted	861,812	491,417	370,395	75.37%
7053 Sustainability Gift Expense	(94,438)	(30,146)	(64,292)	-213.27%
9050 Sustainability Gift Expense for Campaign	(240,099)	-	(240,099)	
Total for 4000 DONATIONS	2,407,215	557,098	1,850,117	332.10%
5000 Market Place Revenue	1,389,877	1,525,500	(135,623)	-8.89%
5020 VIP MP Parking	171,012	190,500	(19,488)	-10.23%
Total for 5000 Market Place Revenue	1,560,889	1,716,000	(155,111)	-9.04%
5100 Interest Income	13,337	3,120	10,217	327.48%
5200 In-Kind Rent & Services	96,944	99,700	(2,756)	-2.76%
5300 In-Kind Donations- Goods	8,196	-	8,196	
5400 Other Income	114,698	112,113	2,585	2.31%
5440 Scholarship Endowment Admin Fee Revenue	56,912	65,493	(8,581)	-13.10%
5450 Sustainability gift revenue	94,438	30,146	64,292	213.27%
5455 Sustainability Gift Revenue for Campaign	240,099	-	240,099	
Total for Revenue	4,592,729	2,583,670	2,009,059	77.76%
Gross Profit	4,592,729	2,583,670	2,009,059	77.76%
Expenditures				
6000 PROGRAMMATIC				
6100 SCHOLARSHIPS				
4500 Unclaimed Scholarships (forfeitures)	(14,660)	(30,000)	15,340	51.13%
6152 Annual	283,546	250,000	33,546	13.42%
6160 Phoenix Scholarships (Annual)	26,480	27,000	(520)	-1.93%
6165 Annual Osher	12,800	11,600	1,200	10.34%
8300 Endowed Scholarships	523,926	219,503	304,423	138.69%
8310 Endowed-Regular Phoenix	104,862	36,138	68,724	190.17%
8320 Endowed Scholarships- Osher	84,015	61,645	22,370	36.29%
8325 Endowed Scholarships- Osher Phoenix	13,250	12,305	945	7.68%
Total for 6100 SCHOLARSHIPS	1,034,219	588,191	446,028	75.83%
6200 GRANTS				
6210 Ventura College Promise	75,000	75,000	-	0.00%
6220 Textbook/Lending Library Grant	15,000	15,000	-	0.00%
Total for 6200 GRANTS	90,000	90,000	-	0.00%

VENTURA COLLEGE FOUNDATION

Statement of Activity - Actual vs. Budget
For the period July 1, 2025 through June 30, 2026
Unaudited

	Actual	Budget	$ Variance	% Variance
6300 OTHER PROGRAM EXPENSES				
6330 Bad Debts	183	-	183	
6370 Campus Expense	968,654	926,310	42,344	4.57%
6375 Campus In-Kind Expense	8,196	-	8,196	
8400 Program Endowment Disbursment	337,877	179,643	158,235	88.08%
8420 Scholarship Endowment Admin Fee Expense	56,912	65,493	(8,581)	-13.10%
Total for 6300 OTHER PROGRAM EXPENSES	1,371,823	1,171,446	200,378	17.11%
Total for 6000 PROGRAMMATIC	2,496,042	1,849,636	646,405	34.95%
7000 ADMINISTRATION				
7002 Bank Charges	2,023	60	1,963	3,272.10%
7004 CalPERS	13,958	15,061	(1,103)	-7.32%
7006 Board Expense	9,554	16,400	(6,846)	-41.74%
7010 Professional Development	2,262	2,500	(238)	-9.51%
7012 Depreciation	185	-	185	
7014 Dues & Subscriptions	2,380	-	2,380	
7016 Employee Appreciation	3,451	3,400	51	1.50%
7018 Employee Benefits	16,340	15,085	1,254	8.32%
7022 Insurance	9,208	8,013	1,195	14.91%
7024 Licenses & Fees	634	1,044	(410)	-39.23%
7026 Office Expense	5,430	2,580	2,850	110.46%
7028 Mileage	59	120	(61)	-50.48%
7032 Printing	384	360	24	6.72%
7034 Payroll Service	19,108	12,332	6,776	54.95%
7035 Salaries	136,176	122,631	13,544	11.04%
7036 Payroll Taxes	8,964	9,430	(467)	-4.95%
7038 Postage	380	485	(105)	-21.58%
7044 Professional Services	63,406	69,024	(5,617)	-8.14%
7045 In-Kind Rent	5,759	5,900	(141)	-2.39%
7048 Unemployment Insurance Expense	(14)	249	(264)	-105.70%
7052 Small Equipment	-	1,000	(1,000)	-100.00%
7054 Telephone	192	360	(168)	-46.69%
7056 Workers' Compensation	752	626	126	20.18%
7060 Exec. Director Special Fund	5,104	2,000	3,104	155.22%
Total for 7000 ADMINISTRATION	305,697	288,661	17,036	5.90%
7500 DEVELOPMENT				
7502 Bank Charges	-	80	(80)	-100.00%
7504 CalPERS	23,779	27,826	(4,047)	-14.54%
7506 Board Expense	50	3,000	(2,950)	-98.34%
7508 Computer Expense	14,136	32,980	(18,844)	-57.14%
7509 Direct Marketing	7,226	13,524	(6,297)	-46.57%
7510 Professional Development	16,474	41,970	(25,496)	-60.75%
7511 Donor Meetings	7,905	9,050	(1,145)	-12.65%
7512 Donor Recognition	1,274	3,000	(1,726)	-57.52%
7513 Misc Meetings	-	2,700	(2,700)	-100.00%
7514 Dues & Subscriptions	14,488	11,043	3,445	31.20%
7516 Employee Appreciation	314	1,250	(936)	-74.8656
7518 Employee Benefits	43,583	38,590	4,993	12.94%

VENTURA COLLEGE FOUNDATION

Statement of Activity - Actual vs. Budget
For the period July 1, 2025 through June 30, 2026
Unaudited

