

Annual Assessment Report

EXECUTIVE SUMMARY

As the final step of the AES assessment process, each AES unit is required to submit an Executive Summary. The Executive Summary is a short document which provides an overview of the Unit, and the overall assessment process, highlights key findings and provides recommendation and next steps.

Typically, an executive summary is in the following format:

Unit name: Development

Assessment year: 2021-22

The unit's mission

The Mission of the Development Department is to cultivate and develop enduring relationships with individual, corporate and institutional funders to raise financial support for students through the LaGuardia Community College Foundation. Additionally, the Development Department manages and distributes funds through current and new initiatives to enhance student success.

Assessment results by goal and objectives

Goal 1: Expand relationships required to fund the LaGuardia Community College Foundation programs through cultivation of existing and prospective board members and major donors.

Supporting Strategic plan goal:

1 - Build Student Access and Success

e. Develop new revenue streams to support student success and advance the College mission.

Objective/outcome 1.1

Cultivate relationships with existing and prospective donors (annual donors and major donors) to achieve current fiscal year campaign goal: Tomorrow Challenge Campaign.

Measures

- Success of meeting a \$10 million fundraising goal needed to unlock \$5 million pledged by anonymous donor;
- production of campaign communications developed by PR firm Berlin Rosen;
- number of donor cultivation and solicitation touchpoints;
- and total funds raised from number of donors.

Overview of findings, recommendations and next steps

Results

- The target of raising \$10 million was met. The Tomorrow Campaign was galvanized by an anonymous donor who pledged \$5 million—which, when fully received by the end of 2022, will be the college's largest donation to date.
- PR firm Berlin Rosen assisted staff and Foundation Board members to position the Tomorrow Campaign by developing an approach and providing positioning and messaging statements; media strategy; and communications materials to advance the College's visibility.

- Existing and prospective donors were cultivated and solicited through in-person, Zoom or phone meetings (over 50+ major donors and prospects) and written email and mail communications (5 email communications to over 5,000+ donors and prospects.)
- 601 total number of donors to the Tomorrow Campaign

Analysis recommendations and next steps

- The College President, Foundation Board Members, and Development Staff cultivated and solicited existing and prospective donors across all giving ranges to support the Tomorrow Campaign, which reached its \$10 million challenge goal on March 31, 2022, as announced in a press release on April 4, 2022. The LaGuardia Foundation will continue to cultivate existing donors with a focus on further deepening relationships with new donors to the Tomorrow Campaign.

Future initiatives include:

- The Foundation will also continue to seek new donors in the 2022-23 campaign year, led by a new Executive Director of the LaGuardia Foundation.

Goal 2: Provide students with financial assistance from funds raised by the LaGuardia Community College Foundation to build student success.

Supporting Strategic plan goal:

1 - Build Student Access and Success

f. Build graduation and transfer success, advancing the 30-credit initiative connections from ACE to credit, and credit to ACE

Objective/outcome 2.1

Expand the support provided to students with identified financial or emergency needs.

Measures

- Outcome measures comparing students receiving Foundation financial support have better success to students who did not receive Foundation funds & comparison to the previous year;
- number of applications and awards;
- amount awarded to students

Overview of findings, recommendations and next steps

Results

Summary from analysis conducted by the college's Institutional Research yielded:

- Students who receive Foundation aid are more likely to be retained than students who did not get any Aid.
- Students who received Foundation aid have considerably higher GPA by the end of the year compared to students who did not get any aid.
- Students who received Foundation aid earned more credits than students who did not get any Aid.
- The proportion of students who passed their equated credits (remedial + college credits) is higher for students receiving aid.

- (See Appendix for details on the report conducted by Institutional Research).
- The LaGuardia Foundation awarded close to \$4 million (by way of over 5,000 awards) in financial support via Foundation-funded allocations to students in 2021-22 (an increase of over 20% from previous fiscal year). Tomorrow funds significantly expanded financial resources to support Scholarship programs, which included an additional \$1 million of new funds to support a new College initiative, the LaGuardia Merit Scholarship ((See Appendix details on awards distributed to each funding allocation.). LaGuardia Foundation received close to 2,500 applications for Foundation aid programs requiring students to submit applications.

Analysis recommendations and next steps

- The LaGuardia Foundation will continue to deploy the funds raised from the Tomorrow Campaign in 2022-23 academic year, and in future academic years. Proceeds of the Campaign will benefit as many as 20,000 degree-seeking and workforce-training students through scholarships, paid internships, emergency aid, and other awards will enable students to stay in school, graduate, and get good paying jobs.

Future initiatives include:

- Data analysis of outcome measures comparing students receiving Foundation financial support will be more robust with matching samples in response to request by the LaGuardia Foundation Board. Updated data will be provided in fall 2022.

Goal 3: Secure and steward financial support from corporate, institutional, and government funders, in support of College programs and the College’s mission, strategic goals, and priorities.

Supporting Strategic plan goal:

1 - Build Student Access and Success

- e. Develop new revenue streams to support student success and advance the College mission.

