

# **Pillars of Excellence**

**The Strategic Plan for Ledyard Education Advancement Foundation  
2015 – 2017**

The logo consists of a light gray, textured map of the state of Utah. Overlaid on the map is the word "LEAF" in a large, bold, black serif font. The letters are slightly shadowed, giving them a three-dimensional appearance as if they are floating above or attached to the map.

**LEAF**

**LEDYARD EDUCATION  
ADVANCEMENT FOUNDATION**

**Adopted by the Board of Trustees on January 4, 2015**

# LEAF Strategic Plan 2015 - 2017

## MISSION

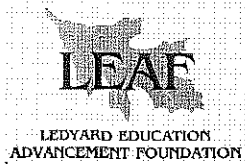
To marshal the community's resources in support of educational programs that promotes excellence and enhances student achievement in Ledyard Public Schools.

## VISION

LEAF will be recognized as a vital partner in ensuring excellence in Ledyard Public Schools through inspiring volunteer leadership, generous community and alumni support, and innovative grant programs that visibly impact the quality of teaching and learning.

## GOALS

1. *Governance Goal:* Strengthen the foundation's governance and organizational capacity.
  1. *Strategy:* Improve the effectiveness of the Board of Trustees.
  2. *Strategy:* Strengthen committee structure.
  3. *Strategy:* Increase non-board participation.
  4. *Strategy:* Establish an endowment.
2. *Communications Goal:* Increase public awareness of LEAF's mission and accomplishments.
  1. *Strategy:* Enhance communications with the public at-large.
  2. *Strategy:* Improve relationships with donors and prospects.
  3. *Strategy:* Enhance communication within LEAF board.
3. *Fundraising Goal:* Increase donations 35% annually by raising \$125K over the next 3 years.
  1. *Strategy:* Bolster fundraising infrastructure.
  2. *Strategy:* Increase Annual Appeal income.
  3. *Strategy:* Increase alumni giving.
4. *Grants Goal:* Increase the foundation's impact on teaching and learning by being prepared to disburse all available funds.
  1. *Strategy:* Improve the number of Teacher Mini-grants submissions.
  2. *Strategy:* Work with administration to select Capital Grant proposal with the greatest impact on student achievement.
  3. *Strategy:* Define areas LEAF may proactively help with career readiness.



## LEAF Pillars of Excellence Strategic Plan DRAFT: 2015 – 2017

### IMPLEMENTATION PLAN

**1. Governance Goal: Strengthen the foundation's governance and organizational capacity.**

**1.1 Strategy: Improve the effectiveness of the Board of Trustees.**

Action Step	Parties Responsible	Date	Status
1.1.a Maintain 21 participating trustees.	Governance Comm	01/04/2015	Inviting 6 new trustees.
1.1.b Diversify the membership to reflect more talents and constituencies.	Governance Comm	01/04/2015	ongoing as trustees leave
1.1.c Conduct an annual third quarter foundation self-evaluation.	Governance Comm	10/01/2015, 2016, 2017	
1.1.d Monitor Implementation of Strategic Plan.	Governance Comm	12/31/2017	monitor monthly
1.1.e Develop and approve an annual budget to implement Strategic Plan.	Treasurer	07/01/2015, 2016, 2017	FY15 budget approved.
1.1.f Each trustee will serve on at least 1 committee; survey their preference.	Governance Comm	01/04/2015	
1.1.g Appoint 4 Committee Chairs and Sub-Committee Leads for major functions.	Governance Comm/ Committee Chairs	12/07/2015	Appoint Chairs by 10/15/14 & Leads by 12/7/14/14.
1.1.h Develop models for Strategic Plan and committees' leadership.	President	complete	Models issued to Chairs for committee concurrence.
1.1.i Board to adopt Strategic Plan.	Board	01/04/2015	

**1. 2 Strategy: Strengthen committee structure.**

1.2.a Committees to meet at least monthly and will decide their meeting logistics.	Committee Chairs	03/01/2015	(whatev works best: physical,email, teleconf, Skype, Gmail Friends,emails, etc.)
1.2.b Determine whether to meet bi-monthly on Sunday nights; survey trustees.	Board	07/01/2015	

