

## Using Data to Drive Decisions

### Dr. Jennifer Graham



**Dr. Jennifer Graham** spent 20 years in education as a teacher, principal and professor before commencing her role as the Executive Director of the Temple College Foundation in 2010. She continues her mission to improve lives through education by empowering students, enabling their educational opportunities, rewarding teaching excellence, and maintaining the high profile of the College in the community. With \$7 million in assets, the Foundation manages the student housing complex, as well as the historic building where they're housed. A \$6 million endowment provides annual scholarships, while the Leopard Loan Program provides over \$150,000 annually to assist students with no interest loans that allow them to get into or stay in classes. The Workforce Preparation Program offers on the job training for students in every area of the workforce with a specialization in soft skills like accountability, productivity, and customer service.

Jennifer's past leadership roles include president of the board of the Entrepreneur Center of Central Texas, and chairperson of the Legislative Affairs committee for the Temple Chamber of Commerce. She serves on the board of the Rotary Club of Temple and the Texas Association of Community College Foundations, is the program chair for the Association of Fundraising Professionals in Williamson County, and participates in the 254 Down Committee focused on downtown redevelopment in Temple. Through Rotary, Jennifer has led 3 teams to the Philippines to complete service projects in the areas of economic development, nutrition, and sanitation. Her 2017 trip involved training a team of 4 college students to spend 6 weeks in country teaching over 500 women in rural villages construction skills and building solar powered food dehydrators to provides livelihood opportunities and sustainable nutrition through preserved foods.

# DATA DRIVEN

The power of information to drive big decisions



# OUR ISSUES

## OPERATING FUND

- Where do we get our operating money?
- Where do we spend our operating money?
- What are we missing?
  - Funding Support
  - IT
  - Maintenance

### SOLVENCY

## STAFFING SHORTAGE

- We can't hire the best
- We burn good people out
- What are we missing?
  - Development Officer
  - Alumni Relations
  - Office Assistant

### MISSION

## SILOS

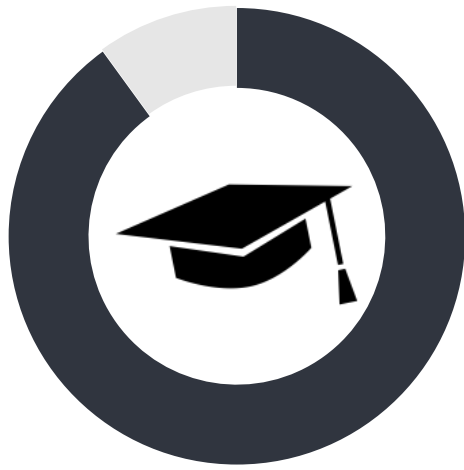
- Foundation is left out of key College initiatives
- College is replicating Foundation initiatives
- What are we missing?
  - United Front
  - Meaningful Sharing
  - Mutual Support

### EFFICIENCY

# MISSION

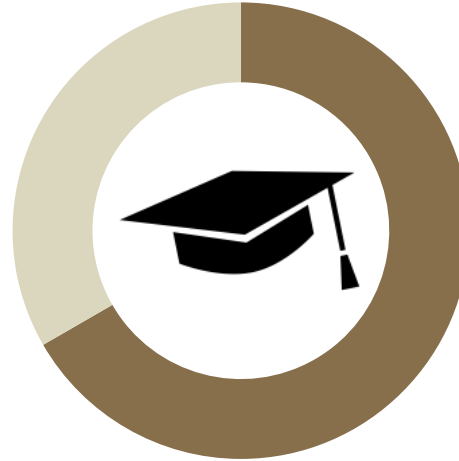
What is the Return on Investment

# THE HARD TRUTHS



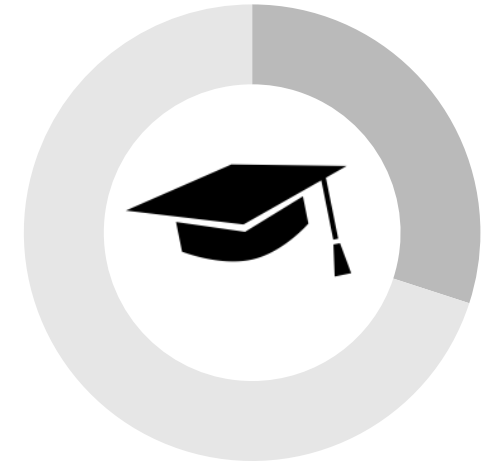
- We are not the PR, Student Services, Recruiting or Retention office for the College.

**WE DON'T HAVE A DEFINED ROLL.**



- Large grants demand staffing and infrastructure

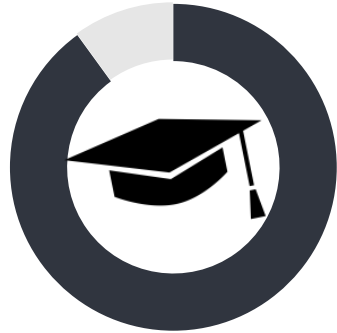
**WE AREN'T PREPARED FOR BIG GRANTS**



- We aren't accessible to students.

**STUDENTS DON'T KNOW ABOUT US.**

# THE SILVER LININGS



- We can focus our efforts on creating successful students
- Successful students become potential donors
- Current donors love being a part of someone's story

**SUCCESS STORIES**



- Innovative programs make for good grants
- We have very successful and innovative programs.

**GRANTWORTHY**



- The UCA site provides students a one stop shop for all their non-academic needs.
- UCA students tend to be high need