	Actual	Budget	$ Variance	% Variance
7520 Insurance	2,597	2,222	374	16.84%
7522 Merchant Fees - Online Donation	3,547	3,400	147	4.33%
7524 Mileage	410	6,600	(6,190)	-93.79%
7526 Office Expense	1,623	5,700	(4,077)	-71.53%
7528 Professional Services	54,923	83,937	(29,013)	-34.57%
7530 Marketing	29,365	32,505	(3,140)	-9.66%
7531 In-Kind Rent	11,304	11,500	(196)	-1.70%
7532 Printing & Graphic Design	453	2,860	(2,406)	-84.14%
7535 Salaries	297,352	260,849	36,503	13.99%
7536 Payroll Taxes	21,441	20,059	1,381	6.89%
7538 Postage	704	1,950	(1,246)	-63.90%
7541 Special Events	11,480	11,175	305	2.73%
7550 Unemployment Insurance Expense	(27)	576	(603)	-104.74%
7554 Telephone	642	504	138	27.29%
7555 President's Special Fund	1,325	8,000	(6,675)	-83.43%
7556 Workers' Compensation	752	626	126	20.18%
7560 Exec. Director Special Fund	4,965	5,000	(35)	-0.6956
Total for 7500 DEVELOPMENT	572,087	642,475	(70,388)	-10.96%
7600 PROGRAMS				
7604 CalPERS	17,870	18,037	(167)	-0.93%
7608 Computer Expense	4,251	-	4,251	
7609 Direct Marketing	2,845	9,730	(6,885)	-70.76%
7614 Dues & Subscriptions	13	240	(228)	-94.79%
7618 Employee Benefits	29,505	25,482	4,023	15.79%
7620 Insurance	2,597	2,222	374	16.84%
7626 Office Expense	257	200	57	28.58%
7628 Professional Services	13,470	16,912	(3,442)	-20.35%
7630 Marketing	15,040	19,254	(4,214)	-21.88%
7631 In-Kind Rent	9,934	10,000	(66)	-0.66%
7632 Printing & Graphic Design	77	482	(406)	-84.10%
7635 Salaries	144,383	151,710	(7,327)	-4.83%
7636 Payroll Taxes	10,927	11,667	(740)	-6.34%
7638 Postage	49	-	49	
7641 Special Events	-	60	(60)	-100.00%
7650 Unemployment Insurance Expense	(20)	321	(341)	-106.13%
7654 Telephone	376	360	16	4.57%
7656 Workers' Compensation	752	626	126	20.18%
Total for 7600 PROGRAMS	252,326	267,303	(14,977)	-5.60%
7700 SCHOLARSHIPS				
7702 Bank Charges	-	105	(105)	-100.00%
7704 CalPERS	17,870	18,037	(167)	-0.93%
7708 Computer Expense	13,571	9,320	4,251	45.62%
7709 Direct Marketing	2,367	9,537	(7,170)	-75.18%
7714 Dues & Subscriptions	13	750	(738)	-98.33%
7718 Employee Benefits	30,125	25,482	4,643	18.22%
7720 Insurance	2,597	2,222	374	16.84%
7724 Mileage	-	240	(240)	-100.00%

VENTURA COLLEGE FOUNDATION

Statement of Activity - Actual vs. Budget
For the period July 1, 2025 through June 30, 2026
Unaudited

	Actual	Budget	$ Variance	% Variance
7726 Office Expense	84	400	(316)	-79.11%
7728 Professional Services	17,772	20,676	(2,904)	-14.04%
7730 Marketing	14,965	17,529	(2,564)	-14.63%
7731 In-Kind Rent	11,673	12,000	(327)	-2.73%
7732 Printing & Graphic Design	47	870	(822)	-94.55%
7735 Salaries	158,282	151,710	6,571	4.33%
7736 Payroll Taxes	12,038	11,667	371	3.18%
7738 Postage	403	650	(247)	-38.02%
7741 Special Events	293	250	43	17.20%
7744 Volunteer Expenses	-	120	(120)	-100.00%
7750 Unemployment Insurance Expense	(20)	321	(341)	-106.13%
7752 Scholarship Awards Events	22,909	20,000	2,909	14.54%
7754 Telephone	414	360	54	15.04%
7756 Workers' Compensation	752	626	126	20.18%
Total for 7700 SCHOLARSHIPS	306,155	302,872	3,283	1.08%
8000 MARKET PLACE				
8004 CalPERS	23,306	23,127	179	0.77%
8006 Computer Expense	3,060	4,200	(1,140)	-27.14%
8012 CC Processing Merchant Fees	11,040	11,680	(640)	-5.48%
8014 Depreciation	2,530	4,183	(1,653)	-39.53%
8016 Employee Appreciation	1,968	2,350	(382)	-16.25%
8018 Employee Benefits	48,355	45,475	2,880	6.33%
8020 Insurance	24,964	21,189	3,775	17.82%
8023 Marketing	15,153	17,588	(2,435)	-13.85%
8024 Licenses & Fees	-	750	(750)	-100.00%
8025 Mileage	21	-	21	
8026 Office Expense	1,435	1,440	(5)	-0.33%
8030 Repairs & Maintenance	37,742	30,000	7,742	25.81%
8031 In-Kind Rent	56,009	57,000	(991)	-1.74%
8032 Printing & Signage	2,202	4,763	(2,561)	-53.77%
8034 Security	97,077	94,000	3,077	3.27%
8035 Salaries	304,681	315,729	(11,048)	-3.50%
8036 Payroll Taxes	23,176	24,280	(1,103)	-4.54%
8037 Small Equipment	39	960	(921)	-95.96%
8038 Street Sweeping	19,788	32,000	(12,213)	-38.16%
8039 Professional Services	10,755	10,858	(103)	-0.95%
8040 Supplies	24,086	22,800	1,286	5.64%
8042 Trash	22,101	36,000	(13,899)	-38.61%
8044 Vendor Appreciation	10,203	10,000	203	2.03%
8046 Telephone	3,195	3,600	(405)	-11.25%
8056 Workers' Compensation	9,028	7,826	1,203	15.37%
8509 Direct Marketing	501	2,934	(2,433)	-82.93%
8550 Unemployment Claims Expense	(42)	607	(649)	-106.94%
Total for 8000 MARKET PLACE	752,372	785,337	(32,965)	-4.20%
9000 Invest in Success Campaign				
9004 CalPERS	4,064	-	4,064	
9020 Employee Benefits	18,964	-	18,964	

