

Strive for Excellence

20 Proven Principles

Wendy Van DeLaCastro
Foundation for LPS

I am a part of the story.



NAPSF

NEBRASKA ASSOCIATION OF
PUBLIC SCHOOL FOUNDATIONS
CONFERENCE



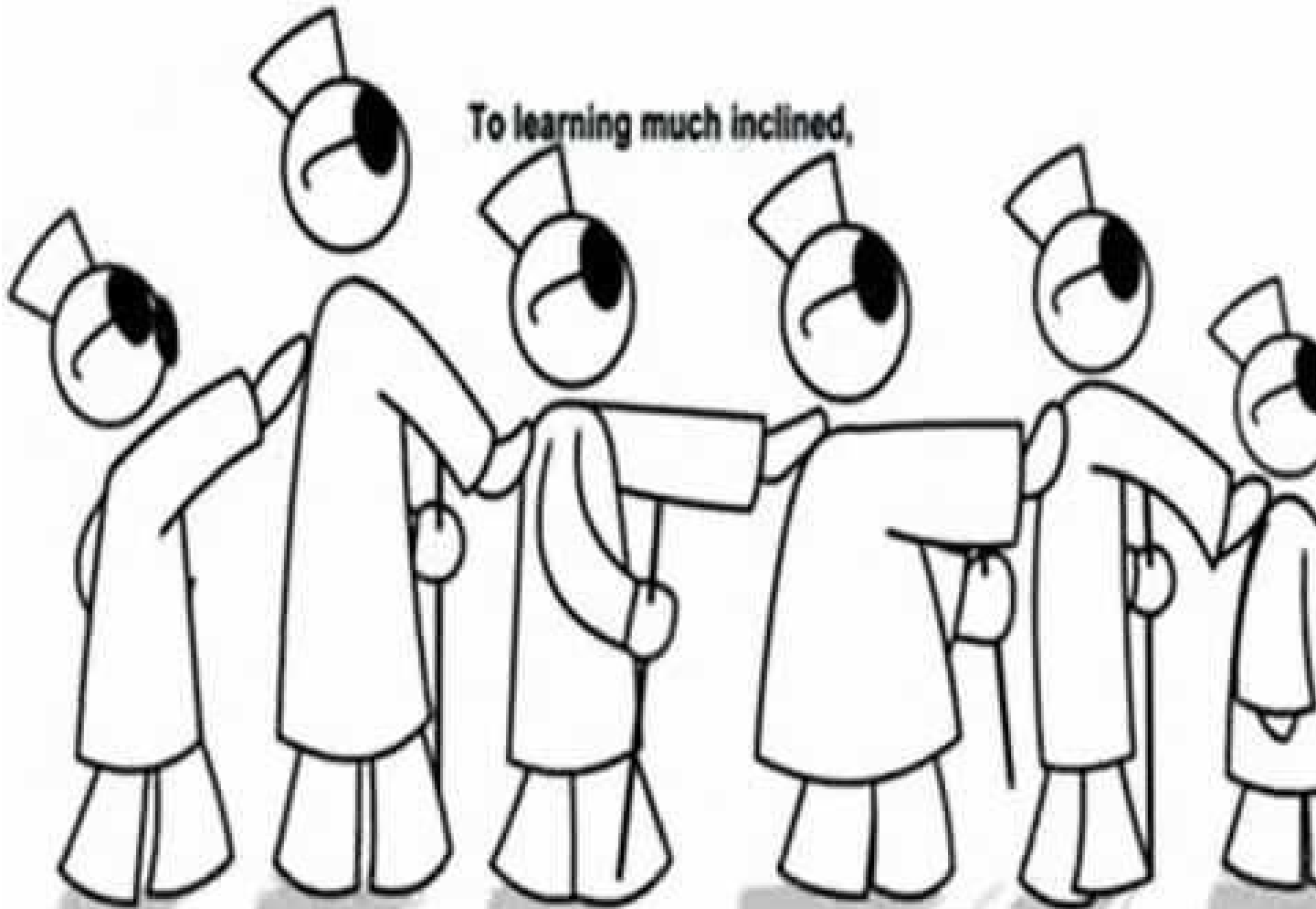
My office

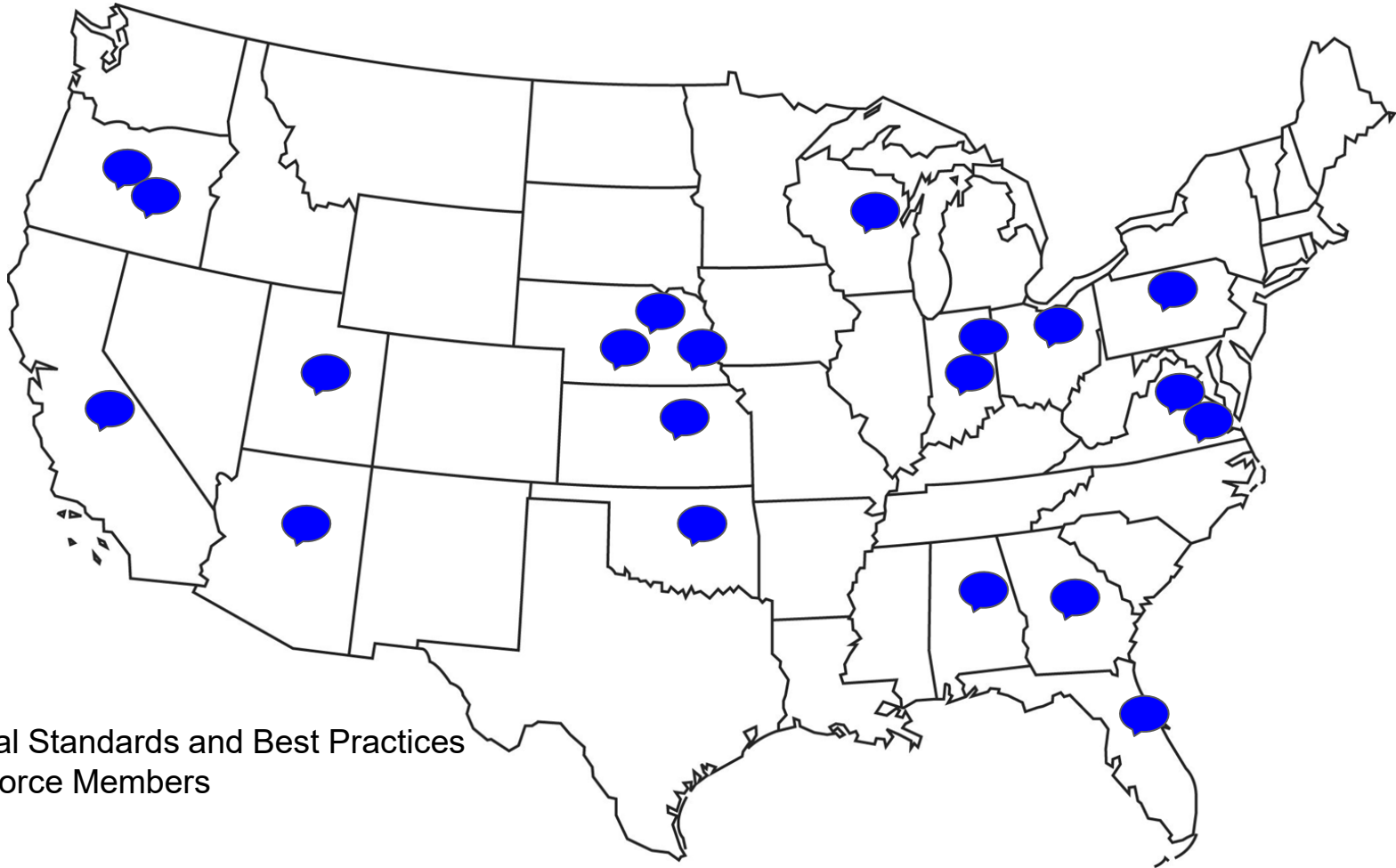






To learning much inclined,















National Standards and Best Practices
Task Force Members



The Evolution of a Foundation and School District Relationship

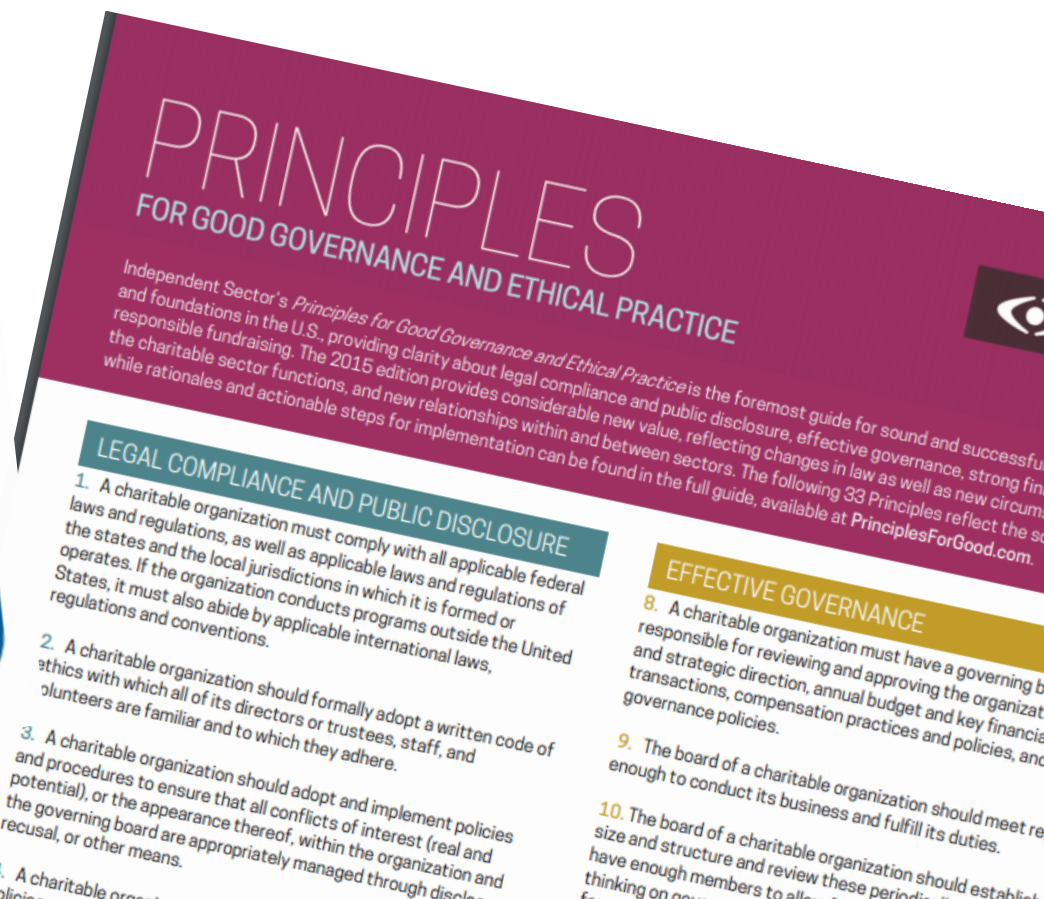
									
1983 ■■■	1989 ■■■	1990 ■■■	1992 ■■■	2001 ■■■	2003 ■■■	2006 ■■■	2008 ■■■	2012 ■■■	2013/14 ■■■
<p>Fund formed at the local Community Foundation</p> <p>Functions out of Superintendent's Office and High School Activities Director's Office (Booster Club Fund)</p> <p>Function: Checkbook</p>	<p>Endowed Scholarship Funds Begin</p> <p>Some Programs begin to take shape</p> <p>Function: Checkbook</p>	<p>Files for Incorporation as a 501(c)3 Organization Files IRS 1023</p> <p>Filed as separate from District Board of Education</p> <p>Board of Education appoints Foundation Board Members</p> <p>Superintendent retains control</p> <p>Function: Checkbook</p>	<p>Foundation Severs ties with Community Foundation</p> <p>Operates accounts out of Trust Office</p> <p>Superintendent and Board of Education retain