



# Strategic Plan

## ASDF Reaffirmed 2017-2021 Road Map

September 17, 2017



# Mission



The Mission of the Allentown School District Foundation is to encourage, promote and support innovative educational experiences for students in the Allentown School District.

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Effective July 1, 2017

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# Introduction



## SURVEY RESULTS AFFIRM THE FOUNDATION'S PRIORITIES

Conducted prior to its Annual Board Retreat on June 1, 2017, the ASD Foundation's strategic planning 20 question survey asked key educators, community leaders and ASD Foundation donors to assess performance and identify future priorities. The results, seen in the chart below, affirm the Foundation's Mission which has focused on expanding enrichment programs and support for science, music, literacy, visual arts, teacher innovation grants and senior scholarships. Susan L. Williams, Executive Director of the Allentown School District Foundation (ASDF), observed that "the survey recognizes and affirms the importance of the Foundation's existing programs and its excellent track record. It is our intent to expand upon and improve our programs."

**2017 ASDF Strategic Planning Survey: Key Program Results**

Rank	Program	Percent in Favor	Page
1	Science	83.33%	6
2	Music	80.52%	7
3	Literacy	76.92%	8
4	Teacher Innovation Grants	70.52%	9
5	Senior Scholarships	66.67%	13
6	Visual Arts/Residencies	65.38%	10

The survey was designed to help determine the direction that the Foundation will take in the future. 273 individuals with a deep understanding of the Allentown School District were contacted through surveymonkey.com. This Strategic Plan is consistent with the survey results.

**Foundation Goal: To increase funding for current and future innovative educational programs.**

# Public Perception



The survey pointed out that there is a need to communicate to the public what the Foundation is and what its Mission entails. Only 28% of respondents believe that the public understands what the Vision Statement phrase “enriched educational opportunities” means. Only 23% believe that their “neighbors, family, and friends know what the ASD Foundation does.” These statistics reinforce the need for this 8-year-old non-profit to expand communication efforts to develop greater public visibility and engagement. “More people need to know what we do,” explained Executive Director Susan L. Williams, who was appointed to her post in November 2015. “A greater community presence will expand public involvement and support for the Foundation’s efforts.”

There are 33,000 Allentown High and William Allen High School alumni and 22,000 Dieruff High School alumni who will be vital to the Foundation’s future success.

## Survey Verbatims

*“A limited number of people directly involved know what the ASDF does. Public awareness of the Foundation has been one of the ASDF’s most significant shortcomings.”*

*“The mission, other than fundraising, is not well known in the community.”*

*“More must be done in this area to educate the citizenry of Allentown and alumni about the foundation.”*

## ASDF Good News

- ✓ Since its founding in 2009, the ASD Foundation has raised approximately \$2 million for innovative student programs.
- ✓ During the 2016-2017 school year, 5,332 students—or about 31 percent of the total student population of 17,070 – participated in ASD Foundation programs.

**Foundation Goal: To spread the good news about the Allentown School District Foundation throughout the community and to seek its support.**

## Greater Resources Needed



The Allentown School District deals with a number of complex challenges, usually not experienced by typical Pennsylvania school districts. The future success of the district will require additional resources as well as broad based community support. The reasons are complex:

- ✓ Demographic: 89.1% of students come from low-income homes.
- ✓ Demographic: ASD students represent 51 nations.
- ✓ Demographic: ASD students speak 26 different languages.
- ✓ Demographic: 66% of ASD students come from homes where English is not the first language spoken.
- ✓ Budget Constraints: \$70 million of the District’s 2017-2018 \$306 million budget is allocated for pensions and for the cost of charter schools. As a result, fewer funds are available to hire new teachers, add important academic programs, etc.
- ✓ Financial Data: More than 65 percent of the District’s funding is subsidized by state and federal sources. Therefore, funding is always subject to change.
- ✓ Economic Data: Funding inequities exist because of challenging urban poverty.

