



Learning, Enriching, Growing

June 1, 2023

Strategic Plan

2023 – 2028

Mission

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

Purpose

The purpose of the ASD Foundation is to enhance opportunities for student learning, enrichment, and growth.

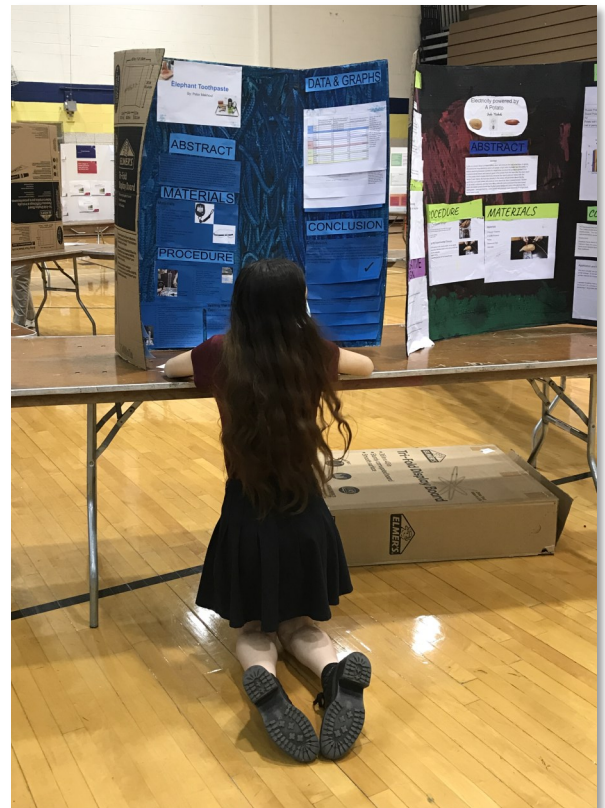
Vision

Our vision is to create an enriched education for Allentown School District students.

Core Values

We believe in promoting:

- ✓ Student, parent and teacher engagement
- ✓ Excellence
- ✓ Community involvement
- ✓ An appreciation for diversity
 - ✓ Mentoring
 - ✓ The talents, skills and assets of our students
 - ✓ Civic duty
 - ✓ Innovation
 - ✓ Giving



ASD Foundation Board of Directors & Staff

Officers

Daniel C. Bosket, President
Tonya M. Harris, Esq., Vice President
Ibi Balog, Treasurer
The Rev. Maria Tjeltveit, Secretary

Board Members

Laudy Allan
Carol D. Birks, Ed.D.
Mark Emerick, Ph.D.
Donald E. Hinkle
Peter J. Kareha
Kay Kurtz
Audrey Mathison
Angela Nolan
Joseph Petro
Hon. Rashid Santiago
Rob Schmidt
D'nese Sokolowski, M.D.
Erika M. Sutherland, Ph.D.
Ralph S. Todd
Donald E. Wieand, Jr., Esq.

ASDF Board Directors Emeritus

Dennis Blankowitsch, Ed.D.
Barry Halper
Anthony Muir, Esq.
Debora Roberson
John S. Stevens, Jr., D.O.

ASDF Staff

Vicki Newhard, Administrator
Marcy Carter, Bookkeeper
Julie K. Ambrose, Ph.D., Executive Director



Strategic Plan Process



Emerging from the pandemic with the excitement of students being back to more traditional learning environments, the ASD Foundation Board recognized the need and opportunity to begin a new strategic planning process in the summer of 2022. To support this ongoing work, the ASD Foundation developed a strategic planning committee including ASDF board members, ASDF and ASD staff, and ASD students, and contracted the Carbon Lehigh Intermediate Unit #21 to facilitate the strategic planning

process over a timeline spanning from October 2022 – May 2023.

The planning process included exercises and discussion to affirm the mission, vision, and core values of the organization; reflect on past accomplishments; reimagine the efforts and work based on stakeholder feedback and a SCOR (Strength, Challenge, Opportunity, Risk) analysis; redefine priorities for the Foundation; and redesign strategies and actions based on updated goals and objectives. The final goal is to embark upon the work ahead with a new strategic plan to guide the way.

Key Accomplishments in the 2017-2021 Strategic Plan

Funding & Sustainability

- ▶ Developing a healthy, strong balance sheet and clean audit with total lifetime donations of \$8,191,859 as of June 2022.
- ▶ Increasing EITC Grant Programs and Conduit Gifts.
- ▶ Revenue increase of >16% since 2017.
- ▶ Foundation fully funds Foundation staff.
- ▶ Over 500 new donors in the previous strategic plan time frame.
- ▶ Increased annual appeal reach with an increased size of sending list.

