



STRATEGIC PLAN 2017-2022

MISSION

The mission of the La Crosse Public Education Foundation is to enhance learning opportunities for students in the School District of La Crosse and to promote community understanding and support for public education.

KEY STRATEGIES

Increase our impact and fulfill our mission to “enhance learning opportunities for students in the School District of La Crosse.”

Expand our visibility and “promote community understanding and support for public education.”

Improve fundraising and maintain or create development programs to support our mission.

Strengthen the organization through sound management and financial practices supported by an involved and dedicated Board.

ADOPTION

By action of the Board of Directors on August 28, 2017, this Strategic Plan is hereby adopted and will serve as a guide for Board and staff priorities until further updated.

TITLE: Emerging District Priorities

STRATEGIC INITIATIVE: Work closely with the Superintendent of Schools to educate the LPEF Board on emerging District priorities and key initiatives. With Board input, identify one new or continuing priority project each year, and support that effort through public relations and via targeted additional fundraising, including seeking local, state and national grant funding.

KEY STRATEGIES THIS INITIATIVE SUPPORTS:

- Increase our impact and fulfill our mission to “enhance learning opportunities for students in the School District of La Crosse.”
- Expand our visibility and “promote community understanding and support for public education.”

OBJECTIVES:

- ✓ Provide continuing education to the LPEF Board on emerging priorities in the School District of La Crosse, such as:
 - Equity and social justice initiatives, including systemic changes to close achievement gaps and provide all students with the opportunity to excel.
 - Possible introduction of International Baccalaureate programming at North Woods Elementary School.
 - Developing a “servant leadership” program for high school students.
 - Maximizing the impact of the annual Rebuilding for Learning Summit and back-to-school event, including creating a larger community celebration.
 - Helping the general public, as well as parents of prospective students, understand the unique value and opportunities in the District.
- ✓ Develop a process for the selection of one major priority project each year that will be supported by LPEF through public relations and added fundraising.

RESPONSIBILITY: Executive Director, working with Superintendent and Executive Committee

TIMELINE: Ongoing annually

TITLE: Community Schools

STRATEGIC INITIATIVE: Support District implementation of the Community School model at one or more elementary schools through targeted financial support for programs to enhance student learning, strengthen families and develop healthier communities.

KEY STRATEGIES THIS INITIATIVE SUPPORTS:

- Increase our impact and fulfill our mission to “enhance learning opportunities for students in the School District of La Crosse.”
- Expand our visibility and “promote community understanding and support for public education.”

OBJECTIVES:

- ✓ Monitor/support Board of Education discussion of the Community School model for implementation in one or more District elementary schools.
- ✓ If implementation proceeds, work with the Community School Coordinator(s) to identify needs that fall within the scope of LPEF’s mission, and then help develop financial and volunteer human resources to address needs.
 - Encourage use of existing LPEF programs (classroom grants, RAK).
 - Explore targeted fundraising to support new programs.
 - Develop volunteer programs as needed, perhaps in concert with the pilot Adopt-a-School program contemplated in our Community Involvement Strategic Initiative.

RESPONSIBILITY: Executive Committee, Executive Director

TIMELINE: Begins fall 2017, depending on Board of Education action

TITLE: Trauma-Informed Schools

STRATEGIC INITIATIVE: Enhance learning opportunities for all students by supporting District efforts to create safe and positive school environments that address the growing mental health issues and struggles of children experiencing trauma. Provide funding through regular programs, such as annual classroom and staff development grants, and via targeted added fundraising, including seeking local, state and national grant funding.

KEY STRATEGY THIS INITIATIVE SUPPORTS:

- Increase our impact and fulfill our mission to “enhance learning opportunities for students in the School District of La Crosse.”

OBJECTIVES:

- ✓ Support the Northside Elementary pilot project on Developing a Trauma-Informed School.
 - Provide LPEF grant funding in 2017-18 and 2018-19 through Wish List and classroom grant budgets.
 - Offer technical assistance to Northside, and serve as fiscal agent where needed, in seeking other local, state and national grant funding.
 - Support appropriate use of LPEF’s Random Acts of Kindness funds to address individual student needs, and Northside Grimslid funds for broader projects “assisting children and families.”
- ✓ Explore opportunities for local, state and national grant funding to support broader efforts by the District to address these issues.
- ✓ Consider changes to the processes used for annual classroom and staff development grants – to either encourage grant applications dealing with trauma and/or mental health issues, or to provide added weight to such projects in evaluation criteria for the selection of grants.
- ✓ Work with the Development Committee and others to provide public relations support to help the broader community understand the impact of these issues in schools, and how all students will benefit from efforts to address them.