#### Poverty Indicators 2014-2015

School District/ # Students (including charters but not privates)	(AIE) Actual Instructional Expense/ Student (Weighted = WADM)
<b>Allentown 22,467</b>	<b>\$7,532</b>
Bethlehem 13,681	\$9,021
Catasauqua 1,503	9,821
East Penn 8,071	9,145
Northern Lehigh 1,668	9,146
Northwestern Lehigh 2,227	9,734
Parkland 9,159	9,433
Salisbury 1,540	11,489
Southern Lehigh 3,104	10,496
Whitehall-Coplay 4,239	7,864

Sources: PA Department of Education; PA Partnerships for Children

**Foundation Goal: To increase fundraising efforts to support existing ASDF programs and to implement new programs that align with District goals.**

# Science

## *Learning by Doing*



### CURRENT SITUATION

A large number of ASD students lack the understanding as to why academic success in the sciences is important. These academic scores reflect the educational challenges ahead:

Science Scores 2015-2016	Elementary (Grade 4)	Middle School (Grade 8)	High School (Grade 11)
PSSA Averages (basic/below basic)	48.4% Not proficient	76.4% Not proficient	N/A
Average Keystone Exam (basic/below basic)	N/A	N/A	75% Not proficient

There are many barriers to success in the mastery of the sciences which Allentown students must overcome: language (to be able to read directions), not enough parent/guardian support, a general lack of understanding as to why science is important, the lack of identifiable career pathways, material too difficult to comprehend, not enough tutoring, etc. Early interest in science must be encouraged and maintained at every grade level.

### HOW WE CAN HELP WITH FUTURE PROJECTS

Ladder of Learning	Priority	Activity	Amount
Kindergarten	Natural Science	Teaching Weather and Seasons	60 classrooms x \$200 each = \$12,000
Elementary	Natural Science	National Park Project and Related Trips to nearby national parks	\$3,000/school x 14 schools = \$42,000 (one grade level)
Middle School	Workforce Development	LCTI Summer Scholarships for 360 MS students, 4 schools	\$108,000 (\$300 per student for one week)
Middle/High School	Science Fair	Expansion of programming opportunities	\$60,000
High School	Learning SciDome @ Dieruff HS	Expanded digital community resource for the unused planetarium	\$300,000

**Foundation Goal: To evaluate and provide programs that ignite in Allentown students a higher level of interest in STEM (science, technology, engineering and math) programming to enhance greater career and college opportunities.**

# Music

## *Required for a Sound Education*



### **CURRENT SITUATION**

The engagement in music programming pays dividends for students. Studies have repeatedly proven that students who are engaged in musical activities such as marching band, jazz band, orchestra, chorale, chorus and related performances achieve greater academic success in the areas of retention, improved grades and on time graduation.

Sadly, there are not enough teachers, instruments, instruction or students participating in musical education within the District. Curriculum gaps abound. Elementary students attend only one music class every eight days. In middle school, students attend music class in only one out of four marking periods. At the high schools, band participation is very low in numbers and music is only offered as an elective, subject to availability.

### **THE CURRICULUM GAPS: SUPPORT NEEDED**

Little or no funding for these programs exists.	<b>Elementary</b>	<b>Middle School</b>	<b>High School</b>
	Flutophone	Strings	Strings
	Strings	Orchestra/Band	Orchestra/Band

### **HOW WE CAN HELP WITH FUTURE PROJECTS**

<b>Ladder of Learning</b>	<b>Priority</b>	<b>Activity</b>	<b>Amount</b>
Kindergarten (60 classrooms)	Music Appreciation	In-Class Concert Series	\$200 each x 60 = \$12,000
Elementary (14)	Flutophone, Strings, Beginner Lessons	150 lessons/school	\$4,500/school = \$63,000
Middle School Band (4)	Instruments/Maintenance	SMMS + Raub + HMMS + Trexler	\$9,500/school = \$38,000
Middle School Orchestra (4)	Strings/Purchase/Maintenance	SMMS + Raub + HMMS + Trexler	\$9,500/school = \$38,000
High School Band (2)	Instruments/Maintenance	WAHS + DHS	\$25,000/school = \$50,000
High School Orchestra (2)	Strings/Purchase/Maintenance	WAHS + DHS	\$9,500/school = \$19,000