VENTURA COLLEGE FOUNDATION

Statement of Activity - Actual vs. Budget
For the period July 1, 2025 through June 30, 2026
Unaudited

	Actual	Budget	$ Variance	% Variance
9024 Mileage	64	-	64	
9025 Payroll Taxes	2,626	-	2,626	
9026 Office Expense	14,426	-	14,426	
9030 Professional Services	104,113	-	104,113	
9035 Salaries	32,939	-	32,939	
9040 Miscellaneous Meetings	8,859	-	8,859	
9054 Telephone	101	-	101	
9550 Unemployment Insurance Expense	(4)	-	(4)	
Total for 9000 Invest in Success Campaign	186,153	-	186,153	
Total for Expenditures	4,870,831	4,136,284	734,547	17.76%
Net Operating Revenue	(278,102)	(1,552,614)	1,274,512	82.09%
Other Revenue				
5500 Investment Income				
5510 Change in Value of Split Inter	30,774	-	30,774	
5520 Change in Market Value				
Restricted	4,525,992	2,455,013	2,070,978	84.36%
Unrestricted	208,779	102,061	106,719	104.56%
5540 Interest & Dividends				
Restricted	827,920	696,981	130,939	18.79%
Unrestricted	66,629	45,498	21,132	46.45%
Total for 5500 Investment Income	5,660,094	3,299,553	2,360,541	71.54%
5600 Change in Pension Obligation	35,978	-	35,978	
Total for Other Revenue	5,696,072	3,299,553	2,396,519	72.63%
Other Expenditures				
8500 Investment Fees				
8505 Manager Fee (CCCSE)				
Restricted	1,953	5,000	(3,047)	-60.94%
Unrestricted	1,302	-	1,302	
8510 Manager Fee				
Restricted	128,159	114,979	13,180	11.46%
Unrestricted	6,420	7,565	(1,145)	-15.14%
Total for 8500 Investment Fees	137,834	127,544	10,290	8.07%
Total for Other Expenditures	137,834	127,544	10,290	8.07%
Net Other Revenue	5,558,238	3,172,009	2,386,229	75.23%
Net Revenue	**$ 5,280,136**	**$ 1,619,395**	**$ 3,660,741**	**226.06%**

VENTURA COLLEGE FOUNDATION
RESERVES CALCULATION
FISCAL YEAR 2026-2027

WORKING CAPITAL RESERVE (Pool 3)	555,859	
RISK RESERVES (Pool 6)	850,053	
GROWTH RESERVES (Pool 3)	20,000	
CAPITAL RESERVES -	-	NONE RECOMMENDED AT THIS TIME
BOARD DESIGNATED RESERVES	-	NONE RECOMMENDED AT THIS TIME
TOTAL RECOMMENDED RESERVES AT 7/1/26	**1,425,912**	

UNRESTRICTED CASH DESIGNATED FOR RESERVES AT 7/1/26:

POOL 3 (working capital & growth-shortage in Pool 6)	290,465
POOL 3 (reserved for campaign year 1 - being replenished)	107,586
POOL 6 (risk reserves)	1,122,145
	1,520,196
TOTAL RECOMMENDED RESERVES AT 7/1/26	1,425,912
EXCESS DESIGNATED CASH OVER RECOMMENDED RESERVES	94,284

VENTURA COLLEGE FOUNDATION
RESERVES CALCULATION
FISCAL YEAR 2026-27

WORKING CAPITAL RESERVE - 12 weeks of anticipated operating expenses for the year, based on budget

2,408,722	2025-26 budgeted annual operating expenses (note: these are all expenses other than programmatic, scholarship and campus)
555,859	average 12 weeks

RISK RESERVES - six months of Marketplace revenue from past two years

2024-2025	1,700,106	
2025-2026	1,700,106	25/26 revenue was$1,592,013. Reduced due to construction and political action. Left revenue same as prior year.
	3,400,212	
ave per month	141,676	
ave 6 mos	850,053	

GROWTH RESERVES (approved for 2021-2022, but was not spent, so is still available for 2026-2027)

Transition to new fundraising software platform	20,000
	20,000

CAPITAL RESERVES - NONE RECOMMENDED AT THIS TIME

BOARD DESIGNATED RESERVES - none needed at this time (CalPERS settlement was last designated reserve)

TOTAL RECOMMENDED RESERVES AT 7/1/26	**1,425,912**

UNRESTRICTED CASH DESIGNATED FOR RESERVES AT 7/1/26:

POOL 3 (working capital & growth-shortage in Pool 6)	290,465	
POOL 3 (reserved for campaign year 1 - being replenished)	107,586	
POOL 6 (risk reserves)	1,122,145	
	1,520,196	
TOTAL RECOMMENDED RESERVES AT 7/1/26	1,425,912	
EXCESS UNRESTRICTED CASH DESIGNATED FOR RESERVES	94,284	
POOL 6 SHORTAGE TO BE TRANSFERRED (HELD IN POOL 3 AT YE)	272,092	Excess at June 30, 2026

Ventura College Foundation
Board of Directors
Governance Committee Meeting
August 27, 2026 4:30 PM
71 Day Rd, Ventura CA 93003

Governance Committee Members Present (5): Rob van Nieuwburg – Chair | Anne Paul King | Ed Summers | Nicole Kreutz | Briana Becerra

Staff Present (1): Pete Parker

MINUTES

Rob called the meeting to order at 4:31 PM. Roll call was taken. Quorum was present.

PUBLIC COMMENT

No public comments were made.

FY 26/27 BOARD AGREEMENTS

Anne announced that seven board members have completed their annual agreements. She encourages all other board members to complete the forms, which include Conflict of Interest and other documents designed to protect the organization and its directors.

STRATEGIC PLAN UPDATE

Pete provided an update of the process to engage a strategic planning facilitator. Two proposals are available to review and make a selection. Rob asked Nicole that an action item be placed on the September 2026 Executive Committee and Full Board agendas to review both proposals and make a selection.

OTHER BUSINESS

Rob asked that a Bylaws Review is added to the next Governance Committee agenda.