**ACCESSIBLE**

# OPERATING

What Can We Afford

TEMPLE COLLEGE  
BUSINESS TRAINING CENTER

TEMPLE BUSINESS  
INCUBATOR

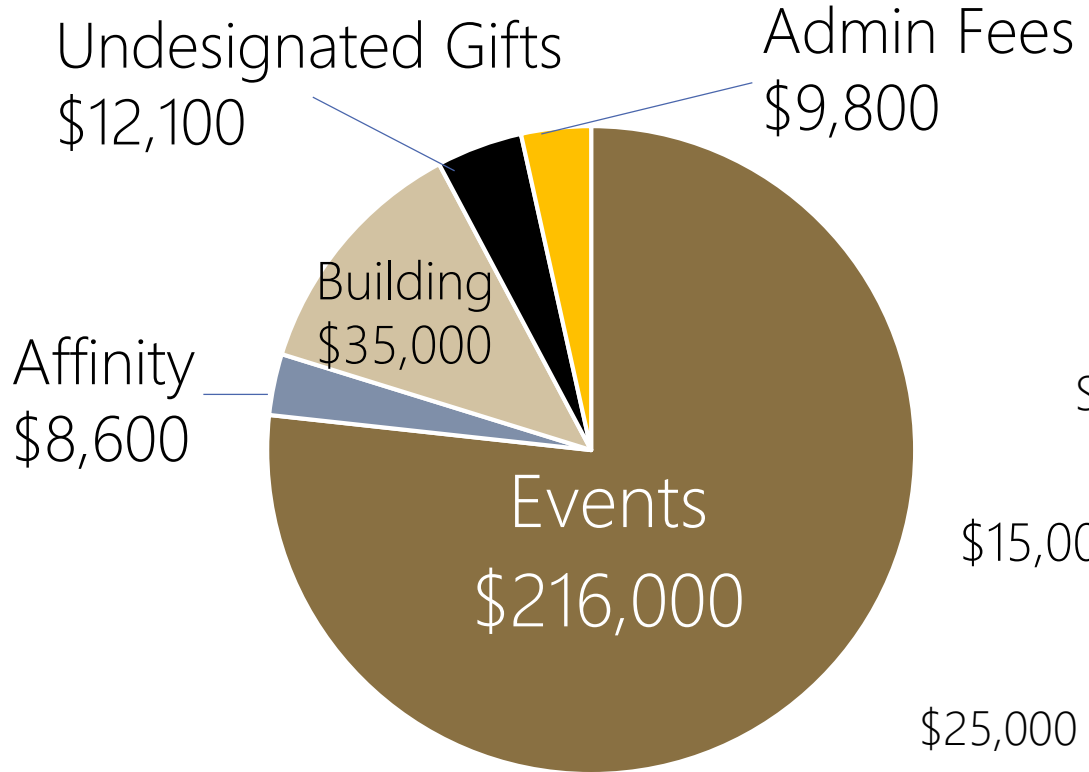
19  
North  
Main

19  
North  
Main

# OPERATING DATA

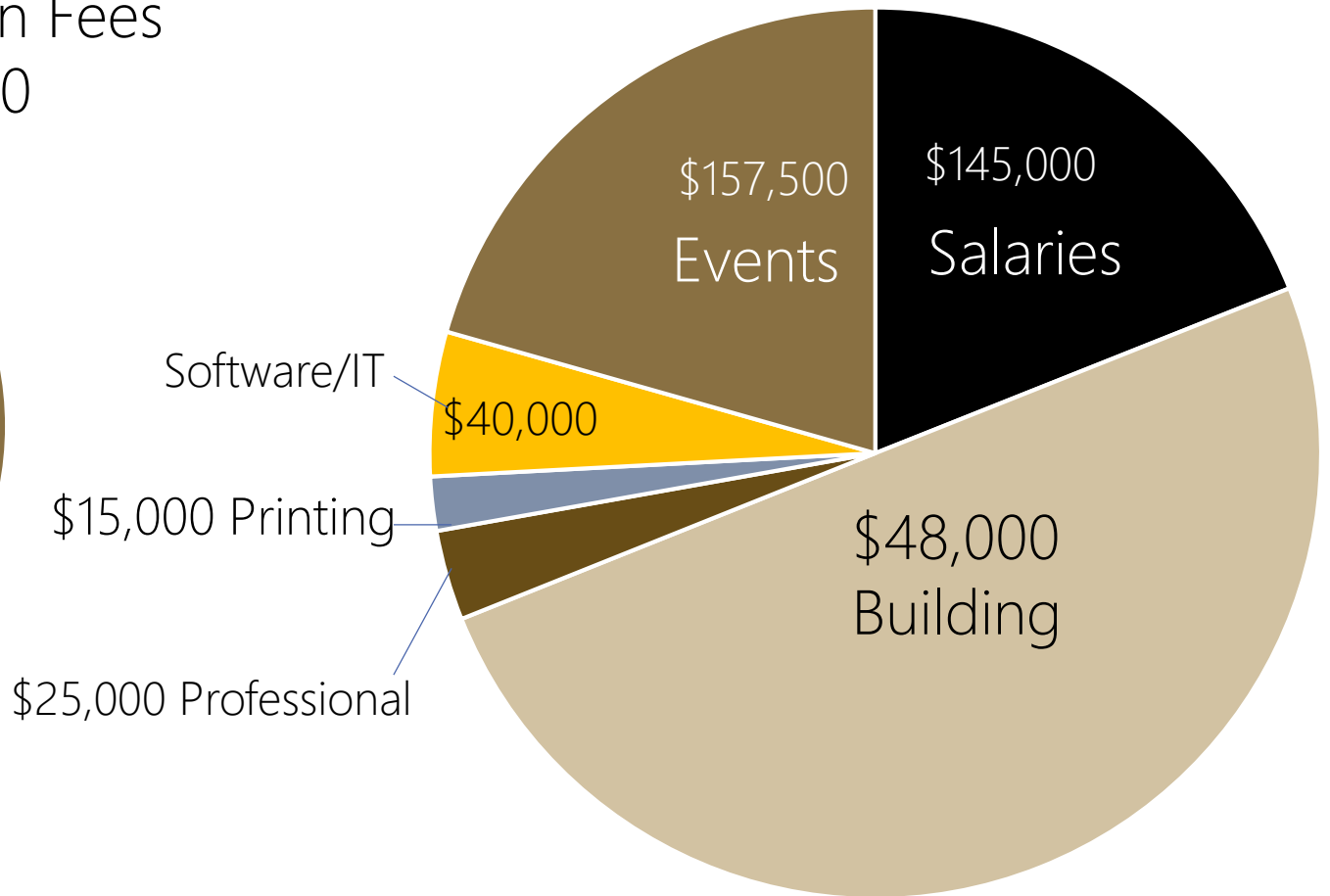
## OPERATING REVENUE

**\$281,500**



## OPERATING EXPENSES

**\$430,500**



# BOTTOM LINE OPERATING DATA



# THE HARD TRUTHS



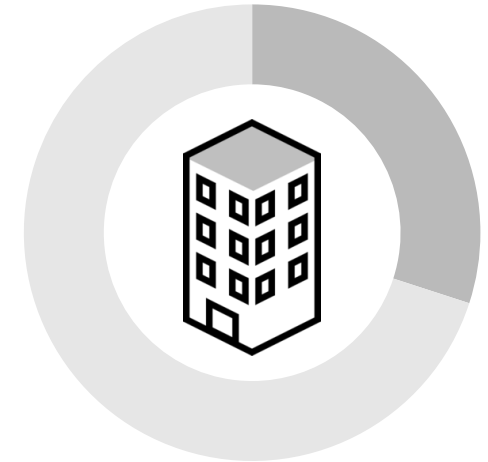
- The building costs us money in operations that we don't have

**WE NEED TO  
SELL THE  
BUILDING**



- We aren't near students on campus

**THE OFFICE IS  
FOR DONORS,  
NOT STUDENTS**



- We can office on campus at UCA  
**OUR MISSION IS  
STUDENTS, NOT  
OFFICES**

# THE SILVER LININGS



- We can move on campus and have more access to students at a reduced operating cost

**INCREASED  
STUDENT  
INTERACTION**



- The earnings from the sale of the building can be used to kick off an operating campaign