RESPONSIBILITY: Grants, Finance & Development committees, Executive Director

TIMELINE: Begin Summer-Fall 2017 and ongoing

TITLE: Community Involvement

STRATEGIC INITIATIVE: Promote community understanding and support for public education and individual District schools through greater involvement by businesses, parents and individual taxpayers.

KEY STRATEGIES THIS INITIATIVE SUPPORTS:

- Expand our visibility and “promote community understanding and support for public education.”
- Improve fundraising and maintain or create development programs to support our mission.

OBJECTIVES:

- ✓ In consultation with the District, develop a pilot **Adopt-a-School** program modeled after a similar program in the Madison School District.
- ✓ Develop stronger **relationships** with each school, through identification of a parent and/or staff liaison who can help promote LPEF and our programs.
- ✓ Increase **brand awareness** of LPEF and develop stronger marketing materials, including better recognition for sponsors and grant funders.
- ✓ Look for opportunities to support **promotional efforts** by the School District of La Crosse and more broadly to promote public education in our community.

RESPONSIBILITY: Development Committee, Executive Director

TIMELINE: Begin Fall 2017

TITLE: Growing Capacity Through Fundraising

STRATEGIC INITIATIVE: Increase revenue from current fundraising events and appeals, while developing new programs for corporate giving and major gifts, including a campaign to grow endowed funds and/or assets held in perpetual trusts.

KEY STRATEGY THIS INITIATIVE SUPPORTS:

- Improve fundraising and maintain or create development programs to support our mission.

OBJECTIVES:

- ✓ Increase revenue from fundraising events by 5% annually during 2017-2022.
- ✓ Increase revenue from School District staff and other semi-annual appeals by a combined 3% annually during 2017-2022.
- ✓ Increase corporate giving – other than through event sponsorships or special fundraising campaigns – to a minimum of \$10,000 annually beginning in 2019.
 - Identify a larger list of potential businesses that could afford donations of \$250 or less.
- ✓ Update the LPEF Gift Acceptance Policy and promote a broader array of options for major gifts and planned giving.
- ✓ Develop a campaign to increase endowed funds and/or assets held in perpetual trusts, and set a specific timeframe and target for amounts to be raised.
- ✓ Grow our donor base through partnerships with school-related organizations, such as alumni groups and PTOs/Districtwide Parents.

RESPONSIBILITY: Executive Director, Development Committee

TIMELINE: Launch Fall 2017 and continue through 2017-2022

OVERALL STRATEGY: Strengthen the organization through sound management and financial practices supported by an involved and dedicated Board.

STRATEGIC INITIATIVE: None at this time.

KEY OPERATIONAL INITIATIVES:

	RESPONSIBILITY	COMPLETE BY
Board Recruiting -- Continue focus on Board member recruitment, including increased diversity, business representation and development expertise.	Nominating, Executive Committee and ED	Ongoing
Benchmarks - Develop benchmarks for measuring success of LPEF.	ED, Finance	Spring 2018
Channeling Donors -- Work with the District to promote the use of LPEF as a primary vehicle for the acceptance and delivery of donations to benefit District schools.	ED with Superintendent and Dir of Business Services	August 2018
Staff Rewards -- Consider developing other award programs for staff, including gift cards/baskets or other “Random Acts of Kindness” for staff members.	ED with Development Committee	Summer 2018, with budget proposals for 2019
Mini-Grants -- Evaluate opportunities to provide for simpler and smaller grants for teachers. Consider offering more guidance about specific needs and priorities for LPEF grant funding – and perhaps streamline application processes for proposals in specific areas.	ED with Grants Committee	Summer 2018, with budget proposals for 2019
Grants coaching -- Develop new approaches (e.g. coffee sessions) to promote grant opportunities – and to provide coaching for grant-seekers.	ED with Grants Committee	Fall 2018
Grant applications -- Create user-friendly grant application processes – either an online form, or a document format easy for District teachers to complete and submit (a Google doc, a Mac-friendly format, etc.)	ED with Grants Committee	Spring 2019
Grant writing -- Work with the District to improve grant writing and management, including the potential hiring of a part-time grant coordinator by District or LPEF.	ED with Superintendent	Spring 2019