

Eastern Education Foundation Inc.

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Strategic Plan

**Prepared by: Lisa Pike, MJ Consulting Services
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Eastern Education Foundation
Suite 601, Atlantic Place
St. John's, NL

Strategic Plan November 07, 2007

Participating Board Members and ESDNL Staff

Name	Organization
Jerry Rice	Foundation Board Chair
Chris Hammond	Foundation Board Vice Chair
Rick Martin	Foundation Board Director
Milton Peach	Chair, Board of Trustees
Eric C Snow	Director, Finance (ESDNL)
Darin King	Former CEO, ESDNL
Mary Tucker	Communications Manager, (ESDNL)
George Sheppard	Foundation Board Director
Eric A Snow	Foundation Board Director
Larry Blanchard	Comptroller, ESDNL
Lisa Pike	Consultant
Darrin Pike	Acting Director of Education CEO, ESDNL

INTRODUCTION

Eastern Education Foundation

The Eastern Education Foundation, Inc. is a registered, charitable organization committed to enhancing the education experience of students in the Eastern School District.

The Foundation was established in 2005 to raise funds for scholarship and educational initiatives and enrichment activities in schools.

Administered by a volunteer Board of Directors, the Foundation relies on the generous support of the teaching and support staff, community organizations, businesses and the general public to make student's dreams come true.

Objectives:

- ✓ Secure donations and sponsorships to support dynamic learning opportunities for students
- ✓ Provide scholarships for post secondary education
- ✓ Provide enrichment opportunities for students
- ✓ Promote the value of education

In December 2006 the Board of Directors of the Foundation discussed the future of the Foundation and the need for a strategic and marketing plan in order to move forward.

A consultant was hired in February 2007 to review the Foundation and to present a plan to the board for consideration.

A survey was distributed to all the Members of the Board and specific ESDNL Staff in May 2007.

The following responses/observations were made about the Foundation and board operations currently:

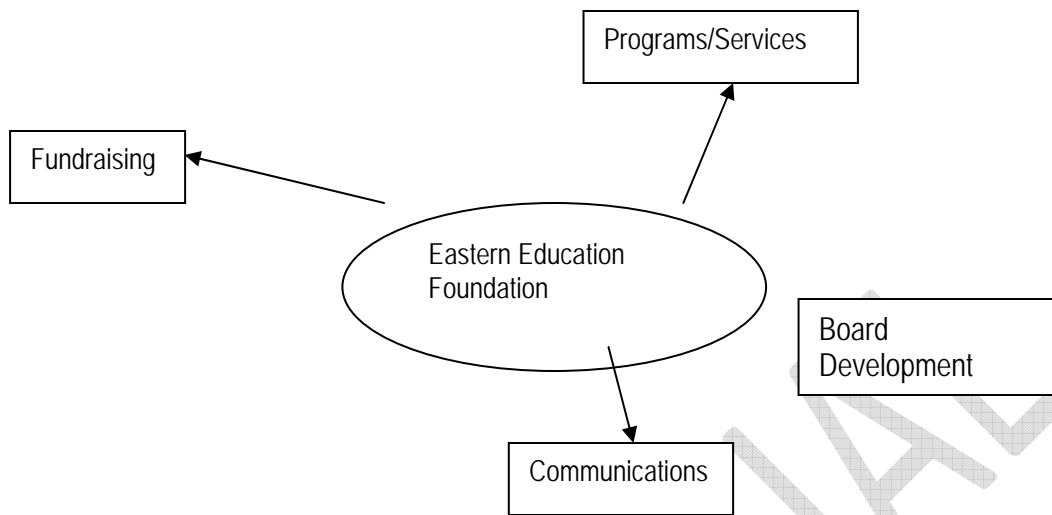
- Focus on increasing recognition of the Eastern Education Foundation
- Set concrete goals for the Foundation
- Increase number of programs or services that the Foundation offers
- Reach a greater number of students
- Develop a communications plan for Foundation to increase awareness
- Provide potential or new members with more information about goals and objectives
- Develop a realistic action plan with measurable goals
- Help improve understanding of how everything works
- Balance reality within funding parameters
- Increase community and stakeholder recognition – Not many people outside of staff and trustees know the Foundation exists

- There is a need for strong leadership in order to grow
- There is a lack of policies and procedures and meetings are sometimes ineffective
- Difficult to get things done, takes too much time
- There may be a lack of commitment to the Foundation
- Lack of financial information available to the Foundation Board members
- There is no review of Board or evaluation of impact
- We need a clear vision of what we can achieve
- No understanding of charitable guidelines and regulations
- No information on liability or responsibilities
- We have immense competition when it comes to charitable fundraising

Participants were also asked to identify where they see the Foundation in the future.