**INCREASE  
OPERATING  
FUNDS**



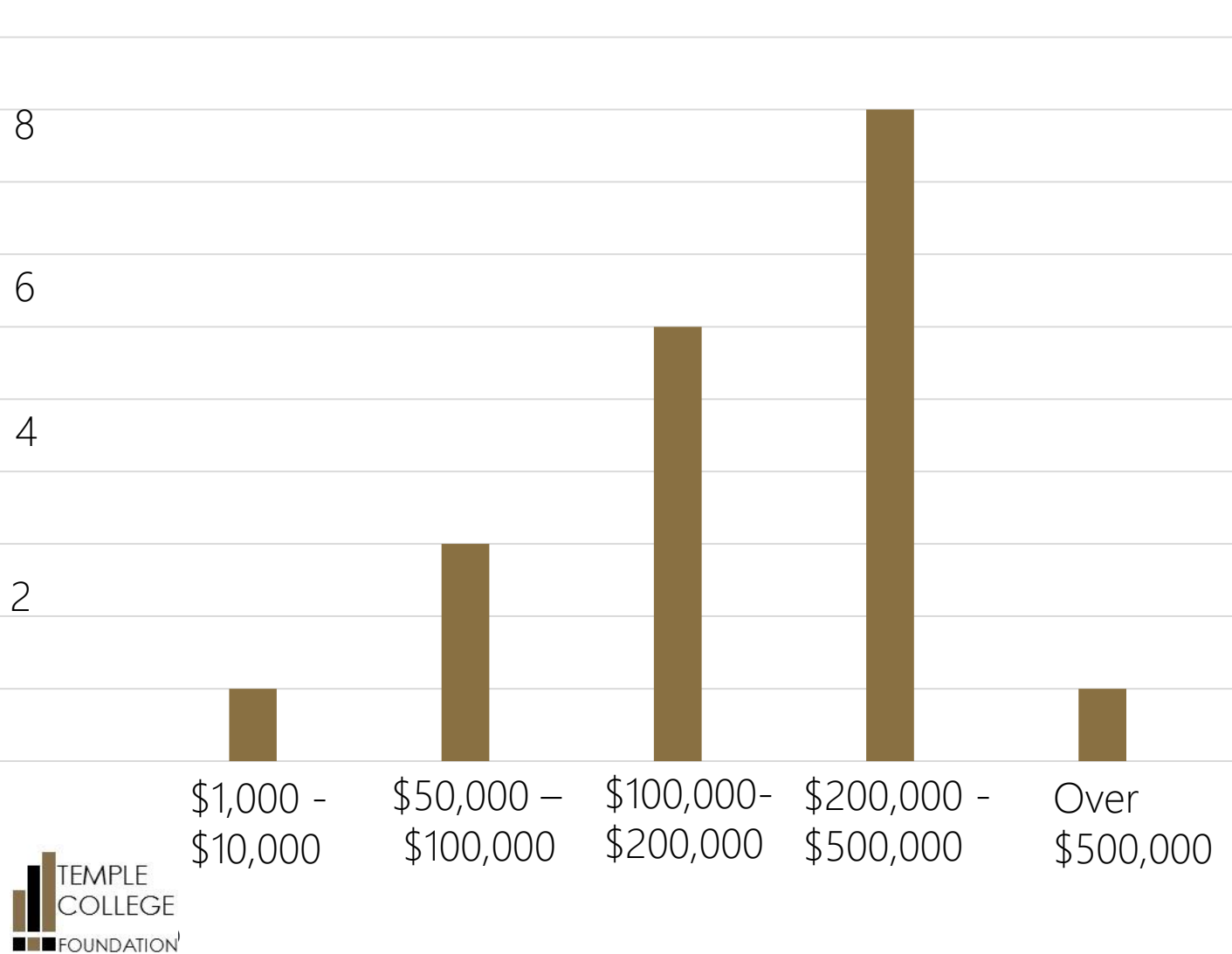
- Eliminating the building expenses also eliminates the time spent on office rental, cleaning and maintenance.