Ed asked about the status of the master agreement review. Pete shared that Dr. Lewis informed him that the District office would lead the charge on the agreement review. Rob asked Nicole that an action item be placed on the September 2026 Executive Committee and Full Board agendas to modify the timeline to commence the Master Agreement review upon completion of the Foundation's strategic plan.

Anne informed the committee that Tara Hahn, the current Foundation Finance Manager, submitted her resignation effective Friday, September 4, 2026.

ADJOURN
Rob adjourned the meeting at 5:20 PM.

Minutes recorded by Pete Parker and Anne Paul King.

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Abra Flores, Board Secretary

CAMPBELL & COMPANY

August 19, 2026

Pete Parker
Director of Development
Ventura College Foundation

Dear Pete,

In response to the RFP shared with Cassie Carter, I have prepared this brief proposal to support your strategic planning needs. Our approach would include Campbell & Company consultants working alongside the Ventura College Foundation team with support by PlanPerfect, a strategic planning software that guides organizations through stakeholder surveys, plan creation, risk integration, and progress tracking.

PlanPerfect is a strategic planning tool built for nonprofits to guide leaders with planning, communication, and decision-making. The platform is a centralized location for building the strategic plan, engaging stakeholders, and monitoring progress towards reaching stated goals. To ensure maximum effectiveness, Campbell & Company's seasoned consultants provide guidance on strategic planning best practices, emerging findings, and live facilitation of Ventura College Foundation planning retreats.

For more than 50 years, our firm has partnered with colleges, universities, and other mission-driven organizations on strategic planning efforts and philanthropic initiatives. This experience has given us deep insight into the overarching strategies that help institutions orient towards a shared vision, articulate funding priorities, and engage donors and stakeholders.

We appreciate your interest in Campbell & Company, and we look forward to hearing your response to this proposal. We are open to modifying our approach based on further conversation with you, and I would be happy to share reference information of current and former clients. If you have any questions, please don't hesitate to contact me at (206) 858-8998 or linda.fair@campbellcompany.com.

With best wishes,

Linda Rabadi Fair
Vice President

CC: Sophia Shaw, Co-Founder, PlanPerfect

CAMPBELL & COMPANY

STRATEGIC PLANNING

Proposal

PREPARED BY:

Linda Rabadi Fair
Vice President

AUGUST 19, 2026

VENTURA COLLEGE FOUNDATION

Strategic Objectives

Our partnership with Ventura College Foundation, coordinated with PlanPerfect, will be built around defined, shared objectives that we commit to achieving together. Based on our current understanding, we offer the following potential objectives:

Objective 1

Establish a set of strategic priorities to guide the Foundation's work and investments over the next three to five years.

Objective 2

Invite input from board, college leadership, staff members, donors, community partners and other key constituents to establish a shared understanding of the current context and future opportunities for the Foundation.

Objective 3

Confirm board, college leadership, and staff alignment around the Foundation's vision, mission, values, and goals.

Objective 4

Deepen engagement of key constituents, including donors and community partners, by creating pathways for capturing their thoughts and perspectives into the Foundation's planning, as appropriate.

Our Commitment

As the Foundation's partner, we will invest the full resources of our firm in your success. We won't stop listening, collaborating, and adapting until we've achieved the objectives we establish together. Here's what you can expect:

We bring five decades of relevant experience to the table.

Across five decades, we've worked with hundreds of arts and culture organizations across the country, and we understand the unique dynamics that organizations like the Foundation navigate.

We bring everything you need to succeed.

With expertise in fundraising, communications, data analytics, and development operations, we bring together everything you need not only for this project but for any new challenges you might face down the road.

We'll create a strategy as unique as your aspirations.

While the challenges organizations face are often shared, every Campbell & Company partnership is unique. We bring a spirit of curiosity, creativity, and commitment that aligns best practices and novel approaches to achieve your greatest possibilities.

You will grow through our work together.

We see every project as a chance to build lasting capacity that continues far beyond our work together, and to help staff, leadership, and volunteers grow in their roles.

Higher Education Expertise

For Ventura College Foundation, we would bring methodologies and insights refined through hundreds of engagements across the nonprofit sector, including deep experience in higher education.

ASU Arizona State University
Augustana College
CWU Central Washington University
Columbia Mailman School of Public Health
DREW

Gustavus Gustavus Adolphus College
Heritage University
Hollins University
1847 Lawrence University Appleton, Wisconsin
Lewis & Clark College

Loyola University Chicago
Macalester
Marquette University
North Central College 1861
University of Oregon

College of Saint Benedict Saint John's University
Seattle University
UNI University of Northern Iowa
University of Washington
Washington State University

Strategic Planning: Our Proposed Approach

A Commitment To Inclusive Planning

A good strategic planning partner understands not only the needs of an organization but also the needs of the community that the organization serves. Our strategic planning process begins with deep listening and research, allowing us to enter the room as a trusted advisor, build buy-in for strategies, and provide a useful outside perspective.

PlanPerfect provides an ideal platform for gathering and tracking input, identifying themes, and organizing strategic plan elements that are implementation-ready. Surveys can be developed, deployed, and synthesized. Summaries of in-person interviews and small group discussions can be captured.

Strategic planning is an opportunity to think in visionary terms about an organization's future. Through open-ended conversations in multiple formats, we can give constituents of the Foundation the chance to share their own hopes for the future. And as the Foundation's partner, we can help balance ambition with realism in an inspiring strategic road map for the future.

More information about PlanPerfect can be found here.

Working in Partnership

Guided by our values of belonging, collaboration, curiosity, and rigor, we are committed to building strong partnerships that position our clients to achieve their goals. This spirit of inclusion will be present throughout all our work with the Foundation. From a practical point of view, this looks like:

- Our first step will be to develop a **mutually agreeable timeline** noting key meeting dates, responsible parties, and project milestones. This helps manage expectations and ensure clarity and transparency in our progress together.
- We will establish a **schedule for virtual project management calls** to maintain strong communication and ensure we are moving forward in lockstep throughout the process.
- We will determine with you **who you want to hear from in this process** and how best to engage with them and capture their input – either via PlanPerfect's platform or via the 2 live planning retreats.
- On an on-going basis, Ventura College Foundation will have access to PlanPerfect's office hours and unlimited 15-minute coaching sessions to address both technical and tactical needs.