Priorities included:

- Become better known by positioning ourselves as one of the most successful Foundations in the province
- Engaging stakeholders to become part of the Eastern Education Foundation Board, i.e. educators and the public
- Increasing the number of dedicated volunteers
- Allocating the resources needed to function properly
- Designing an orientation package for all Foundation Board Members
- Drafting a fundraising plan
- Designing a communications or marketing plan
- Supporting more students in more schools in the district
- Having a sustainability plan
- Having the support of the trustees and staff at special events
- To become more involved in district activities
- To increase the focus on children
- To create or increase Eastern Education School District Staff and public buy in
- To have a more independent Foundation Board
- To increase the number of our identified supporters



Survey results have identified the following priorities for the Strategic Plan:

- 1) Programs/Services
- 2) Communications/Marketing
- 3) Fundraising
- 4) Board Development

Programs/Services

Currently the Foundation awards 15 scholarships throughout the district. The impact can be seen as limited, as only 15 students (and a maximum of only 15 schools are reached). It also reaches only graduating students, and does not address the needs of the students in K-Level 2 throughout the district. There are often requests from schools to help with educational and enrichment activities. A grants based program would allow the Foundation to expand its reach and the number of students served. It would also allow the foundation to reach a greater number of students (and therefore schools). In the past, a small musical instrument trade-in program has been tried and it has been successful. A full program would allow the foundation to link donors and schools and provide much needed musical instruments for the schools.

There are frequent requests from schools for assistance for many areas, and the need to branch out beyond graduating scholarships is apparent.

Given the importance of programs/services as a strategic issue, the following goal/objectives/indicators were developed:

<p>Year 1 Goals</p>	<p>To develop a more diverse funding program to support students in the district.</p> <p>To consult with stakeholders to find out where funding is needed.</p> <p>To examine the scholarships Program.</p> <p>To develop and implement grants to assist with the costs of enrichment and co-curricular activities for students.</p> <p>To develop and implement the musical instrument trade in program.</p>
<p>Objective</p>	<p>Review the scholarship program and application procedures and selection process.</p> <p>Examine the amounts awarded and the number of scholarships granted.</p>
<p>Objective</p>	<p>Implement a grant program for schools and adopt an application and screening process which would be available to all grades.</p> <p>Engage teaching staff and administrators to determine funding needs in their schools.</p>
<p>Objective</p>	<p>Develop and launch a musical instrument trade in program in the district</p>
<p>Next Steps</p>	<p>Establish a scholarship and grant committee</p> <p>Develop a grant application and selection check list for awarding of the grants</p> <p>Revise the scholarship application and launch new scholarship program over the next year</p> <p>Launch the musical trade in program during the 2007-2008 school year, linking with communications to do so.</p>
<p>Accountability</p>	<p>Chair, Foundation Foundation Board of Directors Scholarship/ Grants Committee Foundation Staff</p>
<p>Timeline</p>	<p>Committee to be selected after Fall AGM (2007)</p> <p>Grant Application and policies/guidelines to be developed and adopted by March 2008</p>

	Scholarship application and program to be reviewed by April 2008
	Musical trade-in program to be launched by Fall 2008.

