

# SAIS Fundamentals Conference

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## The Connection Between Your School's Strategic Plan and Philanthropy

*Penny Abrahams and Phil Higginson*

# The Connection Between Your School's Strategic Plan and Philanthropy

PRESENTED BY:

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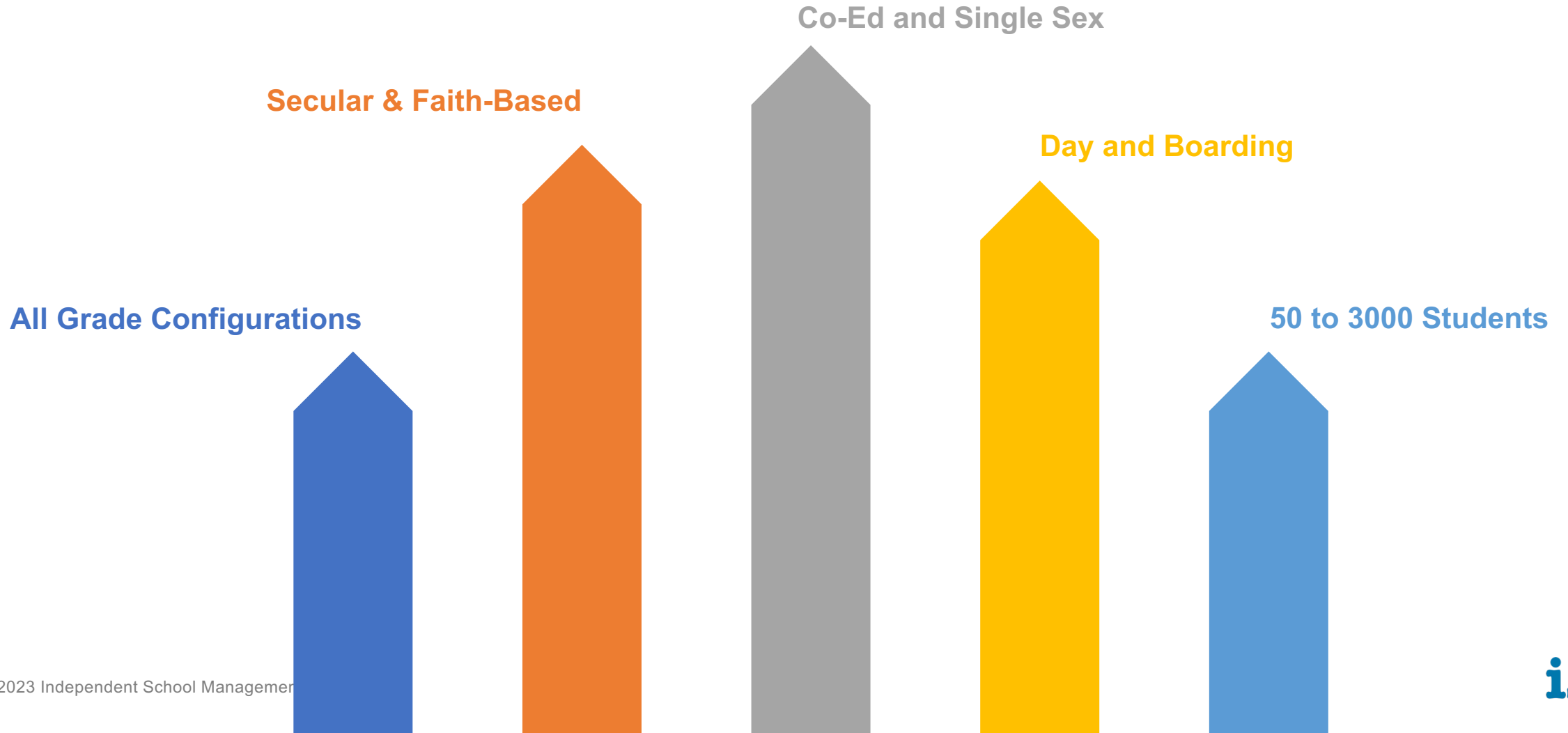
**Advancing school leadership—enriching the student experience.**

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ISM is dedicated to the advancement of school management. We provide creative strategies by combining extensive research, proven management techniques, and personalized service.