control</p> <p>Function: Checkbook</p>	<p>Board of Education makes Foundation growth a priority</p> <p>Add the growth of the Foundation as a board goal with Superintendent responsible for executing</p> <p>Foundation Board reinvigorated—starts meeting in earnest</p> <p>Foundation managed by school employees</p> <p>Function: Checkbook</p>	<p>With support from the district, Foundation Board hires a part-time director</p> <p>District offers support, occupancy, and a step-off grant to Foundation that pays operational costs at a decreasing rate for 4 years</p> <p>Function: Checkbook</p>	<p>Foundation Board moves Board of Education Members and Superintendent to non-voting, ex-officio role on Foundation Board</p> <p>Remove Board of Education appointment/approval of Foundation Board Members</p> <p>Function: Champion, Connector</p>	<p>No direct support from District for Foundation Operations</p> <p>District continues to support Foundation with in-kind occupancy</p> <p>Function: Champion, Connector</p>	<p>Foundation receives first seven figure gift!</p> <p>Credibility</p> <p>Function: Champion, Connector, Convener</p>	<p>Foundation and District work together with community to execute two capital projects (Private— Public Partnerships) raising \$2.6 million</p> <p>Function: Champion, Connector, Convener, Critical Friend</p>
Embedded	Embedded	Embedded	Embedded	Embedded	Semi-autonomous	Independent	Independent	Independent	Independent

Today's Kids Need More

- What unites us in purpose?
- What shared challenges do we face?
- What does excellence look like?
- How can I benchmark myself for continuous quality improvement?



Build on the work of others

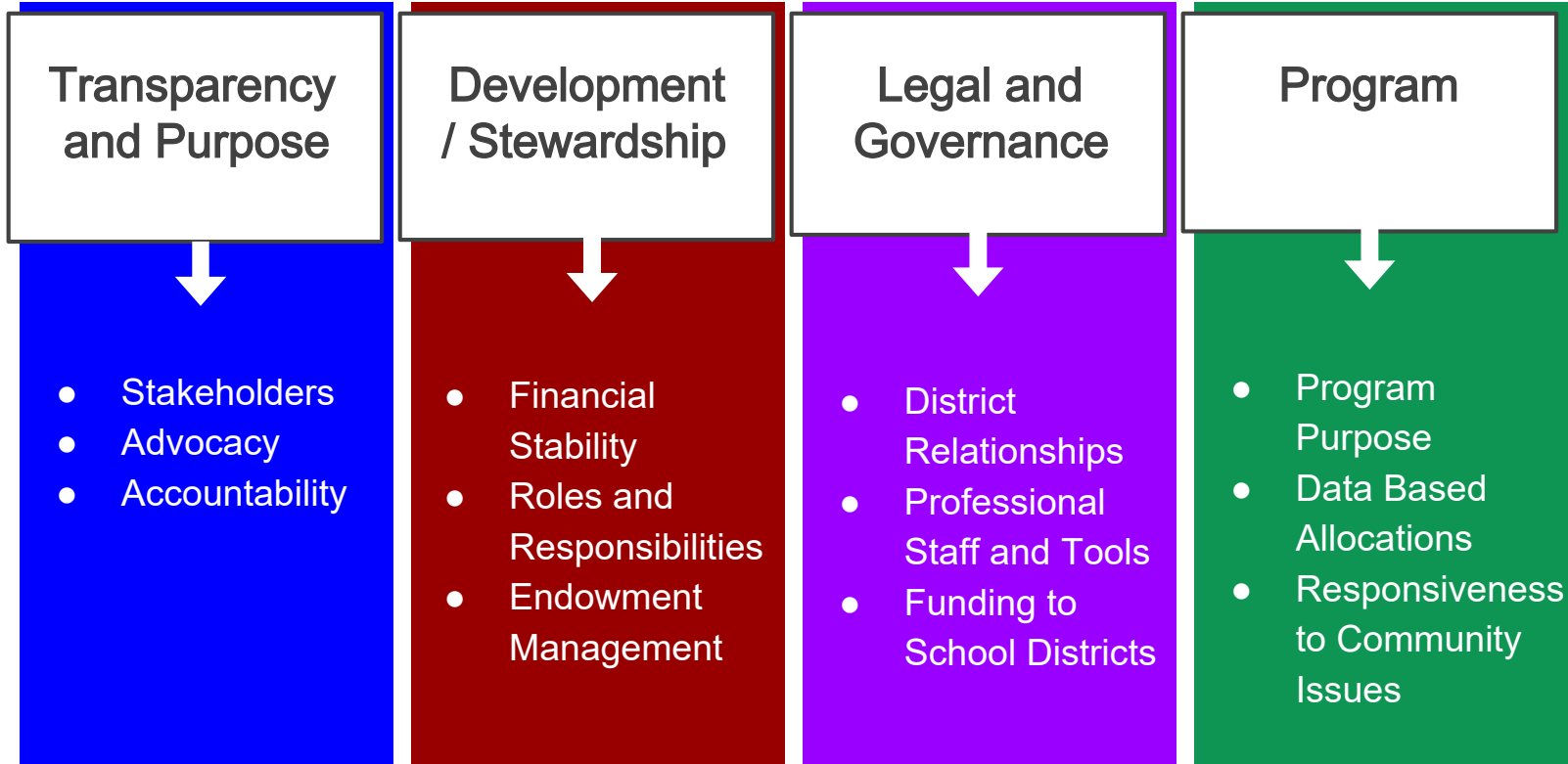


LEGAL COMPLIANCE AND PUBLIC DISCLOSURE

1. A charitable organization must comply with all applicable federal laws and regulations, as well as applicable laws and regulations of the states and the local jurisdictions in which it is formed or operates. If the organization conducts programs outside the United States, it must also abide by applicable international laws, regulations and conventions.
2. A charitable organization should formally adopt a written code of ethics with which all of its directors or trustees, staff, and volunteers are familiar and to which they adhere.
3. A charitable organization should adopt and implement policies and procedures to ensure that all conflicts of interest (real and potential), or the appearance thereof, within the organization and the governing board are appropriately managed through disclosure, recusal, or other means.
4. A charitable organization should...

