This document serves as an engagement guide for members of the Foundation for California Community Colleges’ (Foundation) Board of Directors. As you think about how to best support the California Community Colleges in your role as a Foundation board member, please refer to the following core values and examples of individual and collective activities.

**About the Foundation**

As a board member, you will be instrumental in helping the Foundation achieve our mission of benefiting, supporting, and enhancing the missions of the California Community Colleges, the largest higher education system in the nation. Our work helps to benefit students, colleges, college foundations, and the system as a whole by accelerating paths to economic and social mobility, strengthening communities, and reducing barriers to opportunity for all Californians.

As the official auxiliary non-profit supporting the California Community Colleges Board of Governors and Chancellor’s Office, Foundation programs and services reach all 114 colleges and over 2 million students in California.

**Core Values**

The Foundation Board has identified the following set of core values that are followed in pursuit of its work.

- Govern for the future while learning from the past
- Promote a culture of trust, accountability, and respect
- Foster an environment of shared leadership
- Act on collective rather than individual decisions
- Strive for proactive, rather than reactive, decision-making
- Encourage diversity in viewpoints

**Role of a Board Member**

Board members have responsibilities that fall into two categories:

**Engagement and Support**

Board members serve the organization by sharing their skills, experience, and relationships to further the mission of the Foundation. Board members are most impactful when they maintain a high level of awareness not only of the Foundation’s activities but also those of the Chancellor’s Office and the colleges. They provide strategic foresight, oversight, and insight. They proactively stay informed of and engaged in the work of the Foundation. Board members understand the Foundation as a non-profit operating entity vs. a grant-making entity that administers a broad range of programs and services and acts as a hub for regional and statewide partnerships in support of system priorities and needs.
Engagement and Support | Examples
Board members are key advocates and promoters of the Foundation’s programs and services. Board members make quantifiable contributions that grow the Foundation’s impact. For example:

- Make a personal financial or in-kind contribution such as self-funding board meeting and conference attendance costs, supporting Foundation-led ad hoc fundraising initiatives, making a general unrestricted donation and/or planned legacy gift to the Foundation, or referring qualified corporate or philanthropic partners

- Assist with fundraising and/or programmatic development by cultivating philanthropic support, fee-for-service work, state/federal grants, corporate sponsorships, fiscal sponsorships, and other referrals that speak to the Foundation’s mission and vision, and align with system priorities

- Refer prominent stakeholders to the Foundation for inclusion in our Stakeholder Engagement Strategy framework

- Use connections with business “intermediaries” that bring employers to the table to help broker student internships

- Leverage connections with employers to promote LaunchPath and Career Catalyst internship services, and other workforce development initiatives

- Use connections with students and colleges to promote Foundation programs and services such as CollegeBuys, Crisis Text Line, etc.

- Serve as an ambassador for the Foundation and promote our work to the business community, philanthropy, the Chancellor’s Office and Board of Governors, colleges, local trustees, and professional networks and affiliations

- Present and co-present at partner conferences or attend special events such as Legislative Reception, Veterans Summit, CASE Conference, Purchasing Conference, and others

- Provide ad-hoc support including legal, business, fundraising, financial, political, advocacy, management, and marketing

- Provide strategic input and support to the Foundation senior staff in pursuit of programs, services, and resources consistent with the Foundation’s mission, goals, and strategic plan

- Maintain open lines of communication between the Foundation, the Board of Governors, and the Chancellor’s Office

- Recruit new board members and create a pipeline of potential candidates
Governance
Collectively, board members help steer the organization towards a sustainable future by adopting sound, ethical, and legal governance and financial management policies. Board members will help ensure the Foundation can achieve its mission through active oversight.

Examples of board member governance responsibilities include:

- Attend board meetings in person as an active and prepared participant
- Participate on committees as assigned by the board chair and prepare in advance of committee meetings by reading all provided materials
- Evaluate and approve the vision, mission, goals, and strategic plan(s) of the Foundation in alignment with system priorities and needs
- Select, support, and annually evaluate performance and compensation of the Foundation President/CEO
- Participate in the President/CEO performance evaluation process, providing meaningful feedback on President/CEO self-assessment and annual performance goals
- Understand and exercise appropriate fiduciary oversight of the Foundation, including duty of care, duty of investment, and duty of loyalty, being mindful of effective governance for non-profit organizations and the special role of the Foundation to the Board of Governors and Chancellor’s Office
- Read and understand the Foundation’s finances, budget, programs, board policies and procedures, and financial/resource needs
- Approve and monitor the annual budget and approve the annual Form 990 tax filing
- Maintain an effective Audit Committee and approve the annual audit
- Complete an annual conflict-of-interest disclosure, update it during the year if necessary, and disclose potential and actual conflicts in a timely manner
- Maintain the confidentiality of all internal matters of the Foundation