# Whom We Serve





# Three Things About Penny ...

**1**

**20 years in  
schools +  
non-profits**

**2**

**Joined ISM in  
2010 as an  
adjunct and 2017  
full-time**

**3**

**Began career in  
sports media  
relations**



# Three Things About Phil ...

**1**

**36 years in  
independent  
school  
development**

**2**

**Joined ISM in  
2011 as an  
adjunct and 2023  
full time**

**3**

**Grew up in  
Europe as the  
child of a  
diplomat**

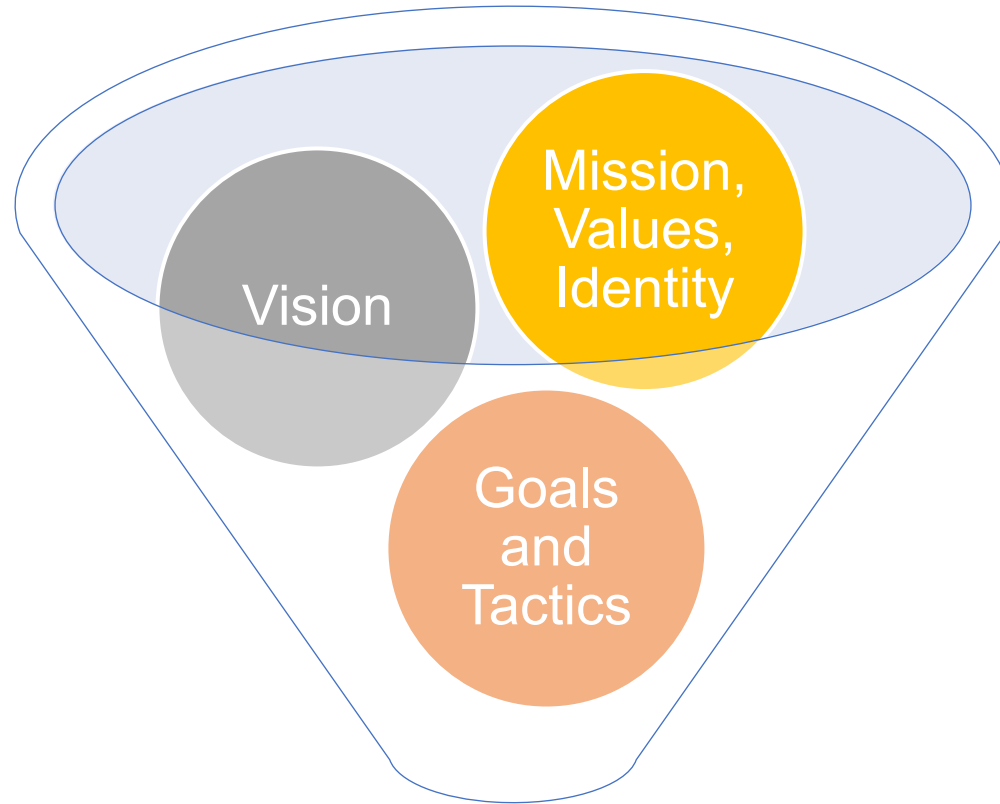
# Session Objectives

1. Learn how to translate your strategic plan into fundraising priorities.
2. Identify the right type of fundraising effort for each element of your strategic plan.
3. Develop a philanthropic menu of items to share with prospective donors.
4. Engage in a strategic conversation with a colleague.