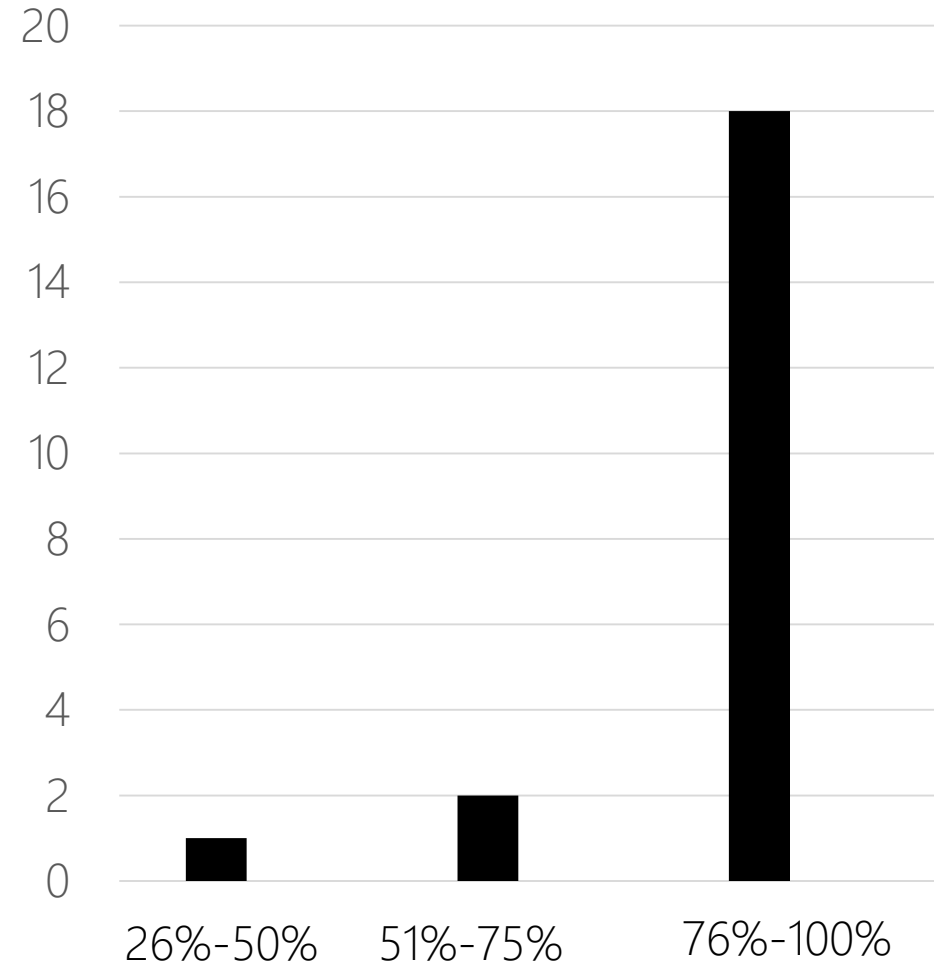
**REDUCE NON-  
ESSENTIAL  
WORKLOAD**

# COMPARATIVE DATA

10 Financial Support From the College to the Foundation

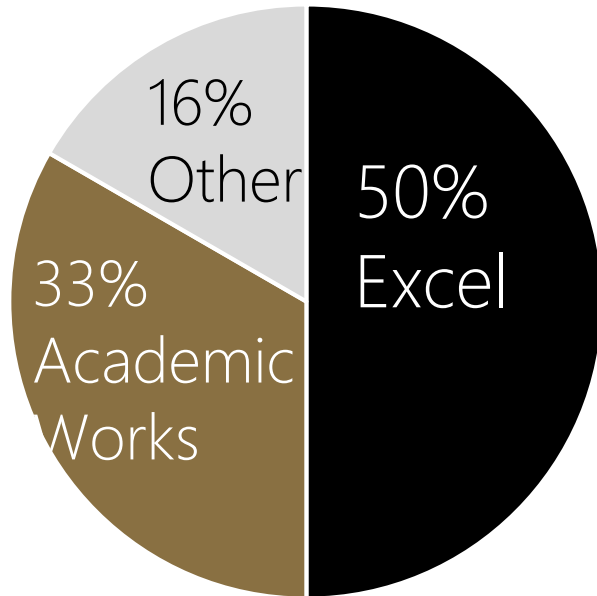


% of Operating the College pays for the Foundation

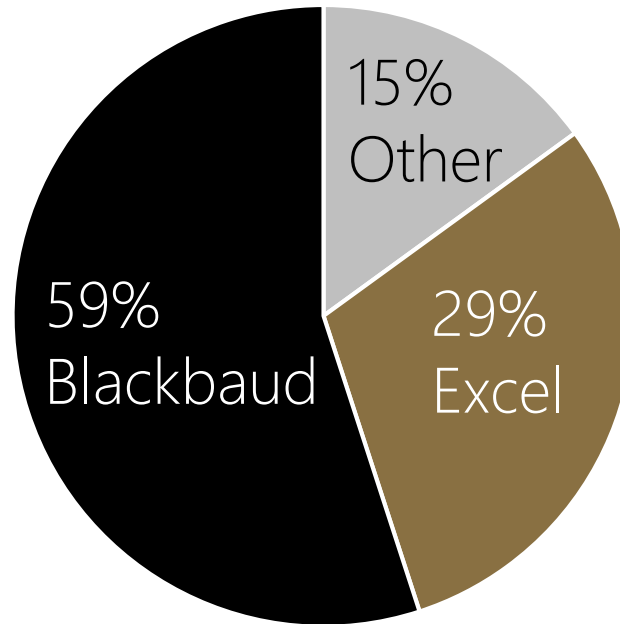


# COMPARATIVE DATA

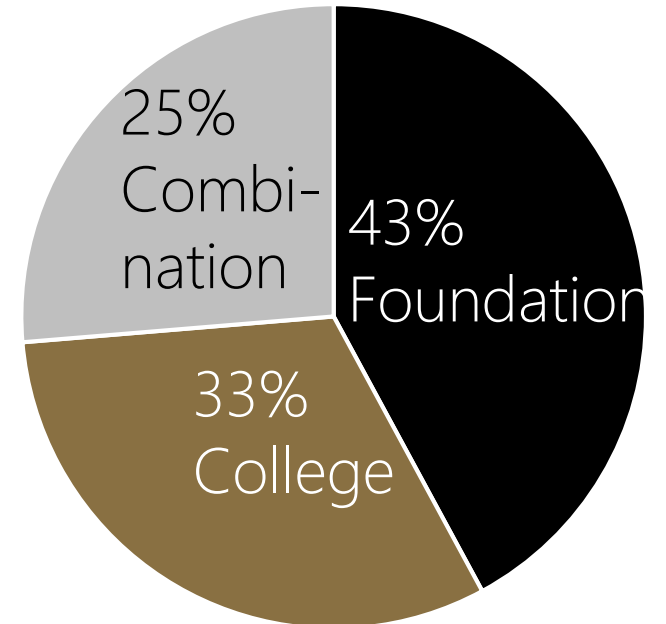