Student Enrichment

- ▶ Prior to pandemic, program impact reached an all-time high of 10,726 participants.
- ▶ Post COVID-pandemic, the 2021-2022 participation rate rebounded to 5,854 participants (nearly equal to pre-2017 ASDF Strategic Plan numbers).
- ▶ Highest impact programs were Science Fair, Literacy Volunteer Program, Teacher Innovation Grants, and Visual Arts Residencies.
- ▶ Student scholarship growth continues to occur with 70 scholarships awarded in 2022.

Strategic Plan Process, continued

Human Resource Development

- ▶ ASDF Board has expanded to 20 members to begin the 2022-2023 fiscal year.
- ▶ Literacy Volunteer Programs include 60 volunteers with 2,010 volunteer hours in 2021-2022.
- ▶ ASDF increased staffing with Executive Director and Administrator increases in time and fully funds staff positions.
- ▶ Board continues to build board membership that reflects the current ASD community.
- ▶ In 2022-2023, the Foundation added Board Directors Emeritus.
- ▶ In 2022-2023, the Foundation added non-voting student representatives from Louis E. Dieruff, William Allen, and Building 21 to its board.

SCOR Analysis

After completing a stakeholder survey with 215 respondents among student, ASD staff, and community stakeholders, the ASDF Strategic Planning Committee completed a SCOR Analysis to assist in the reimagining of priorities.

Strengths

- Grounded on a core mission and vision.
- Responsible partner to ASD.
- Fills a void in community engagement.
- Stakeholders believe in quality of programs.
- High-quality ASDF staff manages many programs and functions of the Foundation.
- Physical location within ASD provides tangible resources.

Challenges

- Reliance on fundraising efforts for programming.
- Fundraising is often tied to specific programming leaving little room for agility.
- Difficulty in providing comprehensive programming for such a large district.
- General lack of awareness of Foundation and programs among stakeholders.
- Small Foundation staff limits ability to expand programming.

Opportunities

- Creating of endowed programming and scholarships.
- Stakeholders indicate that visual and performing arts, literacy, and career preparation are great areas for continued enriched programming.
- Having ASD school board and central office representation on the board provides key opportunities for partnership.

Risks

- Changing staff and conditions in ASD.
- Expanded marketing can lead to a sustainability issue in supporting more and new programs.
- Being too narrow in scope of programs and service may alienate some donors.
- Need to balance programs and opportunities with what is already occurring or being provided by other ASD partners.

Strategic Plan Priorities 2023-2028



After reviewing accomplishments, survey results, and conducting the SCOR analysis the ASDF Strategic Plan Committee convened to consider priorities for the next strategic plan cycle, ensuring that redefined priorities would align with the mission, vision, and values of the organization. Initial drafts of priorities were shared with the ASDF Board for additional feedback and revision to arrive at the following strategic plan priorities for the 2023-2028 cycle.



Fundraising Optimization

The Allentown School District Foundation will optimize fundraising to provide sustainable support for positive and enriching educational experiences for students of the Allentown School District.



Programmatic Quality & Innovation

The Allentown School District Foundation will collaborate and communicate with stakeholders to ensure experiences that are high-quality and enriching for today's students.



Operational Excellence

The Allentown School District Foundation will align people, processes, and systems to maintain and build capacity for future growth and expanded student experiences.



Collaborative Support

The Allentown School District Foundation will strategically engage families, community members, and district personnel to build supportive relationships and understand priority needs of the ASD.

Strategic Plan Goals & Strategies 2023-2028

Within each of the identified priority areas, the ASDF Strategic Plan Committee, with feedback from the ASDF Board, developed a set of challenging yet achievable strategies to support the attainment of goals.



Fundraising Optimization



Goal 1: By 2028, increase overall fundraising by engaging the Development Committee to create a fundraising plan and establish annual goals that meet programmatic needs.

Supportive Strategies:

- ▶ Benchmark with other educational foundations to develop multiple, tested approaches to fundraising.
- ▶ Calculate true cost of ASDF programming to inform grant applications or additional fundraising efforts.
- ▶ Seek support from ASD leadership to inform and promote fundraising efforts.
- ▶ Explore opportunities for state and/or other government grants.

Goal 2: By 2025, explore the application to become a Special Purpose Entity (SPE) to receive additional EITC tax credit funds.