Communication/Marketing

The following goal/objectives/indicators were developed:

Years 1 and 2 Goals	<p>To increase public awareness about the Foundation</p> <p>To position the foundation as a successful charity in the region.</p>
Objective	<p>Develop a communications plan which includes:</p> <p>Development of a website (consultant has written content for the website and IT/Communications Assistant has designed the website pages, link added to ESDNL website, website launched in April 2007)</p> <p>Develop a brochure (consultant has written content, IT/Communications Assistant has designed layout and brochure has been printed)</p> <p>Increasing media relations and utilizing media community service opportunities throughout the school year</p> <p>Increase Foundation presence in the school by providing some promotional materials with Foundation information for teachers/staff. (Calendars, pens, etc.)</p>
Objective	<p>Hold information sessions with the teaching and administrative staff throughout the District during the school year.</p>
Objective	<p>Appoint an Honorary Chair for Annual Golf Tournament-prominent community figure.</p>
Objective	<p>Increase public and stakeholder support by raising awareness of the good work the Foundation does for students by:</p> <p>Increasing the utilization of the media to announce scholarships and awarding of grants in schools</p> <p>Develop a public service announcement that can be sent to all media outlets. (30 second radio spots and newspaper filler)</p> <p>Work with schools to include information about the foundation in their school newsletters that are distributed to parents</p>

	Link to school websites throughout the district
Indicators	<p>Communications plan drafted and adopted by Board.</p> <p>Consistent website updating to ensure it is current.</p> <p>Brochure has been developed and is printed.</p> <p>Attendance at professional development close out days during the 2007-2008 school year to speak with teachers and administrators</p> <p>Increase utilization of First Class system to communicate with staff throughout the district about how the funding is used.</p> <p>Utilize local media (i.e. Steele Communications through the VOXM Cares Foundation encourages relationships with non profits) to increase publicity about the Foundation.</p> <p>Monitor flow of traffic to website to gauge usage.</p>
Next Steps	<p>Foundation Board to form communications committee in Fall 2007</p> <p>Professional Development days attended by board members</p> <p>Draft and Adopt communications plan in January 2008</p> <p>Make connections with schools to increase awareness through appropriate channels.</p>
Accountability	<p>Chair, Foundation Board</p> <p>Foundation Board Members</p> <p>Communications committee members</p> <p>EEF Staff person</p>
Timeline	September 2007- June 2008

FUNDRAISING/MARKETING

For the years 2004 and 2005 annual revenue was approximately \$95,000. Revenues for the year ending March 31, 2006 were approximately \$210,000. However, some of the annual revenue each year includes “flow through revenue” from school auctions and donations from other sources. Financial reports are not provided on a regular basis to the board members. Due to the number of revenue sources, it is sometimes difficult to determine the exact financial position of the Foundation.

Staff Lottery

Some staff are still not aware of the Lottery, but many choose to participate once they become aware. Less than 50 % of staff participates in the Staff Lottery. If everyone was to contribute just \$5 per payday to the fund, the Foundation could

realize more than \$250,000 revenue from it. The Lottery is a very time consuming process, involving spreadsheets and three different information sources for payroll deductions, and working with three different staff people in the district office. Cross referencing lists can take 4-6 hours every two weeks. The Lottery must be streamlined in order to be able to sustain an increase in the number of participants.

Annual Golf Tournament

The Golf Tournament is an annual event that over the past three years has raised approximately \$40,000. This year a Sponsorship Plan was designed by the consultant, resulting in two new major sponsors partnering with the Foundation. The Foundation has the ability to nurture relationship with many supporters (company, organizational and private) throughout the district in order to increase the revenue from the Annual Golf Tournament. This will take time and dedication from the board members in order to raise the Golf Tournament to a prominent event in the area. Sponsorship must be increased as we have reached the maximum price that golfers will pay (through work or personally) to attend a Golf Tournament.

Other Revenue Sources

Occasionally the Foundation will receive donations from private donors in the community. A planned giving program has been drafted, and with support, it can be developed into a successful revenue generator for the Foundation. The Foundation is able to draw on thousands of students, staff and alumni to launch this into a very successful program, once the relationships have been cultivated.

Fundraising Concerns

There is some confusion surrounding the other revenue that flows through the Foundation. Some schools have opted to have the Foundation accept the donations on their behalf and/or issue the receipts for donations, etc. Without dedicated staff to administer this, there is often a delay in coordinating this and a policy has to be drafted once a decision has been made about whether the Foundation will continue this practice in the future, as it is also outside the mandate of the Foundation.

The Foundation administers some other scholarship funds as well, and a clear policy must be drafted on the procedures and administrative duties surrounding these funds.