1.2.c Allow more committee breakouts at monthly board meeting.	President	11/02/2014	
<b>1.3 Strategy: Increase non-board participation.</b>			
1.3.a Recruit non-trustee participants for major functions.	Fundraising & Comms Chairs	07/01/2015, 2016, 2017	consider for most events
1.3.b Recruit writers for expanded communications goals and grant writing.	Comms Comm	03/01/2015, 9/30/2016	LHS students for e-blasts & interviews
1.3.c Collaborate with other organizations pursuing common Ledyard youth goals.	Governance Comm	07/01/2015, 12/31/2016	
<b>1.4 Strategy: Establish an endowment.</b>			
1.4.a Choose Endowment Lead	Governance Comm	02/01/2014	
1.4.b Report Milestones plan for creating an endowment.	Endowment Lead	07/01/2015	
1.4.b Develop plan and timeline to create a sustainable \$250K endowment.	Endowment Lead	07/01/2017	
<b>2. Communications Goal: Increase public awareness of LEAF's mission and accomplishments.</b>			
<b>2.1 Strategy: Enhance communications with the public-at-large.</b>			
2.1.a Appoint Leads for Target Communications, Social Media, Regular Business, and Webmaster.	Comms Comm Chair	12/31/2014	
2.1.b Recruit writers at high school.	Target Comms Lead	03/01/2015	
2.1.c Interview past grant recipients and post testimonials on webpage and create social media e-blasts and emails.	Target Comms Lead	04/01/2015	
2.1.d Increase the number of press releases to Thames River Times, The Day & The Norwich Bulletin.	Target Comms Lead	07/01/2016	
2.1.e Annually scrub past donor list for donors' life changes.	Comms Comm Chair	10/1/2015, /2016, /2017	
2.1.f Increase ease of donating on-line.	Webmaster	05/01/2015	

2.1.g Increase ease of on-line Excellence Dinner registration.	Webmaster	05/01/2015	
2.1.h Make LEAF sandwich board and banner; submit quotes and purchase.	Comms Comm Chair	07/01/2015	
<b>2.2 Strategy: Improve relationships with donors and prospects.</b>			
2.2.a Identify and improve communications with key constituency leaders; increase their representation on the board and on committees.	Comms & Governance Comms	01/04/2015	
2.2.b Compile e-mail distribution list of donors and interested parties.	Regular Business Lead	03/01/2015	
2.2.c Develop select messages for key audiences.	Social Media Lead	monthly	
2.2.d Increase the number of non-solicitation communications.	Social Media Lead	monthly	
2.2.e Collect and utilize metrics from public sources, principals & superintendent. Report summary to board.	Target Comms Lead	10/01/2015	
2.2.f Meet annually with the Board of Education, Superintendent of School and Central Office to advances shared goals.	Comms & Governance Comms	10/01/2015, /2016, /2017	
2.2.g Write press release about K-8 PLTW pledge.	Target Comms Lead	12/15/2015	
2.2.h Write press release about LLC completion.	Target Comms Lead	06/01/2015	
2.2.i Attend public events to increase community recognition of LEAF brand.	Target Comms Lead	on-going	school open houses, Ledyard Fair, public events
2.2.j Market to educators, administrators, government officials, residents, organizations and surrounding communities.	Social Media Lead	on-going	
2.2.k Collaborate with Stonington & Waterford educational foundations.	Target Comms Lead	07/01/2015	

2.2.l Place LEAF stickers on new equipment and previously donated when available.	Regular Business Lead	01/01/2016	
2.2.m Familiarize all LPS students, particularly LHS students, with LEAF brand, mission, and outcomes.	Regular Business Lead	06/01/2015	
<b>2.3 Strategy: Enhance communication within LEAF board.</b>			
2.2.a Develop officer & Chair roles & responsibilities job aids and upload to Dropbox.	Officers	07/01/2015	
2.2.b Enhance new trustee resources, training, and mentorship.	Regular Business Lead	01/04/2015	Gather material and upload to Dropbox.
2.2.c Implement monthly Skype teleconference capability for full board meetings.	Social Media Lead	02/01/2015	
2.2.d Determine whether to meet on different night at a different time.	Board	07/01/2015	
<b>3. Fundraising Goal: Increase donations 35% annually by raising \$125K over the next 3 years.</b>			
<b>3.1 Strategy: Boister fundraising infrastructure.</b>			
3.1.a Within the Fundraising Committee, appoint Leads for Annual Appeal, eTapestry, Foundation & Corporate Grants, Alumni, Endowment, Excellence Dinner, and each fundraising event.	Fundraising Chair	02/01/2015	
3.1.b Identify, research and input into eTapestry top foundation and corporate grant prospects.	eTapestry Lead	07/01/2015	
3.1.c Recruit a grant writer.	Fundraising & Governance Comms	01/04/2015	
3.1.d Establish a prospect rating system.	Fundraising Chair	07/01/2016	
3.1.e Synergize with other organizations serving Ledyard youth to help realize LEAF Vision.	Regular Business Lead	07/01/2016	(e.g. Rotary 5K)
<b>3.2 Strategy: Increase Annual Appeal income.</b>			