Kickoff & Materials Review

We will gather and review relevant background information to help us develop a strong understanding of the Foundation's history, current context, and strategic aspirations.

- Hold a **kickoff meeting** in which we outline responsibilities and confirm the planning process with Foundation leadership, Campbell & Company consultants, and the PlanPerfect team. As part of this meeting, we will develop a **detailed project schedule** that articulates important meetings and due dates, as well as any important dates on the Foundation's calendar.

- **Review materials** relevant to the Foundation's current operations, including financials, current/prior strategic plans, marketing and communications materials, and other background information.

- **Meet with key staff leaders** to gain a deeper understanding of how the Foundation is looking at future opportunities and to build consensus for strategic plan development. If there is already a strategic planning work group or task force in place, we will meet with them as well.

- **Determine the timing of and an initial outline for the two planning retreats**, which will serve as the culmination of the planning process.

Stakeholder Engagement

Early in the process, we will determine with you what level of engagement with stakeholders you desire and what mode of engagement is appropriate for each individual or group – using PlanPerfect's platform wherever possible via surveys and layering in one-to-one interviews where appropriate.

With Plan Perfect, we'll be able to increase the number of key stakeholders engaged through the platform's wider survey tool, enabling us to ask for interviews with the most critical voices. And with the tool, Ventura can also choose to host focus groups on their own and add this helpful input into the platform

Stakeholders could include:

- College leadership
- Current and former Board members
- Current staff members
- Current and past donors
- Community partners

STAKEHOLDERS WILL PROVIDE INPUT ON:

- Perceptions of the Foundation, its mission, its programs, and its impact to date
- Opinions of the Foundation's strengths, weaknesses, and key contextual factors to inform planning
- Areas of focus that the Foundation should invest in as part of the new strategic plan and what resources will be required
- Willingness to support the implementation of the strategic plan

Planning Retreats

Our approach to envisioning the next three to five years of the Foundation will leverage learnings and input gathered earlier in this process to clarify strategy and ideas, create distinct priorities and clear understanding, and articulate the Foundation's high-level strategic road map for the future. To this end, we will facilitate **two planning retreats** in partnership with the Foundation staff, rooted in input and ideas captured and analyzed in PlanPerfect's platform. The overarching goal of the retreat will be to establish a set of priorities that will grow donor support and build alignment, connection, and cohesion between Board and staff members to land on an aspirational vision for what the Foundation can achieve in the coming years. We will:

- Hold **two preparation meetings with Foundation's board and staff leaders** to agree upon purpose and agenda, discuss an initial synthesis of key findings from stakeholder engagement activities, and develop and review supporting materials.

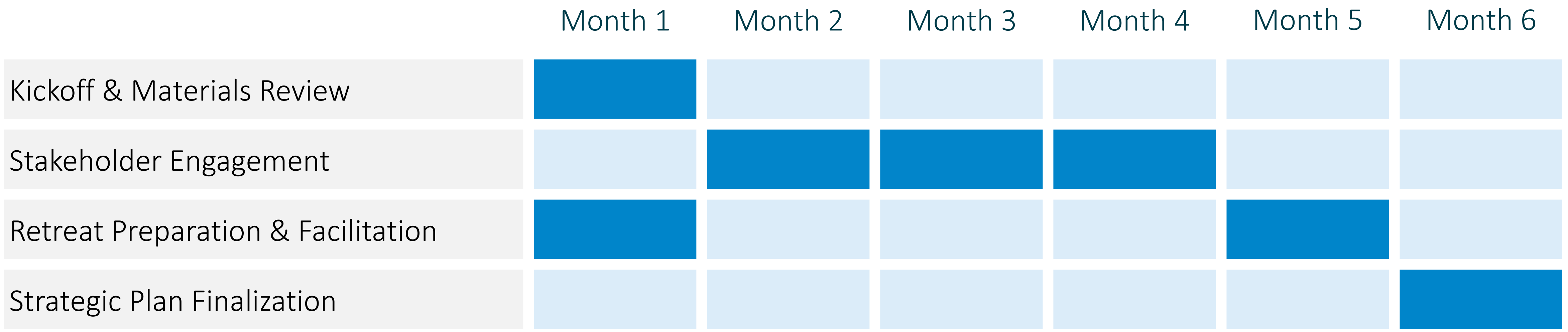
- **Facilitate two, two-hour virtual retreats,** engaging board and staff members in a series of structured, interactive discussions and exercises that reflects on strategic opportunities and choices – and builds buy-in and engagement.

- Following the final retreat, we will draft a **summary of key decisions and priorities** that the Foundation can then use to populate its planning framework in PlanPerfect for further refinement, implementation, and tracking. This summary and next steps will be discussed in a **wrap-up meeting** with Foundation leaders, PlanPerfect leaders, and us.

Timeline & Professional Fees

Project Timeline

We are prepared to begin work with the Foundation in October, and we anticipate our work together can be completed within six months. This timeline can be adjusted to align with the Foundation's board meeting schedule and other requirements. The project timeline will depend on our joint ability to schedule key activities and make timely decisions.



Professional Fees

Based on the level of staffing and time required for this project, professional fees are projected as follows.
We bill for professional fees at the beginning of each month in equal installments.

Strategic Planning & Board Retreat Facilitation	**$7,600**
PlanPerfect *Annual subscription paid directly to PlanPerfect.*	***$2,400***
Expenses Expenses, which include travel and related costs, will be billed at the end of the month in which they are incurred.	**At Cost**

AGREEMENT

The timeline and fees we've proposed assume that, if chosen, we will be able to begin the project within 90 days of today's date. At the time that the Foundation decides to retain Campbell & Company, we will submit a letter of agreement confirming the terms of this relationship. This agreement provides for cancellation upon 30 days written notice.

Kate Effland

Vice President

Project Lead

About Kate

Kate brings two decades of diverse fundraising and nonprofit management experience to her work at Campbell & Company. She understands that data-driven donor engagement strategies paired with a case that resonates are critical for successful fundraising. Kate leads Campbell & Company's methodology taskforce and regularly guides clients in efforts to diversify revenue and create responsive fundraising plans.