Objective/outcome 3.1

Maintain grants and contracts three-year rolling weighted average at \$16M or more.

Measures

- 3-year rolling average of grants and contracts

Overview of findings, recommendations and next steps

Results

- In FY22, the college was awarded a record-breaking \$22,603,737 (*preliminary) in multi-year grants and contracts. The FY22 3-year rolling weighted average is \$19,673,219 (*preliminary), calculated by combining the annual totals for the last 3 years and weighting FY20 at 20%, FY21 at 30% and FY22 at 50%. At over \$19 M, the target of maintaining \$16M rolling averages was surpassed. The College continues to show strength and strategic pursuit of large external funding opportunities. Grant proposals are developed and submitted in a collaborative manner between the grants office staff, college faculty and staff, college leadership and consultants from Hanover Research. Members of these three groups came together to discuss grant proposals, (sometimes all together, sometimes in

smaller sub-groups), based on the funding opportunities that emerged and the interests of the stakeholders. Additionally, the grants team continues to share proposal development workshops hosted by our CUNY Colleagues as well as host our own workshops internally.

Analysis recommendations and next steps

- LaGuardia's incredible success in FY22 is due to winning many large grants that extend over the next 4 to 5 years. Although it is unlikely that award totals in future years will be as high as FY22, this year's success will continue to be reflected over the next 2 years through the 3-year rolling weighted average. We anticipate that the FY23 award total will be closer to the historical annual total of \$16-17M.

Objective/outcome 3.2

At least 65% of proposals submitted to external sources will request at least \$100K in funding

Measures

- # of grant proposals submitted at or above \$100K;
- and proposal development workshops hosted for faculty and staff.

Overview of findings, recommendations and next steps

Results

- In FY22 the college submitted 36 external proposals, of which, 25 major proposals (69%) were over \$100,000.
- 15 proposals were submitted within the range of \$100,000-\$499,999; 3 proposals were submitted within the range of \$500,000-\$999,999; and 7 proposals over \$1 million were submitted. Additionally, the Grants Office in collaboration with the RF CUNY APPS office and Hanover Research, hosted three pre-award workshops for faculty and staff.

Analysis recommendations and next steps

- The College continues to show strength and strategic pursuit of large external funding opportunities. Grant proposals are developed and submitted in a collaborative manner between the grants office staff, college faculty and staff, college leadership and consultants from Hanover Research. Members of these three groups came together to discuss grant proposals, (sometimes all together, sometimes in smaller sub-groups), based on the funding opportunities that emerged and the interests of the stakeholders. Additionally, the grants team continues to share proposal development workshops hosted by our CUNY Colleagues as well as host our own workshops internally.
- We exceed our goal of submitting 65% of external proposals with budgets greater than \$100,000. This shows that we do well when applying to (and receive funding from) large external funding sources. We will continue to offer proposal development workshops, share funding opportunities and work collaboratively with the campus community in the new fiscal year in order to maintain our robust grant-funded portfolio.

Future initiatives include:

- Formalization of the Strategic Fundraising Team(s) initiated in 2021 – 2022, through member nominations by College leadership, regularly set meetings, and determination of team goals for FY23. The team(s) will be expected to pursue a certain number of proposals for the year.

Overall summary

In FY22, the work of the Development Office encompassed efforts to raise philanthropic funds from individuals and organizations, as well as to engage in competitive grant-seeking to support projects developed by faculty and staff across the College. The Development team succeeded in raising \$15M for the LaGuardia Foundation through the Tomorrow Campaign, which ran from April 2021 through March 2022. In addition, the college was awarded \$22M in grants and contract support to be administered through the Research Foundation of CUNY in both areas represents record levels in the history of LaGuardia's fundraising activity, providing unprecedented support and opportunity for students, faculty and the college community.

During FY21 and FY22, the overarching structure of the Division of Institutional Advancement (IA) changed significantly. In FY21, the Grants Office (previously housed in Adult and Continuing Education) moved to IA and merged with the Development Office. In FY22, the units of Marketing & Communications and External Affairs were separated from IA to form a new Division of Communication and External Affairs. The work of Institutional Advancement as a whole is now centered around fundraising, with two units each led by an Executive Director: LaGuardia Foundation and Grants Development. Although overall development work will remain very closely coordinated, preparing individual AES plans and reports for these units may help to distinguish between the unit-level AES Plan and the division-level Strategic Work Plan.

Regardless of the final planning and reporting structure we choose to adopt, future fundraising targets in both areas will remain ambitious. Formation of the Strategic Fundraising Team(s) will benefit both units and allow the college to better prioritize and plan future initiatives and activities to support success. We will also re-evaluate specific targets and measures to streamline data gathering and ensure that results and analysis are useful to both college leadership and Foundation Board members. Finally, we will consider whether to conduct a Periodic Unit Review (PUR) of the Foundation in FY22, or plan for FY23.

Appendix

- Development Assessment Plan Appendix A. Goal 2 2021-22 9-13-22
- Appendix B. Goal 2: Outcome measures comparing student receiving Foundation financial support in 2021-22