<p>Years 1, 2 3 Goals</p>	<p>To increase revenue for the Foundation annually</p> <p>To dedicate resources to ensuring that the financial information is clear, current, available to staff and completed in a timely manner</p> <p>To provide board members with financial information each month.</p> <p>To provide a breakdown of revenue and expenses through the financial reports</p>
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	<p>To comply with all revenue Canada regulations for charities.</p> <p>To increase the amount of support from the corporate community.</p>
Objective	<p>Review lottery procedures and policies</p> <p>Increase participation in the Staff Lottery</p> <p>Increase revenue from the Staff Lottery to support the foundation</p>
Objective	<p>Increase sponsorship for Golf Tournament</p> <p>Increase revenue from the Golf Tournament to support the foundation</p>
Objective	<p>To comply with Revenue Canada Regulations and to provide all financial information to board members on a regular basis</p>
Indicators	<p>Golf Tournament committee formed</p> <p>Revenue from Lottery and Golf Tournament increased each year</p> <p>Planned Giving Program Implemented for Foundation</p>
Next Steps	<p>Form Golf Tournament/Special Events Committee by December 2007</p> <p>Form Finance Committee</p> <p>Review Sponsorship Package</p> <p>Draft list of potential sponsors from existing partners/suppliers</p> <p>Develop a list of other funding sources for the Foundation</p> <p>Provide incentives to increase the participants in the Lottery over the next year</p> <p>Review Charitable Guidelines for Foundations in Canada</p> <p>Draft Budget for each fiscal year</p> <p>Streamline Lottery to make it more efficient</p> <p>Present Financial Information at each Board Meeting</p> <p>Draft Policy for Donations and Planned Giving</p> <p>Draft Policy for school partnerships (If applicable)</p> <p>Develop a relationship with the NLTA and the Retired Teachers</p>

	<p>Association in order to develop a Planned Giving Program</p> <p>Develop website to allow on line giving of donations</p> <p>Identify a process to ensure that financial reports reflect accurate fundraising information</p>
Accountability	<p>Foundation Chair</p> <p>Foundation Board Members</p> <p>Golf/Special Events Committee</p> <p>Finance Committee</p> <p>ESDNL Staff</p> <p>Foundation Staff person</p>
Timeline	September 2007- September 2010

Board Development

Foundation Board meetings and business are usually carried out on an adhoc basis, with meetings being held irregularly. Board Members need more resources in order to expand the Foundation and make it more successful. For instance, there are no clear policies or guidelines regarding administrative and financial procedures. Financial information is not communicated with board members, disregarding Revenue Canada regulations. An Annual Budget has never been prepared.

In order to grow, board membership must be opened to include other stakeholders: educators and the corporate community. This will enable the board to reach out to new partners, increase revenue and increase public awareness of the Foundation.

Year 1 Goal	To provide Board Members with the tools to make the Eastern Education Foundation a leading funding organization for students in Newfoundland and Labrador
Objective	To review the mandate of the Foundation
Objective	To examine Board structure
Objective	To review the by-laws of the Foundation to ensure they are accurate and appropriate (bylaw suggestions are with this report)
Objective	To recruit new board members for the Foundation
Objective	To provide timely and accurate financial reports to the Board
Objective	To draft an orientation package for new Board Members
Objective	To plan an AGM and election of Officers on an annual basis
Indicators	<p>Clear and Realistic Mandate adopted for the Foundation</p> <p>Adoption of New Bylaws</p> <p>Recruitment of New Board Members with community, educational and business connections</p>
Next Steps	Appoint Finance Committee

	<p>Adoption of New bylaws in September 2007</p> <p>Hold an Annual AGM and Election of Officers</p> <p>Set dates for Board Meetings in advance and separate from Board of Trustees meetings</p> <p>Draft an Annual Budget (connected to fundraising plan)</p> <p>Draft an orientation package for new Board Members</p> <p>Identify staff who will be responsible for administrative and financial duties within the Foundation</p>
Accountability	<p>Board Chair</p> <p>Foundation Board</p> <p>ESDNL Staff</p> <p>Foundation Staff</p>
Timeline	Ongoing and to be reviewed on a regular basis

CONCLUSION

During the next three years, with the support of the Board of Trustees and Staff in the Eastern School District, the Eastern Education Foundation has the potential to become a very successful charity. It will be able to reach out to more students and provide even more assistance to them in reaching their goals.

**Eastern Education Foundation
Strategic Plan, Mission, Values, Goals**