Prior to joining Campbell & Company in 2018, Kate held several leadership roles with the Taproot Foundation in Washington, DC, and New York City, culminating with her role as Director of Philanthropy and Community Engagement in the San Francisco Bay Area. In this position, Kate was responsible for fundraising, market-building, and community engagement efforts for Taproot Foundation's capacity-building programs and corporate consulting group. She also worked for several human services and healthcare organizations in the Bay Area in various development positions, managing institutional fundraising efforts and donor databases.

Kate graduated with a B.A. in Government and Politics from the University of Maryland – College Park and completed the Fellowship for Emerging Leaders in Public Service at NYU Wagner School of Public Service. Kate recently completed her MBA in Technology & Innovation Practices at University of Washington. Kate is a member of Association of Fundraising Professionals (AFP) and is active in the Seattle nonprofit community.

Relevant & Recent Clients Served

W UNIVERSITY of WASHINGTON

Western University of Health Sciences

UNIVERSITY OF OREGON

California State University SAN MARCOS

Heritage University

Cassie Carter

Vice President

Leadership Strategist

About Cassie

As a Vice President, Cassie Carter brings 30 years of passion and experience in the nonprofit and higher education sectors to her work at Campbell & Company. Cassie focuses on developing a shared understanding of the strengths of organizations and how those can be leveraged to achieve a high level of long-term fundraising success.

Prior to joining Campbell & Company, Cassie held leadership positions in several prominent academic institutions and nonprofits throughout the country as they grew their fundraising programs; she was Associate Vice President for Development and Director of Campaigns at Hawaii Pacific University, Associate Vice President for Development Operations and Director of Advancement for the College of Science and Mathematics at Cal Poly, and Executive Director of the Montana Outdoor Science School. She also taught life science at Santa Monica College.

Cassie has long been dedicated to the nonprofit sector. She served as the Director of Programs for Heal the Bay in Santa Monica and volunteers as a board member of several nonprofit organizations throughout Hawaii, Montana and California. Currently she is co-president of the Association of Fundraising Professionals Greater Los Angeles Chapter, board chair for the Pierce College Foundation, and is a faculty member of the Center for Nonprofit Leadership at Cal Lutheran.

Cassie holds a doctoral degree in Teaching and Learning with an emphasis on science education and public administration from the University of Southern California, a bachelor's degree in biology from California State University-Northridge, and an associate of arts from Los Angeles Pierce College.

Relevant & Recent Clients Served

University of Oregon | CWU Central Washington University | Cedars Sinai | California State Parks Foundation | The Boston Foundation

About Campbell & Company

Our Firm

Our mission is simple: to advance the life-changing work of mission-driven organizations.

Across five decades, we've lived that mission by investing ourselves in the aspirations of thousands of nonprofit organizations as they advance their unique visions for the future.

Together, we and our clients have helped build stronger communities, a more vibrant nonprofit sector, and countless innovations in the fields of fundraising, communications, and donor analytics, systems, and processes.

Committed to the Nonprofit Sector

From supporting sector-leading initiatives like Giving USA and The Generosity Commission to partnering with local professional development associations and sharing our insights through regular thought leadership, we work at every level to support a thriving nonprofit sector.

Built for Partnership

From the structure of our firm and teams to our approach to client and community engagement, we work in deep partnerships built on trust and shared commitment.

100% Employee-Owned

We are proud to be one of the only fully employee-owned consulting firms in our sector. In practice, this means that every member of our firm is invested in the success of every client and project.

Many Services, One Goal

No matter what your goals are, our nationwide team of experts is ready to bring together all the services and expertise you need for the challenges and opportunities you face today—and all that might arise down the road.

Fundraising Consulting

- Campaign Planning Study
- Campaign Counsel & Implementation
- Development Assessment
- Digital Donor Engagement
- Annual Giving

Communications Consulting

- Case Development
- Campaign Branding & Communications
- Communications Strategy
- Brand Messaging
- Visioning

Data Analytics & Development Operations

- Analytics
- Benchmarking
- CRM Systems
- Database Reports & Dashboards
- Prospect Management
- Surveys
- Development Operations Assessment

Capacity Building

- Strategic Planning
- Funder/Grantee Capacity Building
- Coaching & Training

Philanthropia Consulting

Proposal for Services

July 14, 2026

Dr. George Boodrookas, Principal and Lead Consultant

Overview

The Ventura College Foundation leadership team is seeking assistance with development of a comprehensive strategic plan covering the period 2027 through 2030. Philanthropia Consulting is pleased to submit this proposal to facilitate that effort. I have admired the work of Anne King and Peter Parker so it is a pleasure to submit this proposal.

The Ventura College Foundation has established an impressive record of philanthropic achievement and community impact, including a successful comprehensive campaign and broad engagement for regional leadership. This moment presents an important opportunity to align the Foundation's future philanthropic priorities, governance, fundraising infrastructure, and strategic direction with evolving needs of Ventura College and the communities it serves.

Philanthropia Consulting specializes in strategic planning, facilitation, fundraising guidance, and organizational development for nonprofit organizations with particular expertise in California community college foundations. Over the past three fiscal years, Philanthropia Consulting has facilitated strategic planning efforts for 17 California community college and district foundations, resulting in adopted strategic plans, implementation priorities, and strengthened organizational alignment.

These are the seventeen college foundations served through strategic planning engagements over the past three fiscal years:

Diablo Valley College Foundation
Golden West College Foundation
Cuesta College Foundation **(final strategic plan attached)**
Taft College Foundation
Bakersfield College Foundation **(draft strategic plan attached)**
Chabot-Las Positas Community College District Foundation
Sierra College Foundation
Coast Community College District Foundation
San Diego Mesa College Foundation
Mendocino College Foundation
Contra Costa College Foundation
State Center Community College District Foundation
San Diego Continuing Education Foundation
Cerritos College Foundation
Oxnard College Foundation
Butte College Foundation
Columbia College Foundation

As principal and lead consultant for Philanthropia Consulting, I currently serve as a consultant to the Network for California Community College Foundations (NCCCF) and have provided direct assistance to more than 50 community college foundations throughout California. As a former executive director for a community college foundation, I bring a practical understanding of the opportunities and challenges facing organizations such as the Ventura College Foundation, including board engagement, fundraising growth, advancement infrastructure, strategic alignment with the college, donor cultivation, alumni engagement, and organizational capacity.