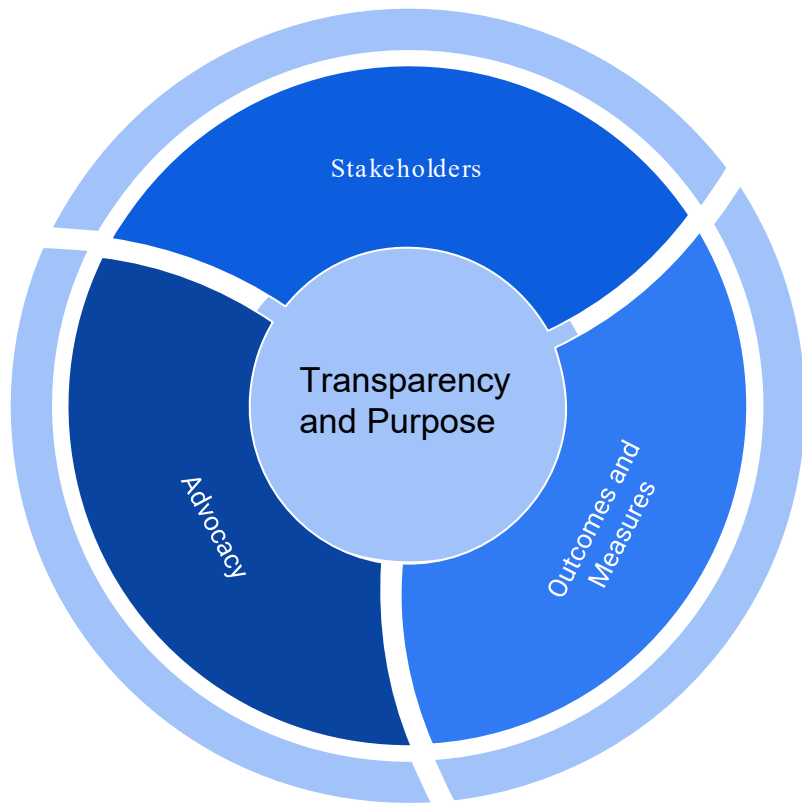
EFFECTIVE GOVERNANCE

8. A charitable organization must have a governing body responsible for reviewing and approving the organization's mission and strategic direction, annual budget and key financial transactions, compensation practices and policies, and other governance policies.
9. The board of a charitable organization should meet frequently enough to conduct its business and fulfill its duties.
10. The board of a charitable organization should establish a size and structure and review these periodically to ensure that it has enough members to allow for thoughtful decision-making on organizational matters.



Emerging

Developing
Excelling





Transparency and Purpose

Principle 1:

Our primary stakeholders are our students.

Others stakeholders include: District, Donors, Principals, Teachers, District Staff, PTSA/PTO, Alumni, Business Community, Government Leaders and other Non-Profits



Transparency and Purpose: Stakeholders

Emerging

Local community perspectives reflected in decisions

Foundation meets with district to discuss shared priorities and projects.

Foundation has regular meetings with district leadership

Foundation openly communicates with all stakeholders

Developing

Stakeholders have formal and informal board and planning roles

Participates in district staff meetings and reports regularly

Foundation has strong relationships with external and internal community partners

Excelling

Board and staff demographics reflect community

Regular and inclusive planning meetings with top district leadership

Regularly convenes diverse stakeholders for feedback and inclusion



Transparency and Purpose

Principle 2:

Our role as convenor.

The foundation serve as a conduit to leverage public and private investments to the school district and serve as the convener of stakeholders; moving education discussions to the forefront and maximizing the collective impact of public and private partnerships.





Transparency and Purpose: Convenor

Emerging

Receives charitable gifts to support education.

A gift acceptance policy is in place to prevent inappropriate gifting for personal benefit.

Stays informed about community and education issues.

Developing

Professional staff or volunteers actively raise awareness and funds for projects.

Neutral party to ensure no conflict of interest or self dealing.

Active in community and works to cultivate shared vision.

Excelling

Leads multi-party community initiatives.

Identifies needs and resources, using public/private partnerships to improve outcomes.

Serves as a confidante to the Superintendent to share observations and challenges heard in the community.





Transparency and Purpose

Principle 3:

Our role as advocate.

Education foundations advocate for the continued strength of students, educators and public education systems.





Transparency and Purpose: Advocate

Emerging

Supports projects and programs that provide equitable opportunity and access for all students. ←

Developing

Works with District and others to overcome barriers for students

Collaborates with other agencies to eliminate gaps and overlap.

Excelling

Advocates for the whole child.

Evaluates existing quantity and quality of community based services. Identifies and initiates services that are needed.



Transparency and Purpose

Principle 4:

Relationships with decision makers.

Education foundations build relationships with public and private decision makers.





Transparency and Purpose: Advocate

Emerging

Communicates its mission and work with the Mayor, City Council, School Board and other elected officials.

Developing

Educates and advocates for policy and funding considerations that support and enhance public education.

Excelling

Actively educates and lobbies decision makers and lawmakers on issues that impact teaching and learning.



Transparency and Purpose

Principle 5:

Outcomes and Measures.

Foundations hold themselves to the highest standards of financial accountability, programmatic outcomes and the achievement of strategic goals.



Unrestricted Benchmark Report

As of 9/23/19



Outcomes and Measures

2019 Actual	Fundraising Goals	Q1 Goal	Q1 Actual	YTD Variance
		9/1/19- QTD		
\$ 210,000	Unrestricted Dollars: Annual Goal \$255,000	\$ 30,000	\$ 7,678	\$ (22,322)
33%	40% Unrestricted Donor Retention	11.0%	1.99%	-9.01%
\$1,555,568	Restricted Dollars : Annual Goal \$1.34M	\$ 336,250	\$ 11,509	\$ (324,741)
24%	28% Restricted Donor Retention	7%	1.13%	-5.87%
Overall Giving Statics				
8.10%	10% Lapsed Donor Recapture Rate	2.00%	0.10%	-1.90%
774	New Donors Goal 800	130	28	(102.00)
489	\$500 average revenue per donor	n/a	\$ 228	-54.40%

Excelling

aligned need.