**Foundation Goal: To increase funding to support music programs that align with District priorities and that expand creative possibilities for student success.**

# Literacy

## *3<sup>rd</sup> Graders Able to Read on Grade Level 3 to Succeed*



### **CURRENT SITUATION**

In most urban schools, including the Allentown School District, less than 50 percent of third graders are reading at grade level by the end of their school term. It is the goal of the Allentown School District for each student to read on grade level by the end of third grade. This goal is based upon the compelling fact that if students cannot read at grade level by the end of third grade, their chances for future success are seriously compromised. Why is this goal so important? It is because students learn to read from kindergarten through third grade and thereafter, they read to learn. They need to be reader ready when they enter fourth grade.

The ASD Foundation is committed to helping Allentown students learn to read on grade level by the end of third grade and to read well so that they can succeed in life. To do that, the Foundation hopes to expand the kindergarten literacy program to grades one, two and three by 2021.

### **HOW WE CAN HELP**

Volunteer to read and work with ASD's 1,500 kindergartners one hour per week in the District's 60 kindergarten classrooms.

Make a Contribution: Your gift will go a long way to help us train more volunteers and keep them connected with students and staff. Learning aids are also needed for volunteers to use in the classroom. Management of a successful volunteer corps requires ASD Foundation management resources.

Donate Books and Computers: There are never enough! In-kind contributions are tax-deductible. Talk with a principal to learn about the priority needs in your favorite school. Donations of dictionaries, including bilingual dictionaries, are also needed.

**Foundation Goal: To add many additional volunteers by 2021 to expand the current reading program through grade three by 2021.**

# Teacher Innovation Grants

## *Empowering Educators to Create 'Outside the Box' Learning Opportunities*



### CURRENT SITUATION

Since 2011, the Foundation has funded 90 TIG grants totaling \$104,381 to provide compelling enrichment programs in the classroom. In 2016-2017, 26 educators in the district received TIG grants which involved 1,539 students. This funding has empowered our teachers to create unique classroom programs that would otherwise be unavailable to students.



### HOW WE CAN HELP

The Foundation is seeking to expand this program by 2021 to award five percent of ASD's educators with TIG grants. This would be an increase from the current two percent award participation. Five percent participation means funding for 80 educators out of 1,600. Contributions of any amount are appreciated. Naming rights are possible for a multi-year gift of more than \$25,000 per year.

## Funding Plan

FUNDING SOURCE	2017-2018 AMOUNT	FORECAST FOR 2020
EITC Funding	Awaiting approval	\$30,000
Foundation Grants	\$15,000	\$25,000
Anonymous Gifts	\$2,500	\$5,000
ASD Employee Payroll Deduction or United Way Restricted Gifts	\$3,500	\$10,000
Teacher Tributes	\$5,000	\$10,000
Donations	\$5,000	\$20,000
<b>TOTAL</b>	\$31,000	\$100,000
*The grant amount cap has been increased from \$1,000 to \$1,200.	*26 awards up to \$1,200	60-80 awards
Additional fundraising idea: Annual awards ceremony	Net proceeds: \$6,000	Net proceeds: \$10,000

**Foundation Goal: To award 5% of ASD's educators with TIG awards by 2021, which is an increase from the current 2% award participation.**

## Visual Arts

# *Creating with No Language Barriers*



## **CURRENT SITUATION**

Historically, the visual arts within the Allentown School District have been a core strength. Art teachers are respected in their own right, and students benefit from their artistic teaching skills. When the District lost more than 400 teaching positions in 2011, the visual arts program was seriously affected. The art schedule was reduced to one session every two weeks for elementary children, and most art teachers began working from a cart, having lost their art rooms. In 2016-2017, elementary students were on an 8-day cycle and middle school students attended one rating period (9-10 weeks) dedicated to art. At the high school level, art is an elective – if it is available. With an art budget that is frozen, the Arts Administrator, who was hired in 2014 to revive the visual arts, needs outside funding and resources. It is difficult to build a “ladder of learning” in the arts. Inconsistencies abound. This is where the Foundation can be of greater assistance.