**Strategic Plan**

# Strategic Plan

- People
- Place
- Program



# Essential Strategic Questions

**Who are we?**

*Mission, Values, Identity*

**Where are we going?**

*Reflective Assessment Coupled with Vision*

**How do we get there?**

*Goals and Tactics in the  
Strategic Plan*

**How do we know we've gotten there?**

*Ongoing Reflective Assessment*

# Sample Strategic Plan (Development Section)

Category	Sub	Item	Costs	Revenue Source	Responsible Person/Entity	Due Date	Metric for Success
Development	a	Reinforce the value that our school should be one of the three top priorities for personal giving by members of the Board of Trustees	none	N/A	Board of Trustees / Development Committee	Sep	100% giving by board at or near ask
	b	Promote a culture of philanthropy on campus by identifying key naming opportunities that honor important contributors to our school's history	\$3,000	Stewardship budget	Development Committee	Nov	Identification of 3 spaces
	c	Begin preparation for the school's 100th anniversary in 2026	none	N/A	Development Committee / Board Task Force	Jan	Committee formed
	d	Develop strategies to extend our school brand into the wider community	\$15,000	Marketing Budget	Development Committee / Director of Strategic Communications	Sep	Evidence of community engagement
	e	Assist with the development of the Annual Fund Case for Support to promote a community-wide culture of giving	none	N/A	Development Committee	Sep	Success of the Annual Fund
	f	Assure the success of the Annual Fund through personal gifts and by assisting with the identification, engagement, evaluation, solicitation, recognition and stewardship of prospective donors to the Annual Fund.	none	N/A	Board of Trustees / Development Committee	Nov	Amount of Leadership Giving
	g	Begin preparation for endowment fundraising by identifying possible vehicles for support and by bolstering the school's planned giving program	\$5,000	Planned Giving Budget	Board of Trustees / Development Committee	Mar	Establishment of Endowment goals and marketing strategies
	h	Implement Major Gift program	none	N/A	Development Committee	Oct	Formation of committee and identification of 20 top prospects

## Sample Strategic Financial Plan

	Current Year	Year 1	Year 2	Year 3	Year 4	Year 5
	2018-2019	2019-2020	2020-2021	2022-2023	2023-2024	2024-2025
1A Enrollment	577	577	577	577	577	577
2A Gross Tuition Rev	16,281,386	17,258,269	18,293,765	19,299,922	20,361,418	21,481,296
2B Financial Aid	3,353,917	3,624,237	3,841,691	4,052,984	4,275,898	4,511,072
2C % to Aid (of gross tuition)	21%	21.0%	21.0%	21.0%	21.0%	21.0%
2D Net Tuition Rev	12,927,469	13,634,033	14,452,075	15,246,939	16,085,520	16,970,224
3A Other Hard Income	1,324,752	1,324,752	1,324,752	1,324,752	1,324,752	1,324,752
inflationary % increase to hard income						
4 Total Hard Income	14,252,221.00	14,958,784.64	15,776,826.59	16,571,690.70	17,410,272.33	18,294,975.94
5a Operational Expenses	14,798,970	14,798,970	15,576,994	16,384,194	17,221,663	18,090,538
5b Strategic Items		215,000	215,000	215,000	215,000	215,000
5c % inflationary inc	0%	3.75%	3.75%	3.75%	3.75%	3.75%
5 Total Operating Budget	14,798,970	15,576,994	16,384,194	17,221,663	18,090,538	18,991,996
6 Hard Income P&(L)	(546,749)	(618,209)	(607,367)	(649,973)	(680,266)	(697,020)
7 Hard Income % CVG	96.3%	96.0%	96.3%	96.2%	96.2%	96.3%
8A Annual Fund Raising	664,190	670,832	677,540	684,316	691,159	698,070
enter projected % inc for 8a		1%	1%	1%	1%	1%
9 Annual Overall P&(L)	117,441	52,623	70,173	34,343	10,893	1,050
10. Debt Service (P&I - pledges)						
12B Annual To Reserves	\$117,441	\$52,623	\$70,173	\$34,343	\$10,893	\$1,050
Starting Reserves	200,000					
13 Total Cumulative Reserves	317,441	370,064	440,237	474,580	485,473	486,523
Tuition Gradient		6.0%	6.0%	5.5%	5.5%	5.5%
<b>Average Tuition</b>	<b>\$ 28,217.31</b>	<b>\$ 29,910.35</b>	<b>\$ 31,704.97</b>	<b>\$ 33,448.74</b>	<b>\$ 35,288.42</b>	<b>\$ 37,229.28</b>
cost / student	\$31,460.81	\$33,277.70	\$35,053.53	\$36,871.14	\$38,763.32	\$40,733.22