## Scholarship Software



## Donor Software



## Accounting Duties



# NEW OPERATING REVENUE PROJECTIONS



Operating Endowment

- Building Sale Endowment Revenue

**\$21,000**



Event Revenue

- \$50,000 Profit Travel
- \$50,000 Profit Kings of Cuisine

**\$100,000**



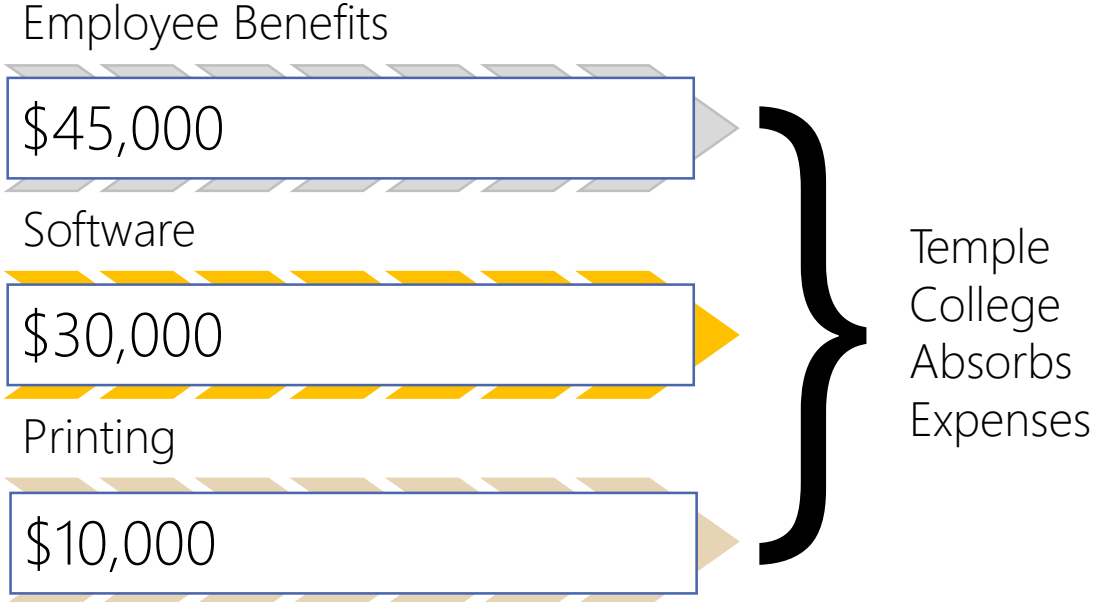
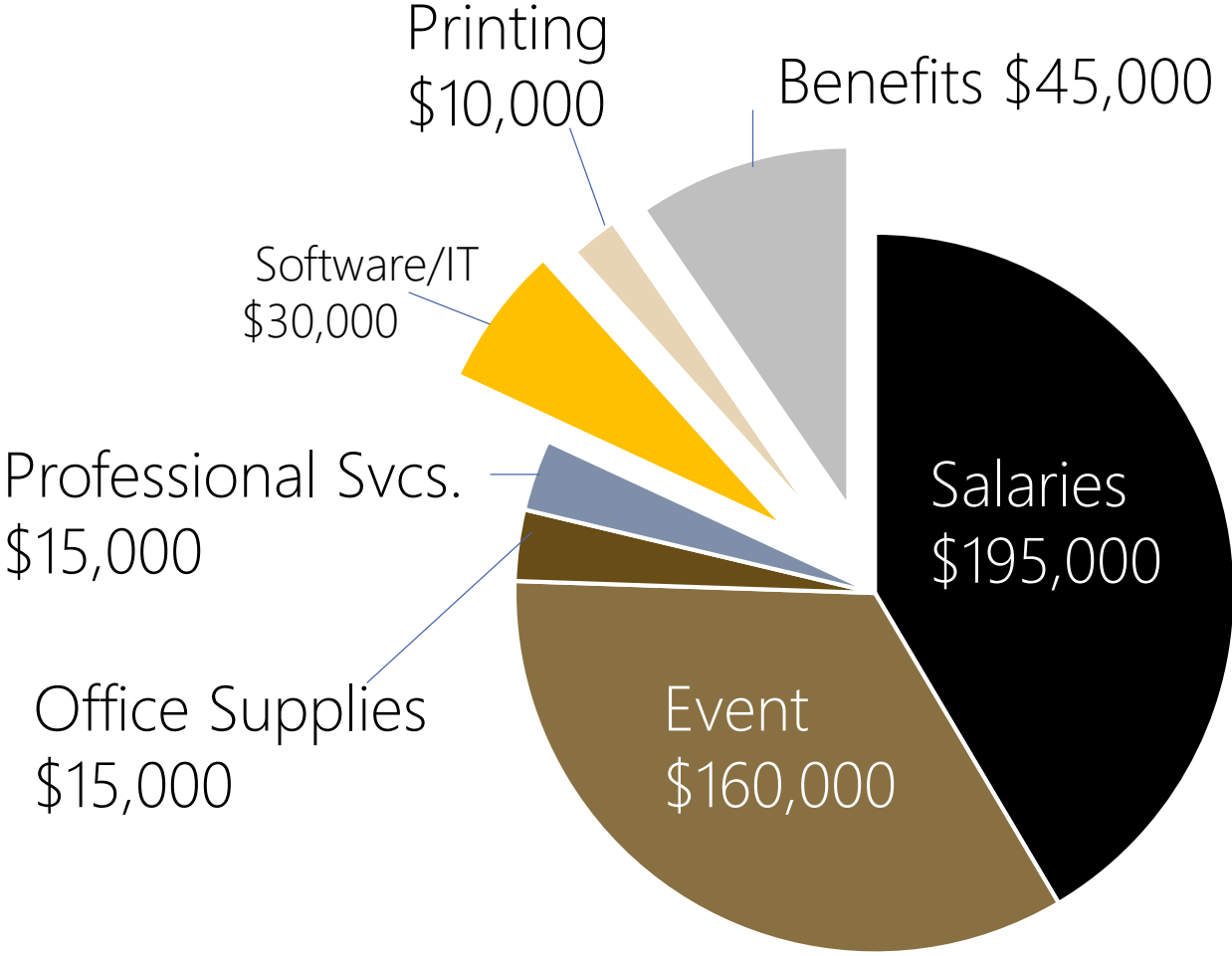
Operating Income