A board or outside evaluator is established to audit alignment and impact of Foundation funded projects.

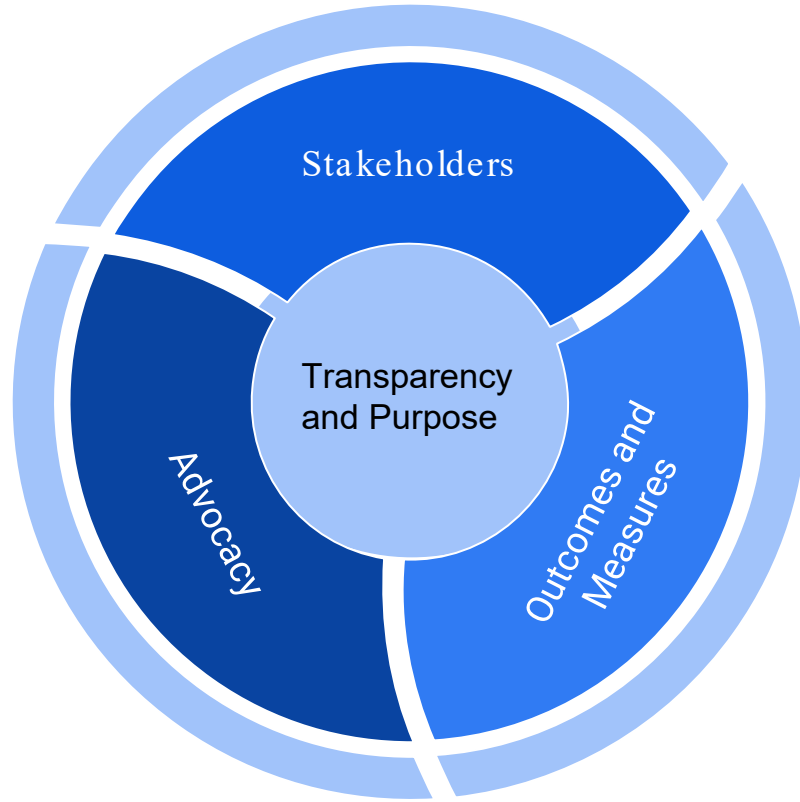
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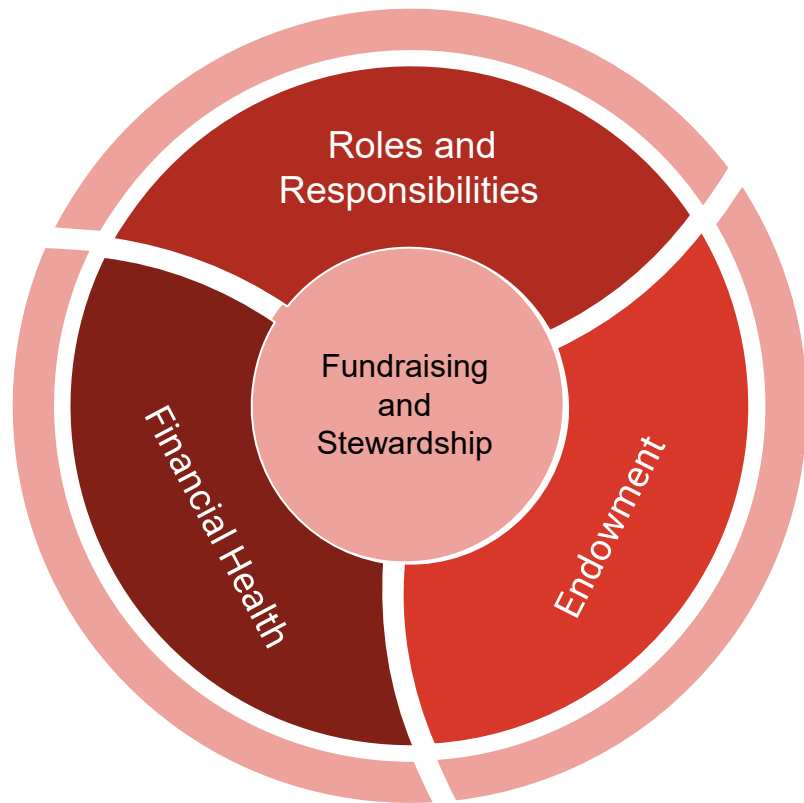
district ually to ust

The Foundation sets and achieves long term strategic growth goals

shared board

The Foundation establishes benchmarks based on past performance and peer organizations.





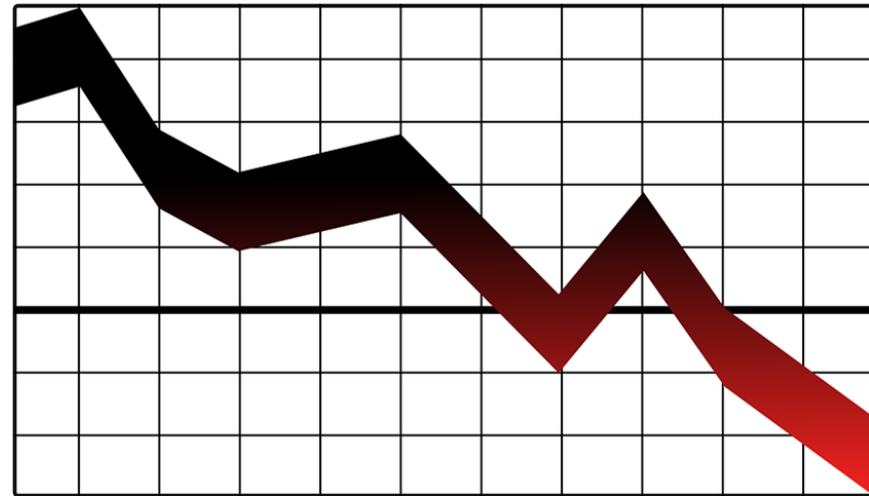


Fund Development and Stewardship

Principle 6:

Financial Stability

Education foundations should be trusted to deliver program outcomes and maintain operations during stable and lean times.