Supportive Strategies:

- ▶ Examine cost/benefit analysis of Special Purpose Entity status in pursuit of this goal.
- ▶ Educate stakeholders regarding participation options and benefits.
- ▶ Provided the ASDF determines the benefit of this pursuit, an application for SPE will be made within 1 year of that determination.

Goal 3: Throughout the strategic plan cycle, implement donor recognition and communication strategies that will further build mutually beneficial relationships with donors and stakeholders.

Supportive Strategies:

- ▶ Encourage ASDF board members to engage with other stakeholders.
- ▶ Build and enhance alumni networks to seek financial and outreach support.
- ▶ Consider a donor recognition event and/or giving categories.
- ▶ Identify and engage successful Allentown businesses for continued support.

Strategic Plan Goals & Strategies 2023-2028, continued



Programmatic Quality and Innovation



Goal 1: By 2025, develop an appropriate measure of efficacy and reach of programs to be reported annually.

Supportive Strategies:

- ▶ Select topical areas of focus for reporting efficacy and reach of programs.
- ▶ Leverage the Planning and Program Committee to develop and implement a universal evaluation tool and report findings.
- ▶ Create a system by which students who have participated in major programs may be tracked through high school and/or post-secondary school to determine impact of programs.

Goal 2: By 2028, increase residency programs by 10 to potentially include visual arts, performing arts, science, and writing that includes residents representative of the students and community.

Supportive Strategies:

- ▶ Set interim goals for progressive increase over the term of the strategic plan.
- ▶ Expand outreach for new residents to include those that are representative of the school community.

Goal 3: By 2028, increase the number of literacy volunteers, including those that are representative of the students and community, to be able to place 1 volunteer in each K – 1 classroom in the district.

Supportive Strategies:

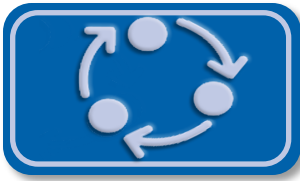
- ▶ Communicate and connect with alumni to recruit volunteers.
- ▶ Explore potential for student volunteerism in programs.
- ▶ Communicate with parents and families regarding volunteer opportunities.
- ▶ Provide orientation in partnership with ASD to ensure volunteers understand how to best support the ASD's educational program.

Goal 4: By 2028, coordinate, in collaboration with ASD staff, increased programming at the secondary level to support career readiness. Include volunteers that are representative of the students and community.

Supportive Strategies:

- ▶ Communicate and connect with alumni to recruit volunteers.
- ▶ Communicate with parents and families regarding volunteer opportunities.
- ▶ Provide orientation in partnership with ASD to ensure volunteers understand how to best support the ASD's educational program.
- ▶ Seek support from Allentown businesses and professionals.

Strategic Plan Goals & Strategies 2023-2028, continued



Operational Excellence



Goal 1: By June 2024, complete an assessment and analysis (fiscal and programmatic) of the needs of the foundation to efficiently align staffing to support continued growth.

Supportive Strategies:

- ▶ Review current staff job descriptions to align with responsibilities and needs.
- ▶ Align staff salaries with current non-profit market.
- ▶ Maximize the use of computer/technology resources to enhance efficiencies.

Goal 2: During each year through 2028, provide continual education opportunities for the ASDF Board to include but not be limited to consistent board orientation, data-based decision making, and cultural understanding/sensitivity.

Supportive Strategies:

- ▶ Benchmark with other educational foundations to understand optimal approaches to Board education and development.

Goal 3: By 2028, align board membership requirements and responsibilities to support programmatic and fiscal growth.

Supportive Strategies:

- ▶ Actively recruit new members that expand the overall make-up and capabilities of the board.
- ▶ Invite new committee membership as a potential reach for new board members.
- ▶ Consider the opportunities for varied types of contribution to the board including financial, time, or expertise.



Strategic Plan Goals & Strategies 2023-2028, continued



Collaborative Support

Goal 1: Beginning with the 2023-2024 school year, collaborate on an ongoing basis with the leadership of the ASD school board and ASD central office administration.

Supportive Strategies:

- ▶ Make intentional communication or outreach efforts with newly elected school board members and newly hired central office administration to introduce and share the work of ASD Foundation.

Goal 2: By 2028, demonstrate increased marketing and promotion of programming and opportunities to ASDF stakeholders including students, staff, families, community members, alumni, and donors by increasing contact lists and communication outlets.