## **HOW WE CAN HELP**

The benefits of art in child development are well-documented. Art communicates without words. Art increases learning opportunities by integrating other subjects such as history, nature, biology, mathematics, architecture, literature and geography. Self-esteem is increased when a student accomplishes an art exercise. The Allentown School District Foundation’s strong record of bringing visual arts programming into the schools needs your help. With your help, the ASD Foundation can do more: more artist residencies with certified instructors from the Pennsylvania Council of the Arts for every third grader each year (\$3,000 per school); purchases of a kiln for every school (\$5,000 each); development and funding of a digital arts lab and curriculum for every middle school (\$8,500 each); more funding for more students to tour the Allentown Art Museum (\$10 per student plus busing); more summer camp scholarships at the Baum School (\$125 per student per week); and more 10-week Allentown Adventures for every 5<sup>th</sup> grader each year (\$8,000 per school)!

**Foundation Goal: To raise funds to expand art education within the District so as to provide more opportunities for student success.**

## **Expanding the Foundation’s Capacity to Grow**



To do more, the Allentown School District Foundation must address the human resources need for a full-time staff to expand the Foundation’s programming.

✓ **ASDF STAFFING PLAN**

Currently, the entire Foundation staff is part-time and consists of an Executive Director, an administrator and a bookkeeper. There is a critical need to transition these positions to full-time, since there are significant challenges required for greater fundraising, program delivery and accountability. The positions bolded below are new or expanded positions:

<b>Current Position</b>	<b>Current Employment Status</b>	<b>Human Resources Required</b>
Executive Director	Part Time, 38 hours/week	Full Time Executive Director
Administrator	Part Time, 28 hours/week	Full Time Administrator for Grants & Programs
Bookkeeper	Part Time, 10 hours/week	Full Time Finance Director & Scholarship Administrator
Intern	Part Time Summer Only	Full Time Communications Manager & Event Planner

✓ **ALUMNI ASSOCIATIONS**

The William Allen Alumni Association (approximately 33,000 living alumni) and the Louis E. Dieruff Alumni Association (22,000 living alumni) were established before the ASD Foundation. They are independent of the ASD Foundation, yet have close ties and shared values that drive their respective goals and initiatives. Working collaboratively for the greater good, much more needs to be done in recruitment, promotion and fundraising for these units to make real contributions for lasting change.

✓ **ASDF BOARD DEVELOPMENT**

More Lehigh Valley business leaders and professionals are needed to serve on the Foundation Board of Directors and its committees. We believe that Allentown’s Renaissance really starts in Allentown’s classrooms. There is a direct link between public education and public service.

**Foundation Goal: To create a full time staff for the Foundation and to involve more community leaders as board members and volunteers.**

# Special Project Opportunities



The Foundation supports appropriate and independent projects that have a huge impact on schools and their student populations and that fall outside the Foundation's priorities and current programming. As a 501(c)(3) corporation, the Foundation offers typical non-profit services and tax advantages. Here are some of the projects and partnerships planned or underway:

✓ **PERSONAL OR CORPORATE AFFINITY PROGRAMS**

- Baseball DRIVE program for middle school students
- Track & Field program for middle school students
- Workforce development programs for specific industries

✓ **PLAYGROUNDS FROM OUTSIDE SOURCES (14 Elementary Schools in Total)**

- Three were completed in 2016-2017 (Sheridan ES, Ramos ES, Lehigh Parkway ES)
- Two were started (Mosser ES and Muhlenberg ES)

✓ **CONDUIT DEPOSITS**

Known as "pass-through" services for tax purposes, the Foundation handles these contributions (large or small) for the benefit of both the School District and donor.

✓ **SCHOOL UNIFORM FUND**

Every year, many of the School District's low-income families find it difficult to purchase new back-to-school uniforms (approximate cost for 2 sets of uniforms: \$60.00). The Newcomer Academy and the ASD Homelessness Initiative need funds to assist these special school populations throughout the year.

✓ **TRANSPORTATION FUND**

Technically, the school district is called a "walking district," meaning that students do not have bus services available for regular daily school attendance. There is a great need, however, to pay for busing to and from ASD Foundation programs, wherever they may be. This can be \$20 per day to \$100 per week per student. The Foundation is able to fund, in part, these expenses.