Board Engagement Planning and Accountability

This Board Member Engagement Guide is used as a tool to develop individualized engagement plans and engagement summaries to maximize Board engagement and effectiveness. Board Members undergo this guided process to develop an engagement plan and prepare an engagement summary based on their prior plan. Work plans and engagement summaries are developed collaboratively with other Board Members, working together with Foundation staff, using a form template to guide the conversation in a personalized and customized way designed to build on Board Member interests, skills, and connections. Board Members may be asked to report on activity and accomplishments related to their engagement plan at regular Board meetings. The engagement plan and summary process is conducted at least biannually.
Appointment and Length of Term of Foundation Board Members

Foundation board members are vetted through a board committee process and recommended to the full board for appointment, subject to Board of Governors approval. Additionally, board members may be appointed directly by the Board of Governors. Maximum board size is eleven. Foundation board members serve four-year terms with a term limit of three consecutive terms, for a maximum of twelve consecutive years of service.

Board Meetings

Board members can expect the following of regular, committee, and special meetings.

Regular Meetings: The Foundation Board has quarterly regular meetings with specific dates and locations set annually by the board. Historically, meetings are held in March, June, September, and December. The quarterly regular meetings typically last six to eight hours.

Committee Meetings: Committees of the board meet as needed, pending their respective work agenda. As much as possible, committees meet in between each of the regular quarterly meetings of the board by way of conference call.

Special Meetings: The Foundation Board schedules special meetings as necessary of variable frequency. Special meetings are typically conducted via conference call.

Meeting Materials: An agenda and supporting materials are made available to each board member in advance of each meeting. Materials are made available electronically via a secure intranet and/or hard-copy binder, by request.
This planning tool is designed to facilitate conversations that will personalize each board member’s service year and increase board member satisfaction. For a full list of board member engagement opportunities, please refer to the Board Member Engagement Guide.

**COLLECTIVE WORK**

As a member of the Board of Directors, I commit to uphold my engagement and governance responsibilities through the following activities:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Expected Outcome</th>
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<tbody>
<tr>
<td>Be present and engaged at all board meetings</td>
<td>Make at least one personal financial or in-kind contribution, or refer one qualified corporate or philanthropic partner per year</td>
</tr>
<tr>
<td>Join at least one board work group or committee to contribute strategic, innovative, and entrepreneurial ideas, advice and guidance to the organization</td>
<td>Contribute to a constructive, collaborative, and positive board atmosphere</td>
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<tr>
<td>Serve as an ambassador for the Foundation and promote the organization’s work</td>
<td>Guide organizational leadership by providing feedback on the CEO’s self-assessment and annual performance goals</td>
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**INTERESTS**

Foundation programs serve a broad set of goals, regions, and populations. Where would you like to focus your service? Please identify three to five.

**Student Success**
- Eliminating financial barriers for students
- Student success reforms
- Expanding access for students

**Workforce Development**
- Work-based learning (i.e., internships)
- Facilitating employer partnerships
- Economic development

**Community Impact**
- Community building
- Civic engagement
- Environmental justice

**Equity**
- Health and wellness
- Basic Needs
  - Food, housing, transportation
- Veterans
- Foster youth
- Special populations
  - First generation students, people of color, immigrants, students with disabilities
  - Specify:

**System Support**
- Systems change or scaling effective practices
- Policy and advocacy
- Data alignment
- Supporting local college foundations

**INDIVIDUAL IMPACT**

What are three specific ways that you’d like to support the Foundation this year? Examples are listed in the Board Member Engagement Guide.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Expected Outcome</th>
</tr>
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<tr>
<td>What will you do?</td>
<td>What would you like to achieve?</td>
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</table>
The Board Member Engagement Summary will be completed at least bi-annually and will be used to summarize and promote board member accomplishments and engagement outcomes.

**CONTACT**

<table>
<thead>
<tr>
<th>Name:</th>
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<tr>
<td>Date:</td>
<td>Term Year:</td>
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**COLLECTIVE WORK**

Information will be completed by the board liaison with opportunity for board member discussion and input.

1. I attended ____ out of four board meetings.
2. I participated in ____ out of _____ meetings of the _______________________ committee.
3. Outside of board meetings and committees, I estimate I volunteered for _____ hours on behalf of the Foundation (will be used to calculate an in-kind contribution)
4. I made one personal contribution (donation, planned gift, or self-funding meeting attendance cost), or referred a potential funder _____ Yes _____ No
   (please contact the board liaison (foundationboard@foundationccc.org) if you would like a year-end tax-exempt donation for self-funded travel costs)
5. I provided feedback on the CEO’s self-assessment _____ Yes _____ No

**INDIVIDUAL IMPACT**

Refer to the Board Member Engagement Plan and reflect on the outcomes of the three activities you identified on ways you planned to support the Foundation. What activities did you engage in and support the Foundation with and what were the outcomes?

**FEEDBACK**

I feel a sense of connection to the mission of the Foundation _____ Yes _____ No
Comments: ____________________________________________________________

I feel engaged as a board member _____ Yes _____ No
Comments: ____________________________________________________________

How could the Foundation improve the communication and support it provides to board members?

Additional Comments