Why Philanthropia Consulting?

Ventura College Foundation's remarkable fundraising success and deep regional impact position your organization for an important next phase of strategic growth. Philanthropia Consulting brings a unique combination of California community college expertise, foundation leadership experience, and a proven participatory strategic planning methodology specifically tailored to community college advancement organizations. Having assisted 17 California community college and district foundations with strategic planning efforts, Philanthropia Consulting understands the opportunities and challenges unique to both auxiliary and independent foundations, alumni and donor development, board engagement, advancement infrastructure, and alignment with college priorities.

Objectives

Philanthropia Consulting is prepared to assist the Ventura College Foundation with several objectives as part of the strategic planning process:

- Benchmarking VCF operations against peer community college foundations
- Reviewing the VCF vision and mission statements with the strategic planning team leading to establishment of new statements or affirmation of current statements
- Defining the Foundation's role, goals, and major opportunities for the next four years
- Defining the infrastructure, staffing, policies, and resources needed to achieve strategic goals
- Ensuring alignment of VCF priorities with Ventura College's strategic priorities
- Completing a four-year, comprehensive strategic plan for the Ventura College Foundation

Approach in Response to Requested Scope of Work

1. Process Design

Working collaboratively with the designated Strategic Planning Committee, Philanthropia Consulting will develop a detailed project timeline, facilitation process, stakeholder engagement strategy, and planning methodology designed to maximize participation and ownership of outcomes.

2. Data Gathering and Analysis

The planning process will include review of strategic planning documents, Foundation governance materials, financial and organizational information, relevant institutional plans, and benchmarking against comparable California community college foundations.

Through ongoing work with the Network for California Community College Foundations (NCCCF), Philanthropia Consulting maintains current comparative knowledge regarding staffing models, governance structures, fundraising performance, alumni engagement, advancement operations, and foundation capacity across California community college foundations.

3. Stakeholder Engagement

The process will include stakeholder interviews, on-line surveys (at minimum, one board survey and two development office surveys), and facilitated planning sessions with selected Foundation Board members, College leadership, staff, and, if desired, donors, faculty, community leaders, and other appropriate stakeholders identified by the Executive Director and Strategic Planning Committee.

4. Findings and Planning Document

Data gathered through interviews, surveys, benchmarking, document review, and facilitated planning sessions will be synthesized into findings that inform strategic priorities, implementation planning, and organizational recommendations.

5. Facilitation of Planning Sessions

Philanthropia Consulting will facilitate structured planning sessions to identify strategic priorities, opportunities, obstacles, implementation needs, measurable goals, and action steps for the 2027–2030 planning period.

Philanthropia Consulting utilizes a participatory facilitation process known as the *Technology of Participation* (ToP), an inclusive and highly structured planning process designed to engage diverse stakeholder perspectives and build consensus around strategic priorities. It is a collection of group facilitation methods developed more than 70 years ago by the Institute of Cultural Affairs (ICA).

The keystone of this process is the in-person retreat where stakeholder voices are heard. It is preferred that we conduct two of these sessions over a 60 to 90-day period. Each session is roughly 3 hours in length. Sessions can be conducted with at least 12 and up to 30 stakeholders.

6. Mission, Vision, and Organizational Direction

The planning process will include facilitated review and potential refinement or reaffirmation of the Ventura College Foundation's mission and vision statements, organizational direction, governance structure, staffing capacity, and alignment with institutional priorities.

7. Final Strategic Plan

Philanthropia Consulting utilizes a highly participatory planning process in which the Strategic Planning Committee and Foundation leadership are deeply engaged in shaping the final plan. While ownership of the strategic direction remains with VCF leadership and stakeholders, Philanthropia Consulting will assist in preparing a draft strategic plan and executive summary for committee refinement and final adoption by the VCF Board of Directors.

Schedule of Project Activities

Project Activity	Person Responsible	Start Date	Completion Date
Introductory Zooms with Anne King & Team	George Boodrookas	TBD	
Preliminary assessment and plan preparation	George Boodrookas w/VCF team	TBD	TBD

Interviews w/stakeholders	George Boodrookas w/VCF team	TBD	TBD
Strategic Retreats, data analysis, and final report	George Boodrookas	TBD	TBD
Follow-Up as Requested	George Boodrookas		Ongoing (via NCCCF membership)

Your Consultant

Dr. George Boodrookas, Philanthropia Consulting, served for 33 years as an administrator at Modesto Junior College, including 22 years as a director and dean of workforce development and 11 years as the dean of advancement & executive director of the Modesto Junior College Foundation. He is a past-president and a long-time board member of the Network for California Community College Foundations (NCCCF). Dr. Boodrookas launched his consulting business upon his retirement in August 2022 and is doing what he loved most about his work: facilitating growth and excellence in non-profit organizations.

During his 11-year stint at the MJC Foundation, Dr. Boodrookas began a robust, 10-year alumni identification, cultivation, and solicitation project culminating in a successful comprehensive centennial campaign for Modesto Junior College.

Dr. Boodrookas received extensive training in the Technology of Participation Methods and Participatory Strategic Planning from the Sacramento Facilitator's Network in 2007-2008. He has utilized TOP facilitation methods with more than 35 organizations. These methods are highly interactive and inclusive, engaging all voices while honoring the learning styles of participants. Introverts and extroverts will find something to love about this process.

Dr. Boodrookas earned a bachelor's degree in political economy from UC Berkeley, a master's degree in public administration from California State University, Stanislaus, and a doctoral degree in educational leadership from California State University, Stanislaus.

Your Investment in Strategic Planning Services

Philanthropia Consulting intentionally maintains a modest fee structure in support of California community college foundations. This is a labor of love.