✓ **DUAL ENROLLMENT FUND**

As an EITC supported program, businesses can contribute up to \$300,000 in tax credit funds to help students to pay for community college courses. Some students can even eliminate the cost of their freshman year of college by taking dual enrollment classes while in high school.

# Naming Opportunities, Now & In the Future



The Allentown School District Foundation has new or existing opportunities for donors or their companies to become publicly affiliated with the Foundation or to proudly recognize others with the following programs:

✓ **HIGH NOTES GALA**

Now in its eighth year, the HIGH NOTES Gala is one of Allentown's most treasured student events. The evening starts at Miller Symphony Hall with a gourmet dinner and ends with a smashing 100+ student performance revue. Traditionally, the Gala has raised approximately \$130,000 in gross receipts. One-third of net revenues are used to augment the funding of the two high school and four middle school theatre and music programs. There are numerous opportunities to become a sponsor at different levels with a goal of raising \$250,000 by 2020.

✓ **TEACHER INNOVATION GRANT (TIG) PROGRAM**

Naming rights are possible for multi-year gifts of more than \$25,000 per year.

✓ **ASDF WALL OF HONOR FOR DISTINGUISHED SERVICE**

A new project, the ASDF Wall of Honor for Distinguished Service will recognize outstanding alumni and area philanthropic leaders who have made a difference in the lives of ASD students, our schools and our city. As plans unfold, look for more information on the ASDF website at [www.allentownsd.org/asdf](http://www.allentownsd.org/asdf).

✓ **SENIOR SCHOLARSHIP ENDOWMENTS**

The Allentown School District Foundation works with ASD high school guidance counselors to increase the number and amount of senior scholarships to recognize and reward student achievement. In June 2016, for instance, 63 ASDF scholarships were awarded to recipients at William Allen High School and Louis E. Dieruff High School. An endowed scholarship (>\$10,000) is one in which the gift is invested and a portion of the income is awarded as the scholarship. Because the principal cannot be expended, the scholarship will be awarded in perpetuity. An endowed scholarship may be named by the donor and memorialized. All scholarship funds are managed by a professional fund manager, supervised by the ASDF Finance Committee.

# Future Special Event Opportunities



As the Foundation grows, it recognizes that there are many ways to celebrate the City's school children, educators, philanthropists and volunteers. Listed below are new and potential, but significant ways to provide outreach and more funding opportunities for additional student programs:

## ✓ **10<sup>TH</sup> ANNIVERSARY CELEBRATION: 2009—2019**

Any anniversary generates extra reasons to celebrate, and the 10-year anniversary of the Foundation is no different. A special committee will be created with an honorary chair(s). A special location with a new entertainment format will be identified and a specific designated financial goal will be established.

## ✓ **NEW RECOGNITION EVENTS**

### Annual Donors Dinner

To be held at the Allentown Art Museum, the Donors Dinner is a roast and celebration of leaders in the community who have supported the Foundation. The event raises funds for foundation programs at ASD, and features art work by well-known fine artists whose work has been displayed in the schools and has been in seclusion over the years in order for the art to be preserved.

\$200 per person x 200 dinner guests = Gross Revenue Forecast: \$40,000

### Annual Educators Celebration

Designed to support the Teacher Innovation Grant (TIG) Fund, this event could be held at the Barrister's Club at a time when the upcoming TIG winners are being announced.

TIG Grant Revenue Forecast: \$10,000

### WAHS and DHS Graduation Ceremonies

There is no better place to make known an inspiring message than at high school graduation ceremonies. With such large graduating classes, perhaps the most visible participation by the ASD Foundation would be announcing the Wall of Honorees each year with scholarship gift(s) to the student(s) of their choice.

Scholarship Total Value: \$10,000/school

# Strategic Plan

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## Contact Information

The Foundation is dedicated to working with any contributor who has a sincere interest in supporting our efforts with their time, their talents or treasures. To schedule a conference or simply sign up for mailings, invitations and emails, please contact:

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