3.2.a Mail annual appeal letter and brochure.	Annual Appeal Lead	11/15/2015, /2016, /2017	
3.2.b Train more trustees to use of eTapestry and utilize its full capacity.	eTapestry Lead	07/01/2015	
3.2.c Create monthly gift reports and analyze giving trends.	eTapestry Lead	07/01/2015	
3.2.d Get eTapestry list of largest donors, most consistent donors, and corporate donors.	eTapestry Lead	07/01/2015	
3.2.e Improve large donor recognition.	Regular Business Lead	06/01/2015	
3.2.f Connect meaningfully with most consistent donors in an additional way.	Regular Business Lead	06/01/2015	
3.2.g Increase corporate donations by 25%.	Fundraising Chair	07/01/2017	
3.2.h Increase board member giving.	Fundraising Chair	07/01/2016	
3.2.i Increase number of solicitations in person and by telephone.	Fundraising Chair	07/01/2017	
3.2.j Develop a project book for conducting the Annual Appeal, Excellence Dinner and other events; upload to Dropbox.	All Fundraising Leads	07/01/2015	
<b>3.3 Strategy: Increase income.</b>			
3.3.a In eTapestry track whether donor is an alumnus.	eTapestry Lead	07/01/2015	
3.3.b Increase number of alumni donors.	Alumni Donor Lead	07/01/2016	
3.3.c Administer Class Challenge.	Class Challenge Lead	on-going	
3.3.d Communicate results of Class Challenge.	Regular Business Lead	quarterly	
3.3.e Increase number of foundation and corporate grants submitted.	Foundation & Corporate Grants Lead	07/01/2016	
3.3.f Annually increase income from Excellence Dinner.	Excellence Dinner Lead	06/01/2015, /2016, /2017	
3.3.g Increase income from Chair-ity event.	Chair-ity Lead	04/01/2015, /2016, /2017	

3.3.h Increase income from Pi Day event.	Pi Day Lead	03/15/2015, /2016, /2017	
3.3.i Conduct Harlem Wizards Fundraiser.	Wizards Lead	05/01/2015	
<b>4. Grants Goal: Increase the foundation's impact on teaching and learning by being prepared to disburse all available funds.</b>			
<b>4. 1 Strategy: Improve the number of Teacher Mini-grants submissions.</b>			
4.1.a Within the Grants Committee, appoint Leads for Mini-Grants/ Growing Grants, Capital Grants, Career Readiness sub-committees.	Grants Chair	01/01/2015	
4.1.b Recruit current and retired Ledyard educators/ administrators as trustees and non-board participants.	Governance Comm	01/04/2015, 09/01/2016, /2017	
4.1.c Track and trend bi-annual # of each grant type submitted and approved.	Grants Chair	07/01/2015	
4.1.d Increase number and quality of grants submitted by teachers.	Mini & Growing Grants Lead	07/01/2017	
4.1.e Improve the frequency and quality of communications with principals and teachers.	Grants Chair	01/01/2016	
<b>4. 2 Strategy: Work with administration to select Capital Grant proposal with the greatest impact on student achievement.</b>			
4.2.a Annually, collaborate with Superintendent and Board of Education to define multi-year capital grant.	Grants Chair	10/01/2015, /2016, /2017	
4.2.b Increase # of capital grants given.	Capital Grants Lead	07/01/2017	
4.2.c Track disbursement of Capital grants.	Capital Grants Lead	07/01/2015	
4.2.d Increase the publicity surrounding Capital Grants.	Capital Grants & Target Communications Leads	quarterly	
4.2.e Develop and continually update a list of long-term capital prospects in the district with principals, Superintendent and BOE.	Capital Grants Lead	12/01/2015, /2016, /2017	



4.2.f Interview past recipients about positive project outcomes and student successes; capture what is being achieved in classrooms in multiple written and visual formats.	Target Comms Lead	06/01/2015	(via articles, e-blasts, video clips, presentations)
<b>4.3 Strategy: Define areas LEAF may proactively help with career readiness.</b>			
4.3.a Determine if there are areas LEAF may want to choose to apply resources.	Grants Chair	07/01/2016	
4.3.b Obtain metrics on Senior class college entry and other LHS post grad info.	Career Readiness Chair	07/01/2015	
4.3.c Determine how to assist students to be competitive for college entry and career readiness.	Career Readiness Chair	07/01/2017	
4.3.d Investigate expanding mission to begin offering scholarships.	Career Readiness Chair	07/01/2016	
4.3.d.1 Develop scholarship criteria.	Career Readiness Chair	01/01/2017	(e.g. only state schools, financial need criteria est, LHS Senior or LHS graduate)
4.3.d.2 Establish a permanent scholarship fund.	Career Readiness Chair	07/01/2017	