Development and Stewardship: Financial Stability

Emerging

Have a balanced budget and end the year in a cash neutral or positive position.

Build a budget that considers cash flow needs according to fundraising cycles.

Developing

3 months of overhead and program expenses in reserves at all times.

Regularly and deliberately add to reserve funds.

Excelling

6 months of overhead and program expenses in reserves at all times.

Develop an unrestricted endowment to help advance the Foundation's highest priorities and mission.

Board and staff conduct regular planned giving initiatives and campaigns.



Fund Development and Stewardship

Principle 7:

Financial Stability: Legacy Program

Education foundations should implement a planned giving/legacy program to support the long term financial health and ability to fulfill its mission.





Development and Stewardship: Legacy Program

Emerging

Engage an individual or a committee of professionals with experience in planned giving to advise on policies and donor relations.

Developing

Board members, District and Foundation Leadership should model the planned giving practices they want to see in the community.

Excelling

Board and Staff conduct regular planned giving initiatives and campaigns.

Build a team of professionals at whatever level works best for you, always do something.



Fund Development and Stewardship

Principle 8:

Roles and Responsibility

The foundation should be the district's primary charitable partner for district-wide initiatives.





Development and Stewardship: Roles and Responsibilities

Emerging

Charitable gifts should pass through the foundation, and the foundation should steward most donor relationship. Exceptions may exist.

Foundations should pass unaligned opportunities to another community partner.

No decisions about existing donor funds should be made without consulting the foundation.

Developing

District needs are identified, through a collaborative process.

Foundations and school districts partner in community engagement of Foundation initiatives.

Resource development is a core competency for the foundation and therefore all donors new and existing are stewarded by the foundation.

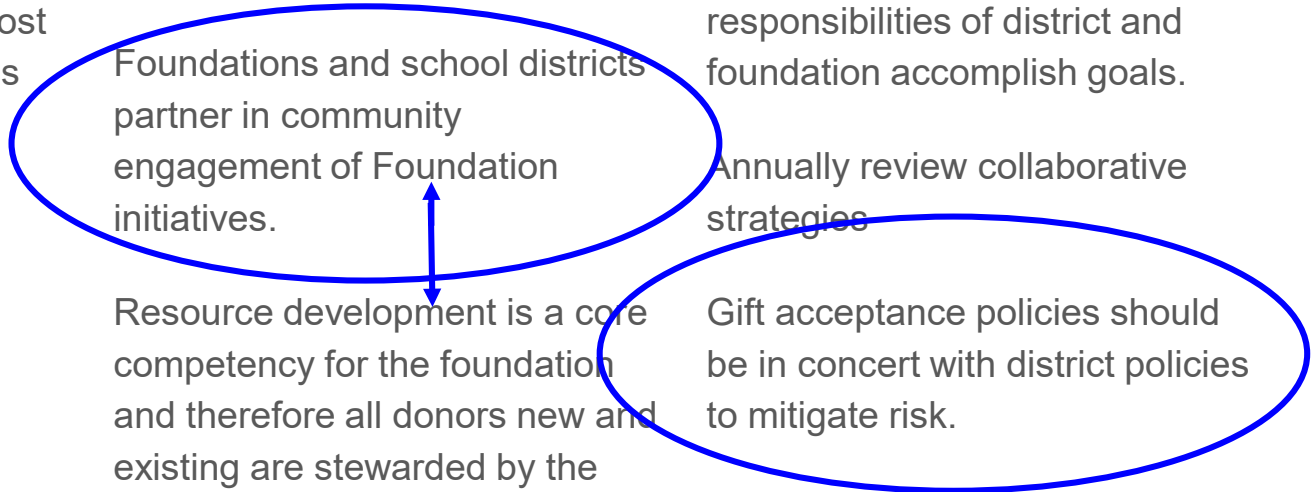
Excelling

Annually review projects determine roles and responsibilities of district and foundation accomplish goals.

Annually review collaborative strategies

Gift acceptance policies should be in concert with district policies to mitigate risk.

Donor intent well documented and mutually accepted.





Fund Development and Stewardship

Principle 9:

Endowments

Endowments should be responsibly and strategically managed to enhance the long-term health of the education foundation and growth of available funds.





Development and Stewardship: Endowments

Emerging

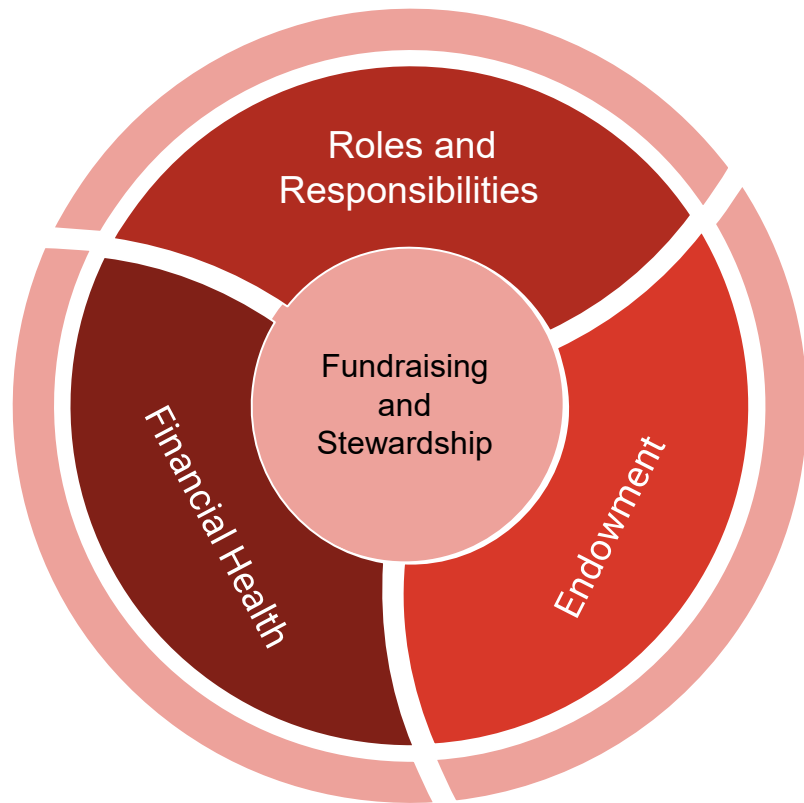
Recruit professionals to help manage endowment investments

Endowment criteria is flexible enough to address future student needs

Investment policy and investment manager evaluation strategy is overseen by board of directors.