Exempli Gratia Academy  
**DEVELOPMENT-RELATED PROJECTS**

Interest	Type	Project	Priority	Estimated Cost	Raised to date	Remainder to be raised	Percentage Complete
Arts	Annual	Field Trips for US Art Classes	B	\$ 1,500		\$ (1,500)	0%
	Campus Master	New Arts Wing	A	\$ 3,000,000	\$ 500,000	\$ (2,500,000)	17%
	Capital	New Kiln	A	\$ 3,000	\$ 3,000	\$ -	100%
	Endowment	Endowment for the Theater Program	C	\$ 1,000,000	\$ 500,000	\$ (500,000)	50%
				<b>SUBTOTAL</b>	\$ 4,004,500	\$ 503,000	\$ (3,001,500)
Athletics	Annual	Fund for State Athletic Tournaments		\$ 10,000		\$ (10,000)	0%
	Capital	Turf Field		\$ 1,000,000	\$ 750,000	\$ (250,000)	75%
	Endowment	Program Endowment		\$ 3,000,000		\$ (3,000,000)	0%
				<b>SUBTOTAL</b>	\$ 4,010,000	\$ 750,000	\$ (3,260,000)
Community	Annual	Community Service efforts		\$ 50,000	\$ 25,000	\$ (25,000)	50%
	Endowment	Program Endowment		\$ 1,000,000	\$ -	\$ (1,000,000)	0%
				<b>SUBTOTAL</b>	\$ 1,050,000	\$ 25,000	\$ (1,025,000)
Faculty	Annual	Professional Development		\$ 150,000	\$ 85,000	\$ (65,000)	57%
	Endowment	Faculty Salaries		\$ 15,000,000	\$ 3,000,000	\$ (12,000,000)	20%
				<b>SUBTOTAL</b>	\$ 15,150,000	\$ 3,085,000	\$ (12,065,000)
Financial Aid	Endowment	Underwrite current Financial Aid		\$ 29,000,000	\$ 10,000,000	\$ (19,000,000)	34%
				<b>SUBTOTAL</b>	\$ 29,000,000	\$ 10,000,000	\$ (19,000,000)
Students	Annual	Leadership programs		\$ 50,000	\$ 20,000	\$ (30,000)	40%
	Campus Master	New Student Center		\$ 12,000,000		\$ (12,000,000)	0%
	Capital	Student-centered furniture		\$ 150,000	\$ 200,000	\$ 50,000	133%
	Endowment	Student Programs		\$ 2,000,000		\$ (2,000,000)	0%
				<b>SUBTOTAL</b>	\$ 14,200,000	\$ 220,000	\$ (13,980,000)
Technology	Capital	Repair and Replace		\$ 1,000,000		\$ (1,000,000)	0%
				<b>SUBTOTAL</b>	\$ 1,000,000	\$ -	\$ (1,000,000)
Total			GRAND TOTAL	\$ 68,414,500	\$ 15,083,000	\$ (53,331,500)	22%

# Sample: Talented People

We believe the most important asset of an educational environment is a diverse, skilled, and positive corps of teachers.



# Sample: Student Affairs & Wellness

We aspire to equip young people with the skills and tools to promote their own and others' wellness, and to effectively respond to and navigate the challenges they encounter.