Project Activity	Rate	Hours/Miles	Price
Initial Zoom Calls	Pro bono	N/A	0
Pre-retreat interviews and analysis of documents/data	$100 per hour	Up to 30 hours	3,000
Board Strategic Retreat prep & facilitation	$100 per hour	Up to 15 hours	1,500
Findings – analysis and report	$100/hour	Up to 12 hours	1,200
Follow-up as requested	Pro bono	N/A	0

Hotel Accommodations	$325/night X 4	N/A	1,300
Mileage (2 Round Trips)	.725 per mile	320 mi x 4 = 1,280	928
Total Estimate Invoiced upon completion of the planning process			**$7,928**

Deliverables Related to Strategic Planning Process

Deliverable	Description
Operational Assessment Interviews/Surveys/Document Review	Based on analysis of data from a document review (prior planning documents for VCF and Ventura College), stakeholder interviews, and dialogue with the VCF team, findings will be gathered and shared prior to the strategic planning retreat. Additionally, an NCCCF benchmarking presentation will be delivered at the initial retreat. In combination, these elements will serve as an "environmental scan" of the Foundation's current situation.
Practical Vision Exercise	At our first retreat, we will capture stakeholders' dreams for the Ventura College Foundation through individual and small group reflection and brainstorming. Participants will be asked, ***"What do we want to see in place in 4 years as a result of our actions?"***
Underlying Contradictions Exercise	At the first strategic retreat we will also capture the key obstacles to reaching the vision through individual and small group brainstorming processes. Stakeholders will be asked, ***"What is blocking us from reaching our vision?"***
Strategic Directions Exercise	This exercise, conducted at the second retreat, will confirm the strategic directions of the VCF. Pre-selected strategic directions will be tested in this exercise. Participants will use the practical vision and underlying contradictions findings to answer the question, ***"What innovative, substantial actions will deal with the underlying contradictions and move us toward our vision?"***
Focused Implementation Exercise	This exercise, also conducted at the second planning retreat, will allow stakeholders to craft the key elements of a final strategic plan with an action plan for year one. Philanthropia Consulting will assist the VCF team to "actionize" the key findings from this exercise. **NOTE:** Staff and selected stakeholders will complete the action plan utilizing the data gathered from these exercises with templates provided by Philanthropia Consulting or create their own templates based on internal documentation standards. The

	consultant will advise the VCF team on metrics and evaluation of implementation progress.
Final Report	Philanthropia Consulting will provide a final report that includes the findings from data gathered at the strategic retreats as well as findings and recommendations for each of the strategic plan framework elements: • Environmental Scan • Benchmarking against peer institutions • Mission and Vision review process • Alignment with College strategic priorities • Identification and planning for key VCF initiatives • Foundation infrastructure and capacity • Board of Directors and governance
Final Strategic Plan	Philanthropia Consulting will assist the VCF Strategic Planning Committee to design and prepare a polished, board-ready draft strategic plan and executive summary for committee refinement and final adoption by the VCF Board of Directors

Personnel/Time/Materials Request

Philanthropia Consulting will need the following assistance from the Ventura College Foundation team to meet project milestones. The due dates are yet to be determined and will be scheduled based on mutual agreement by the VCF team and Philanthropia Consulting.

Personnel/Time/Materials supplied by the Ventura College Foundation	Due Date*
Planning documentation from the most recently completed VCF strategic plan and/or any additional, relevant documents that might shed light on the current state of the Foundation.	
Pre-Strategic Plan documentation delivered to all planning participants via email w/description of the facilitation process and “homework” for each participant (Philanthropia Consulting will assist with these descriptions).	TBD
Assistance with Zoom or Teams calls for pre-planning and a meeting room for both strategic retreats with two large walls or banks of windows that will accommodate up to 100 5”X 8” Post-It Notes in two separate locations in the room. It is critical that the walls/windows are smooth and can handle super-sticky Post-It Notes for up to 3 hours. More details to be shared during the planning process.	TBD

In the meeting room, access to AV equipment enabling a slide deck presentation with PowerPoint software. Optimal seating arrangement: round tables (or rectangular tables) accommodating between 4 and 6 people each with at least six feet of space between the tables and the walls/windows in the room.	TBD
Other needs to be determined by mutual agreement	TBD

Signatures

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Anne King, Executive Director, Ventura College Foundation

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Dr. George Boodrookas, Philanthropia Consulting

Ventura College Foundation FY 2026-2027 Board Meeting Schedule

FULL BOARD MEETINGS

September 17, 2026 4:30 PM – 6:00 PM

December 9, 2026 4:30 PM – 6:00 PM

March 24, 2027 4:30 PM – 6:00 PM

June 23, 2027 4:30 PM – 6:00 PM

EXECUTIVE COMMITTEE MEETINGS

September 2, 2026 8:30 AM – 9:30 AM

October 29, 2026 8:30 AM – 9:30 AM

December 2, 2026 8:30 AM – 9:30 AM

March 10, 2027 8:30 AM – 9:30 AM

June 9, 2027 8:30 AM – 9:30 AM

BUDGET COMMITTEE MEETINGS

March 3, 2027 8:30 AM – 9:30 AM

April 8, 2027 8:30 AM – 9:30 AM

May 13, 2027 8:30 AM – 9:30 AM

PROGRAM SUSTAINABILITY COMMITTEE MEETINGS

August 12, 2026 12:00 PM – 1:00 PM

November 12, 2026 12:00 PM – 1:00 PM

February 24, 2027 12:00 PM – 1:00 PM

May 26, 2027 12:00 PM – 1:00 PM

SCHOLARSHIP AND GRANTS COMMITTEE MEETINGS

August 25, 2026 2:00 PM – 3:00 PM

October 21, 2026 2:00 PM – 3:00 PM

February 25, 2027 2:00 PM – 3:00 PM

April 22, 2027 2:00 PM – 3:00 PM

AUDIT COMMITTEE MEETINGS

October 8, 2026 11:30 AM – 12:30 PM

FINANCE COMMITTEE MEETINGS

August 19, 2026 8:30 AM – 9:30 AM

November 18, 2026 8:30 AM – 9:30 AM

February 19, 2027 8:30 AM – 9:30 AM

June 2, 2027 8:30 AM – 9:30 AM

GOVERNANCE COMMITTEE MEETINGS

August 27, 2026 4:30 PM – 5:30 PM

October 15, 2026 4:30 PM – 5:30 PM

February 4, 2027 4:30 PM – 5:30 PM

May 18, 2027 4:30 PM – 5:30 PM

INVESTMENT COMMITTEE MEETINGS

October 22, 2026 11:30 AM – 12:30 PM

April 1, 2027 11:30 AM – 12:30 PM