Developing

An investment/finance committee includes professional stakeholders who guide fund strategy and development.





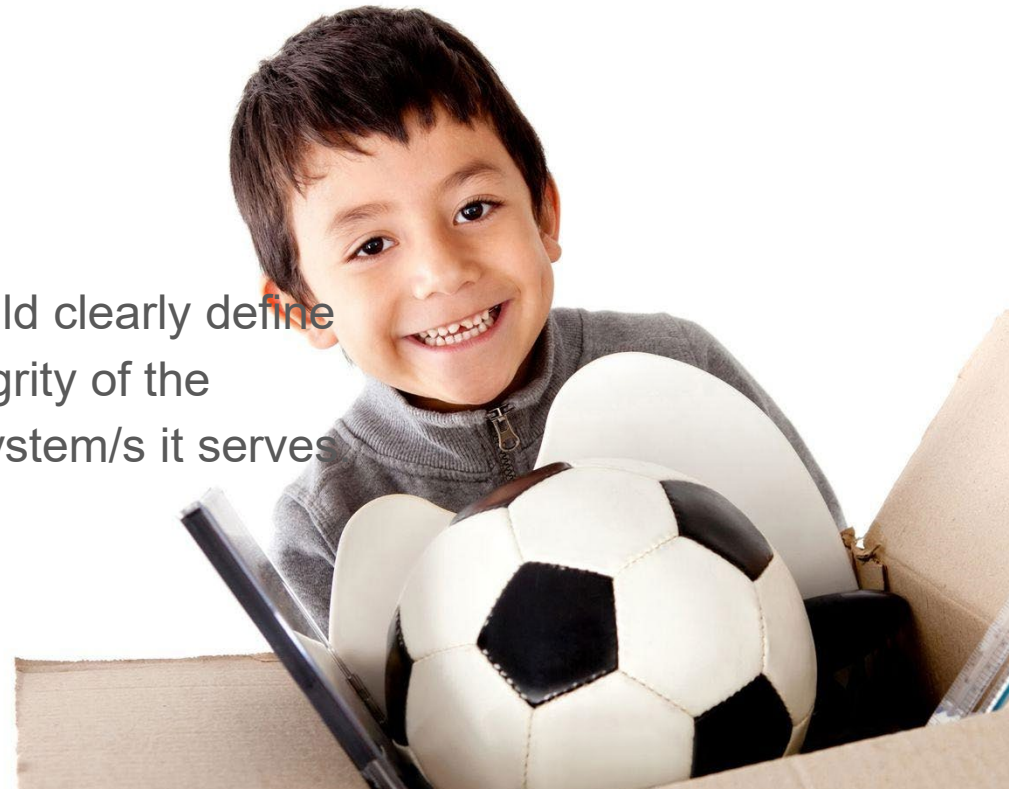


Legal, Governance and Org. Development: District Relationships

Principle 10:

Mutual Benefit

District and foundation leadership should clearly define roles and processes to protect the integrity of the education foundation and the school system/s it serves



FINAL
Memorandum of Agreement
Between Lincoln Public Schools
and the Foundation for Lincoln Public Schools
February 4, 2019

This document is a Memorandum of Agreement ("MOA") between Lincoln Public Schools ("LPS") and Foundation for Lincoln Public Schools ("FLPS"). The purpose is to describe the general framework for the non-exclusive relationship between the parties as it relates to private fundraising and private grants management; individual donors; support for school funds, scholarships and departmental/school based funds; community engagement and partnership.

1. RECITALS:

- 1.1. Whereas, LPS is a public school system located in Lincoln, Nebraska, and
- 1.2 Whereas, FLPS is a private nonprofit, tax-exempt corporation incorporated in the state of Nebraska, and
- 1.3 Whereas, the Lincoln Board of Education, Nebraska ("LBOE") has the authority to enter into contracts as are necessary for the efficient management of the LPS, and
- 1.4 Whereas, the FLPS is organized and operated exclusively for educational purposes and to receive and disburse funds, property and gifts of any kind exclusively for the benefit of the LPS and its students, and
- 1.5 Whereas the parties desire to formalize their relationship to achieve an efficient coordination between them to advance LPS's public purposes and to foster the educational and cultural programs and services of LPS and its students;
- 1.6 Now therefore, in consideration of the mutual covenants, promises and conditions herein contained, LPS and FLPS agree as follows:

2. PUBLIC PURPOSES: The LBOE has identified the following educational purposes for LPS's support of FLPS:

- 2.1 All support and services provided by FLPS will not be contrary to LBOE policies and regulations and will in no way be detrimental to the services, purposes and mission of LPS as determined by the Superintendent of LPS ("the Superintendent") or designee.

and Org. Development: Mutual Benefit

opping

Excelling

of collaborative practice
to increase community
ent and engagement.

The foundation and District share
accountability for major projects.

res build consensus,
conflict and define
, stewardship, and legal
ability.

The foundation Executive
Director will be seen as a trusted
advisor/partner with district
personnel.

leadership meetings
strong relationship and
ued shared vision.



Legal, Governance and Org. Development: District Relationships

Principle 11:

Foundation and School Board

Clearly defined collaborative practices and policies between the education foundation board and local school board are required to support shared goals.