- Affinity \$10,000
- Gifts \$10,000
- Admin Fee \$10,000

**\$30,000**

**AN ADDITIONAL \$60,500 IN REVENUE**

# NEW OPERATING PARADIGM

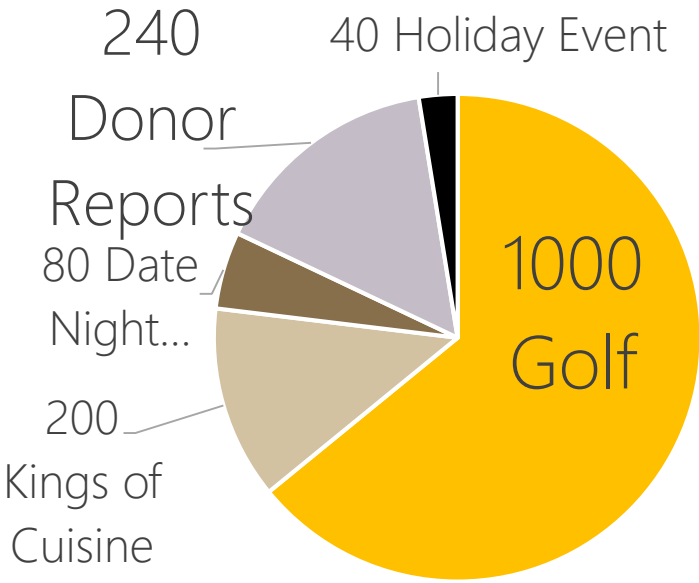


**\$85,000 PAID BY TEMPLE COLLEGE**

**\$385,000 PAID BY TEMPLE COLLEGE FOUNDATION**

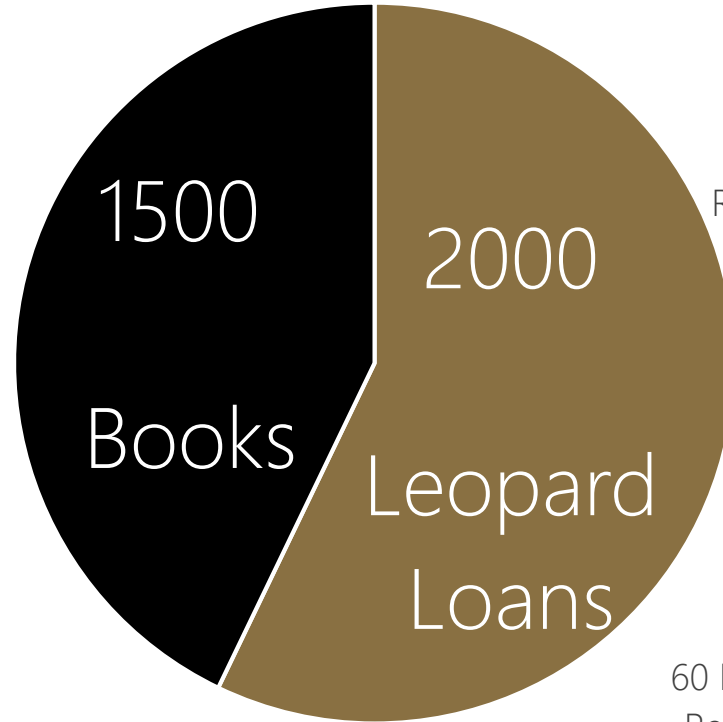
# STAFFING ANNUAL HOURS BY PROGRAM/DUTY

## Development Director



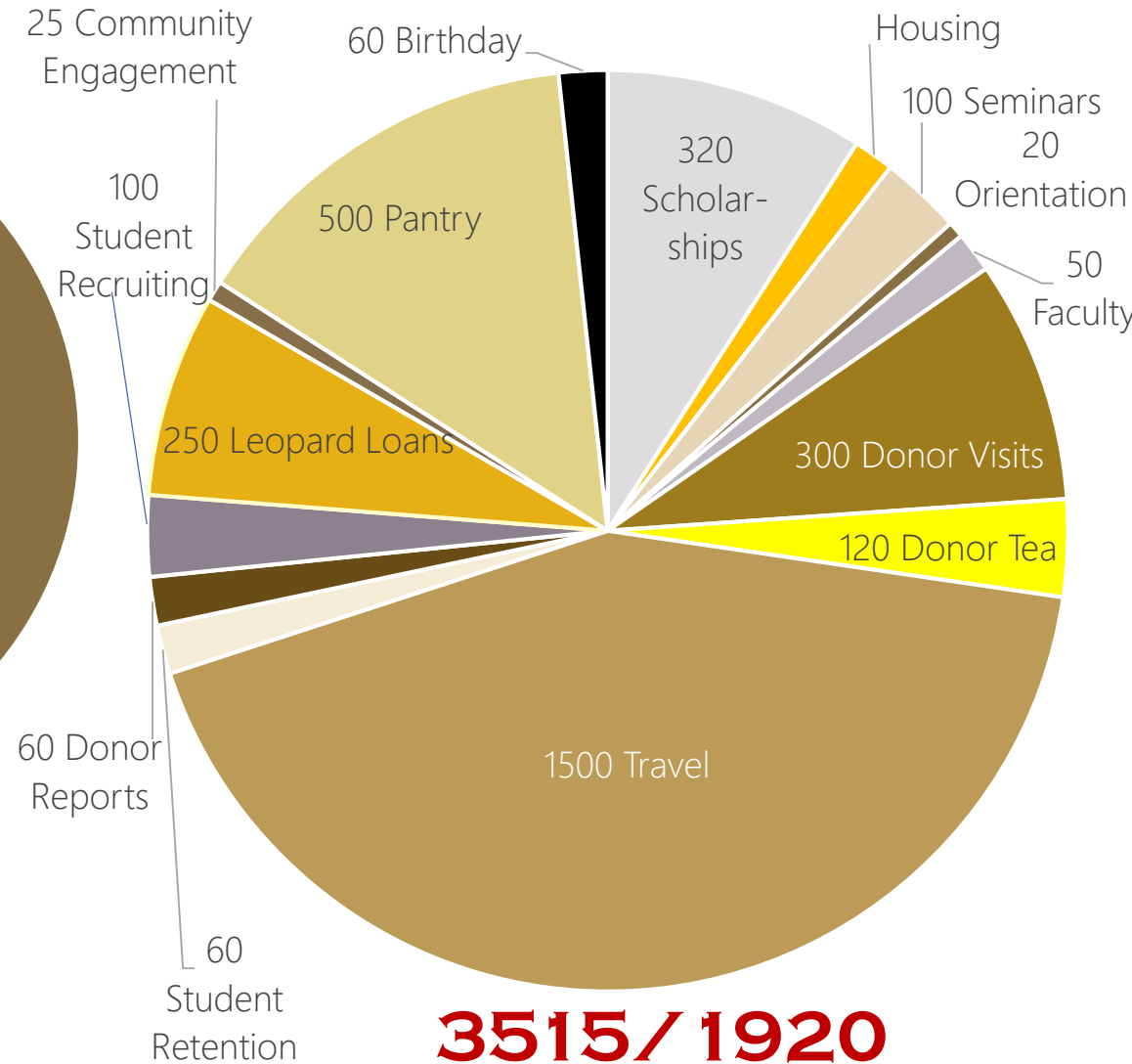
**1560 / 1920 HOURS**

## Bookkeeper



**3500 / 1920 HOURS**

## Executive Director



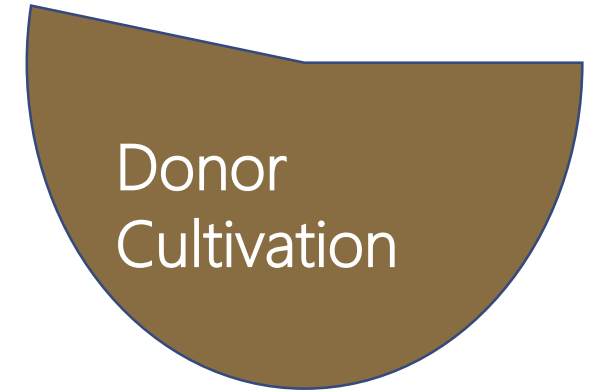
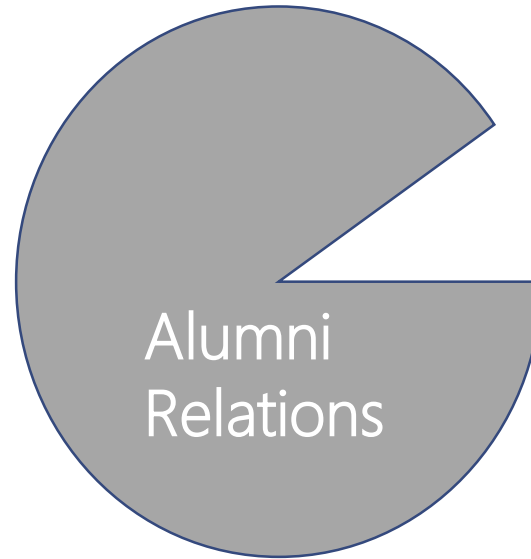
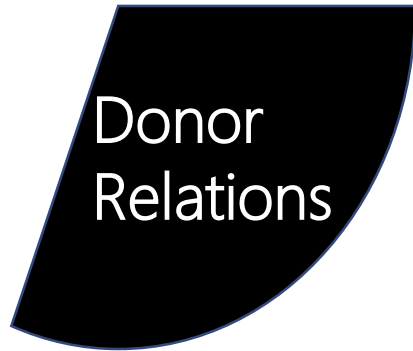
**3515 / 1920 HOURS**

# THE MISSING PIECE

Book Keeper

Development Director

Executive Director



**FUNDRAISING IS THE MEANS BY WHICH WE ARE ABLE TO MEET OUR MISSION TO SERVE STUDENTS.**

**HOW DO WE FUNDRAISE FOR OPERATIONS WHEN WE'RE BUSY FUNDRAISING FOR PROGRAMS?**

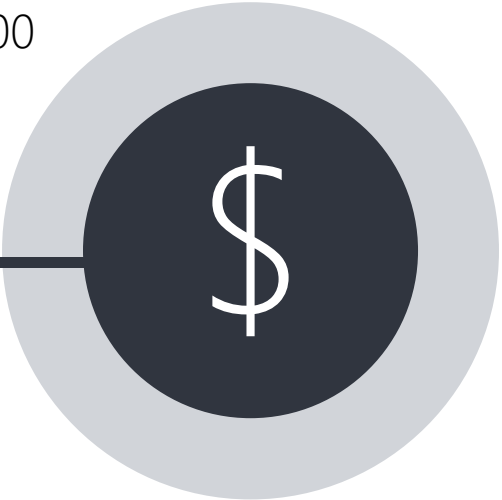
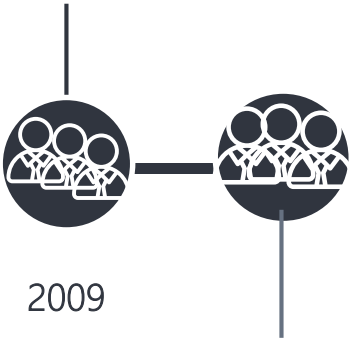
# STAFFING DATA