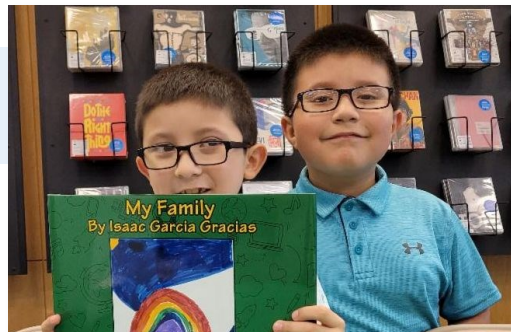
Supportive Strategies:

- ▶ Utilize the ASDF Public Relations Committee to support this effort and to develop a formal marketing plan.
- ▶ Provide updates to the high school alumni association webmasters to share with the alumni websites and mailing lists.
- ▶ Share information with the ASD Communication Directors for redistribution via ASD channels as they deem appropriate.

Goal 3: Beginning with the 2023-2024 school year and each year thereafter, increase collaborative support outreach to families, alumni, and students to increase volunteers, donors, and committee members to support programming.

Supportive Strategies:

- ▶ Utilize the ASDF Public Relations Committee to support this effort.
- ▶ Seek ASDF board members to briefly attend any William Allen, Dieruff, or Building 21 reunion activities to seek volunteers, donors, or other supporters.
- ▶ Seek additional assistance for ASDF staff through volunteers and/or part-time staffing.



Embarking on the Plan

With final approval of this strategic plan, the Allentown School District Foundation will be able to embark upon the priorities of this plan, continuing to align to its core mission to encourage, promote, support, and fund positive educational experiences for students in the Allentown School District. This plan will provide guiding structure and will continue to evolve with the needs of the ASD and community. With the assistance of ASDF Board and Committee members, ASD Administration, Staff and Board, community members, parents and donors, the Allentown School District Foundation will continue to make a positive difference in the lives of the students.

STRATEGIC PLAN 2023-2028



Executive Summary

Purpose: The purpose of the ASD Foundation is to enhance opportunities for student learning, enrichment, and growth.

VISION

Our vision is an enriched education for Allentown School District students.

MISSION

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

VALUES

Student, Parent and Teacher Engagement
Giving
Excellence
Community Involvement
Civic Duty
The talents, skills, and assests of our students
Innovation
Appreciation for Diversity
Mentoring
Community Involvement

PRIORITIES



FUNDRAISING OPTIMIZATION

Optimize fundraising to provide sustainable support for positive and enriching educational experiences for students of the Allentown School District.



PROGRAMMATIC QUALITY & INNOVATION

Collaborate and communicate with stakeholders to ensure experiences that are high-quality and enriching for today's students.



OPERATIONAL EXCELLENCE

Align people, processes, and systems to maintain and build capacity for future growth and expanded student experiences.



COLLABORATIVE SUPPORT

Engage families, community members, and district personnel to build supportive relationships and understand priority needs of the Allentown School District.

KEY OBJECTIVES

Increase overall fundraising
Explore Special Purpose Entity status
Implement donor recognition and communication strategies

Develop appropriate efficacy measures for programming
Increase residency programs
Increase literacy volunteers
Support secondary career readiness programs

Align staffing to fiscal and programmatic needs
Provide continual education opportunities for ASDF board
Align board membership requirements to support growth

Collaborate with the ASD school board leadership and ASD central office administration
Increase marketing of programs and opportunities
Increase outreach to families, alumni and students for support

About the Allentown School District Foundation (ASDF)

The Allentown School District Foundation (ASDF) is a 501(c)3 not-for-profit organization. Since its founding in 2009, the Foundation has raised over \$8.1 million for supplemental programming and services in ASD schools.

Donations are tax deductible as permitted by law. Official registration and financial information for the ASDF may be obtained from the Pennsylvania Department of State by calling toll-free 1-800-732-0999.

If you would like to learn more or contribute, please contact the Foundation at 484-765-4121 or ASDFoundation@allentownsd.org. The mailing address is 31 South Penn Street, Allentown, PA 18102.

ASDF Website: <https://asdf.allentownsd.org>

Facebook: [@Foundationasd](https://www.facebook.com/Foundationasd)

Twitter: [@ASD_Foundation](https://twitter.com/ASD_Foundation)

Linkedin: [allentown-school-district-foundation](https://www.linkedin.com/company/allentown-school-district-foundation)

To donate online: <https://asdf.allentownsd.org/donations>



Learning, Enriching, Growing