ARCHITECTURE  
 MASTER PLANNING  
 INTERIOR DESIGN  
 IMAGE DESIGN



LEGEND

Grey	PAVEMENT
Light Grey	SIDEWALKS
Yellow	TRAILS/DIRT
Light Green	FIELDS
Orange	EXISTING BUILDING
Dark Orange	PROPOSED BUILDING



# FINAL MASTER PLAN

MARCH 2007



# Campus Master Plan

Item	Description	Unit	Per unit cost	Total cost
Security	Monitoring and surveillance			\$350,000
Fencing	Perimeter and internal			\$368,820
Entrances	Falls of Neuse and Newton			\$350,000
New buildings				
	New lower school	69,000	\$150	\$10,350,000
	New middle school	66,000	\$150	\$9,900,000
	Renovate existing middle school for student services facility	40,000	\$150	\$6,000,000
	Reconfigure library technology center	19,000	\$53	\$1,007,000
	Expand upper school	16,000	\$150	\$2,400,000
	<b>All new buildings subtotal</b>			<b>\$30,725,820</b>
Tennis courts	Construct two additional tennis courts as per 1997 plan	2	\$150,000	\$300,000
Site improvements & community service				
Parking and streets	Expand parking lots and relocate streets and access areas			\$500,000
Redirect campus drive	To accommodate parking lot expansion and drop off areas			\$1,000,000
Athletic fields	Add and or relocate fields for additional physical education use and rental			\$500,000
Community corp ctr	Construct community corporate center and with ropes course			\$5,000,000
	<b>Site improvements subtotal</b>			<b>\$7,000,000</b>
	<b>Master plan total</b>			<b>\$38,025,820</b>

# Programmatic Elements of the Strategic Plan

- Meet with educational leaders
  - School Head
  - Division Heads
  - Department Chairs
- CFO
- Director of Enrollment Management
- Director of Diversity
- Director of Facilities



# Identify Three Strategic Areas

# Strategic Area Examples

- New playgrounds
- Visiting artists/authors
- Coaches
- Turf field
- Global programs
- Robotics
- Esports
- Educational testing
- School bus
- Outdoor theatre

# Endowment Master Plan

Endowment Type	Quantity	Minimum Contribution	Annual Distribution
Scholarship Endowment			
Full – Named Scholar	Multiple	\$400,000	\$20,000
Partial - Named Scholar	Multiple	\$100,000	\$5,000
Partial Financial Aid	Multiple	\$50,000	\$2,500
Faculty Endowment			
School Head	One	\$5,000,000	\$250,000
Assistant Head	Four	\$2,000,000	\$100,000
Upper School Head	One	\$2,000,000	\$100,000
Middle School Head	One	\$2,000,000	\$100,000
Lower School Head	One	\$2,000,000	\$100,000
Fine Arts			
Band Director	One	\$1,000,000	\$50,000
Choral Director	One	\$1,000,000	\$50,000
Strings Director	One	\$1,000,000	\$50,000



# Strategic Vision Conversations



# Strategic Vision Conversations

- Develop key strategic belief statements
- Recruit your vision team
- Identification of champions
- Seek strategic vision advice



# Strategic Vision Conversation

- Schedule the appointment
- Discussion flow
  - Appreciation and connection
  - Curiosity around relationship
  - Ask for strategic vision input and advice
    - Ask for permission to take notes
  - Expand on their areas of interest by using active inquiry
  - Ask if they might like to be involved in the design process
  - Ask if they have anything that they would like to share with the Board or the School Head

# Exercise Instructions

1. Pair up.
2. You have 20 minutes total (10 minutes each).
3. This is a role play exercise, with you leading the conversation on behalf of the school with a prospective donor.
4. Refer to your handout and use the questions as a template to guide your conversation with your prospective donor.



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- ✓ Two ISM Surveys of Your Choice\*

*\*Must be completed during your membership year—exclusions apply*



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- School Heads
- Business Office
- Enrollment Management
- Development
- Marketing Communications
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- International Programs

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# Advancement Academy

July 24–July 28, 2023

InterContinental Chicago Magnificent Mile, Chicago, IL

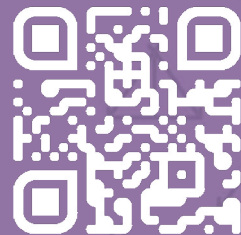
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## Session Evaluation

*Scan the QR code or go to  
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to complete the session evaluation.*