## PRIOR STAFFING

Executive Director - \$160,000  
Office Manager - \$56,000  
Office Assistant - \$35,000  
**TOTAL - \$251,000**

## PREFERRED STAFFING

Executive Director - \$108,000  
Book Keeper - \$45,000  
Development Director - \$45,000  
Leopard Loan Manager - \$15,000  
Office Manager - \$12,000.  
**TOTAL - \$225,000**



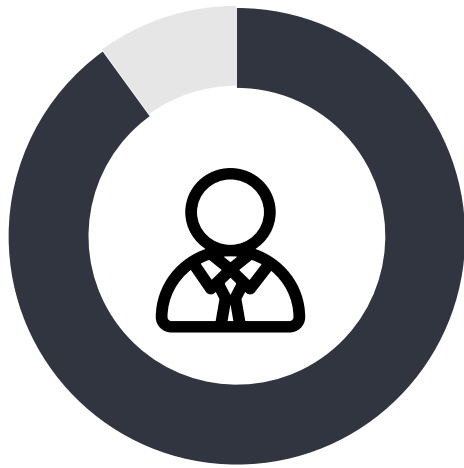
## PAST STAFFING

Executive Director - \$100,000  
Office Manager - \$56,000  
Office Assistant - \$35,000  
**TOTAL - \$199,000**

## CURRENT STAFFING

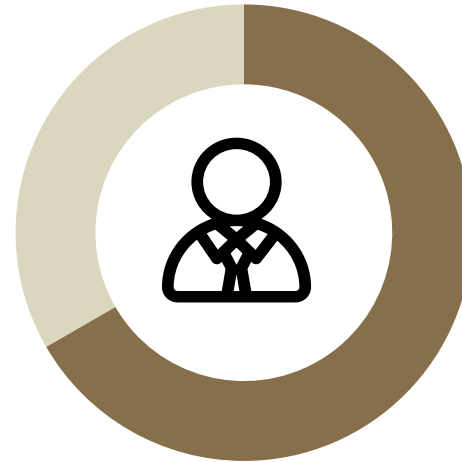
Executive Director - \$108,000  
Book Keeper - \$37,000  
**TOTAL - \$145,000**

# THE HARD TRUTHS



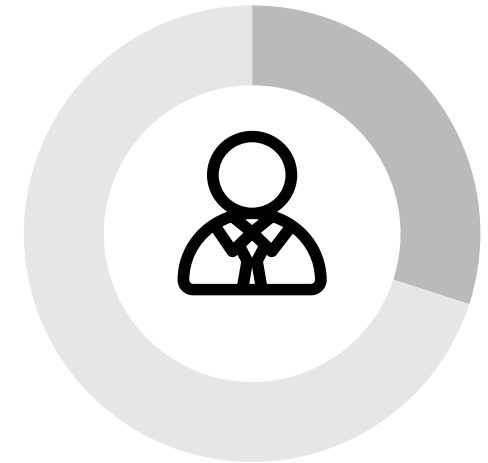
- We aren't compensating our people for the amount and type of work they do.

**WE NEED TO HIRE MORE PEOPLE**



- We're pushing our people beyond sustainable limits.

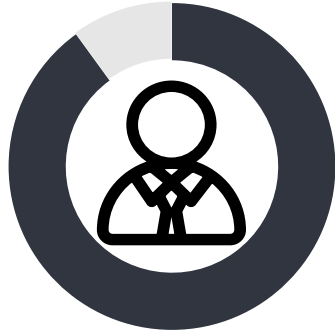
**WE NEED TO PAY PEOPLE WHAT THEY'RE WORTH**



- We need student workers.

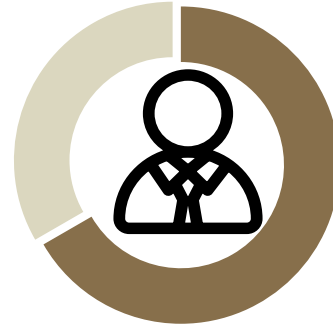
**WE NEED TO BE NEAR STUDENTS**

# THE SILVER LININGS



- We have exceptional people who are competent and love their job.
- People want to work with us.
- Work at the Foundation is rewarding.

**GOOD PEOPLE**



- We have defined job duties with measurable outcomes and codified processes
- New people can be effective immediately.

**GOOD SYSTEMS**



- Student workers receive job training and experience as well as references.
- Students who work with us become advocates for others.

**GOOD STUDENTS**

# EVENTS

What is the Return on Investment



# EVENT DATA



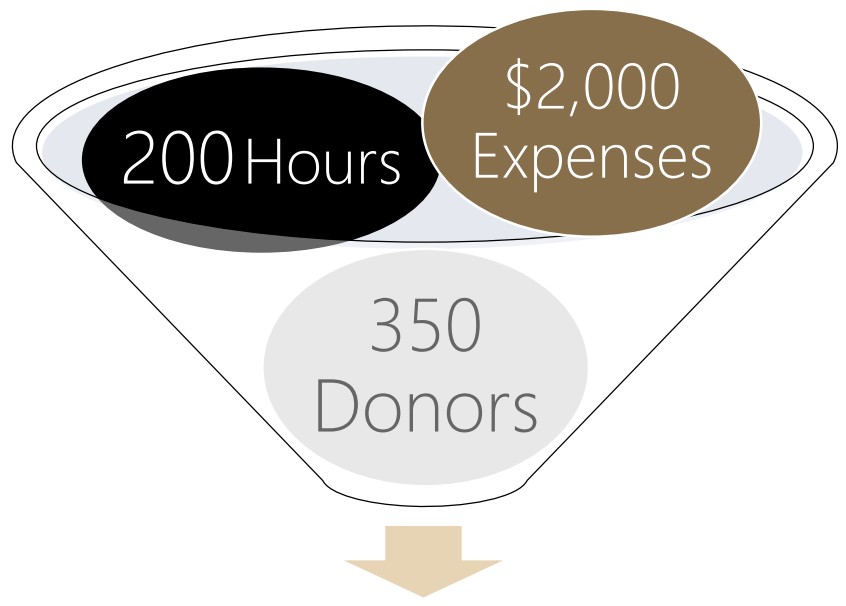
**KINGS & QUEENS OF CUISINE**



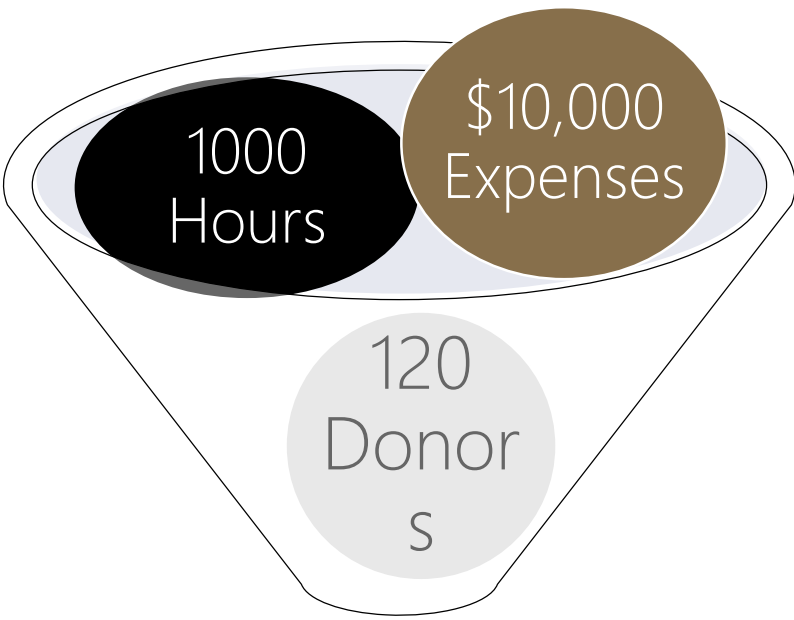
**GOLF TOURNAMENT**



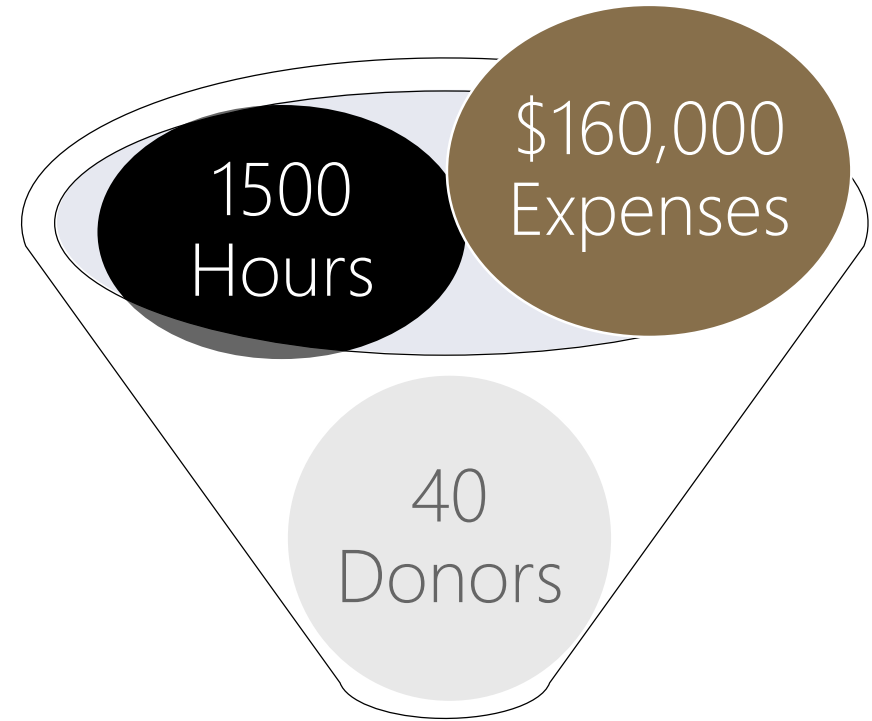
**CRUISE FOR THE COLLEGE**



**\$4,000 PROFITS**

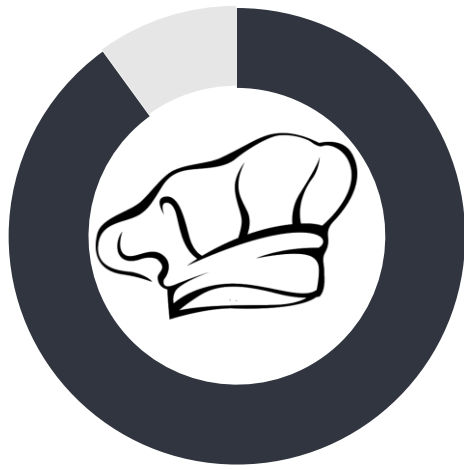


**\$11,000 PROFITS**



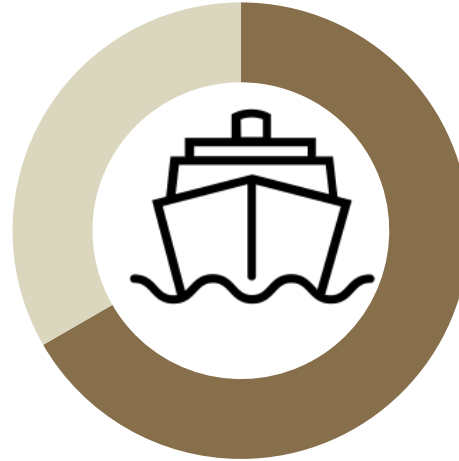
**\$45,000 PROFITS**

# THE HARD TRUTHS



- We want the audience and ease of Kings, and the corporate loyalty of golf.

**KINGS NEEDS TO  
MAKE MORE  
MONEY**



- We need to analyze the ROI of events in time, donor connection and profit.

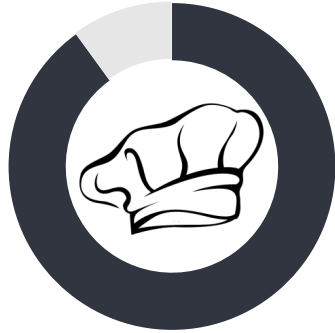
**TRAVEL PAYS IN  
MULTIPLE WAYS**



- The golf tournament is a tradition, not a fundraiser.

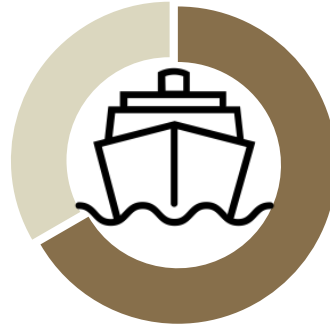
**GOLF ISN'T  
WORTH IT**

# THE SILVER LININGS



- We can focus on a signature event
- Bring corporate, public, and major donors to one event
- Kings is “easy” on staff and fun for participants

**SIGNATURE  
EVENTS**



- Continue travel as a way to intimately know donors with disposable wealth
- Increase mission centered activity during trips

**CULTIVATE NEW  
DONORS**



- Build awareness with a bigger Kings audience
- Increase profits by integrating sponsorship levels for Kings
- Build relationships

**FOCUSED  
ENERGY**