Legal, Governance and Org. Development: District Relationships: Foundation and School Board

Emerging

A school board representative should serve as a non-voting Ex-officio foundation board member

Education foundation leaders should be given the opportunity to provide input on the selection of a new superintendent.

Developing

Regular communication and reporting takes place between the foundation and school board

Education foundations should actively participate in the superintendent search process.

Excelling

The school board and foundation board meet at least annually to discuss their respective achievements and mutual areas of interest/strategy.

Talk early and often. The health of the foundation depends on the strength of the relationship.



Legal, Governance and Org. Development: Funding to School Districts

Principle 12:

Funding Priorities

Decisions about major funding priorities and gifts should be made in partnership with foundation and district administration.





Legal, Governance and Org. Development: Funding to School Districts: Funding Priorities

Emerging

Developing

Excelling

Funding consideration should be balanced between immediate needs of students, creating unique opportunities and long term investments in addressing systemic problems.

Funding plans include considerations of public funding (taxing) implications, public perception/social contract of use of public vs. private funds, matching donor intent to district need, and equity.



Legal, Governance and Org. Development: Funding to School Districts

Principle 13:

Accountability

Education foundations should establish accountability requirements from their districts that align with other public and private funder requirements.





Legal, Governance and Org. Development: Funding to School Districts: Accountability

Emerging

Grants should require school district to communicate outcomes that show academic career, or personal success.

Education foundations should leverage private funding with public initiatives and partnerships.

Developing

Grantees or sub-grantees should have clear reporting guidelines upon receipt of the funds and be held accountable to the expectations of the funder/foundation.

Foundations should report back to their funders the outcomes and impact.

Excelling

Foundations should have high expectations for establishing and meeting outcome benchmarks.

District staff are committed and trained to staying in alignment with the initial intention of the gift and understand the constraints of philanthropic dollars.

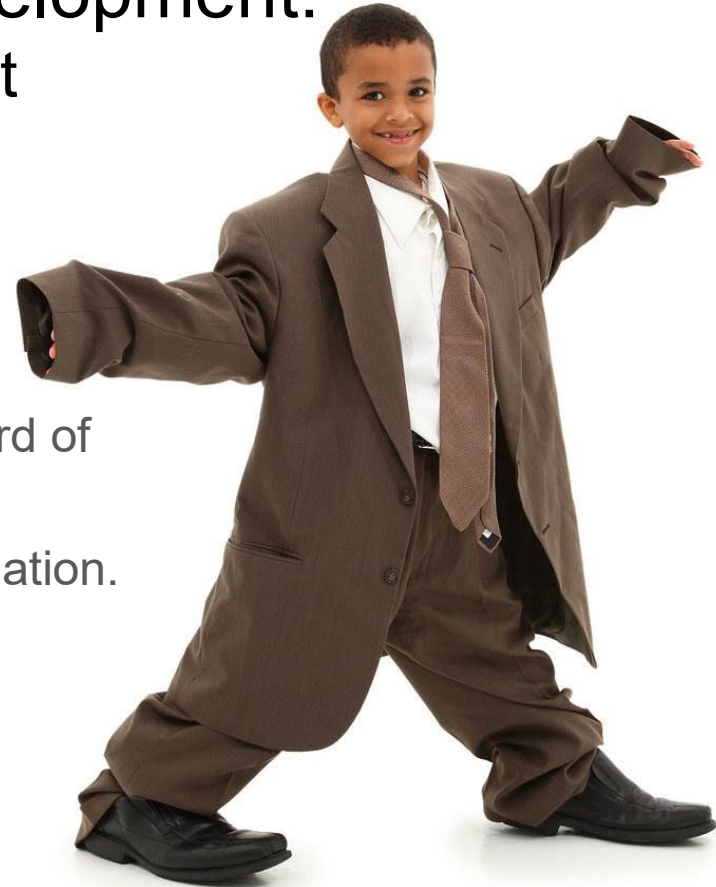


Legal, Governance and Org. Development: Business Practices: Professional Talent

Principle 14:

Professional Staff

A professional staff and a well trained volunteer board of directors ensures continued growth, financial sustainability and maximizes the impact of the foundation.





Legal, Governance and Org. Development: Staffing and Volunteers: Professional Talent

Emerging

Partnership with school district may be established to support the operations of the foundation and its employees.

Developing

foundations use good business practices to retain and compensate professional staff to run the daily operations of the organization.

Excelling

Organizations use non-profit benchmarking data relating to salary and benefits schedules in their markets in order to recruit and retain high quality staff.

A succession plan is in place for key leadership positions



Legal, Governance and Org. Development: Staffing and Volunteers: Professional Practices

Principle 15:

Professional Practices

Professional tools and practices are required to successfully and ethically steward donors, attract contributions, manage finances, manage volunteers, and manage donor data.





Legal, Governance and Org. Development: Staffing and Volunteers: Professional Practices

Emerging

Professional tools are provided for database, accounting, web presence, branding, email communication, social media.

Regular risk assessments and D & O/liability insurance are in place.

Professional development of staff and volunteers is provided.

Developing

Foundation has systems and tools in place that allow the organization to comply with both the [AFP Code of Ethical Standards and the Independent Sector 33 Principles of Good Governance](#).

Professional development includes national conferences and professional certifications.

Excelling

Foundations is led by a Certified Education foundation Leader.







Program: Purpose

Principle 16:

Environmental Scan

Foundations should consider the needs of the student population and what community resources are available to meet those needs when making decisions about funding and organizational purpose.





Program: Data and Research Based Allocations

Principle 17:

Education foundations should invest in research based solutions and address data informed community needs to provide the greatest return for students.





Program: Purpose - Environmental Scan and Data

Emerging

Foundation is a be a convener of community resource to serve urgent and emerging student and family needs.

Conduct routine environmental scan of community resources currently being offered to address student need. Strive to eliminate gaps and reduce duplication of services.

Developing

Program decisions are made in concert other protective factors and influences on a child's growth.

Look at program outcomes annually, assessing community's ability to better serve needs, identifying duplication of services. Ensure that you are not cannibalizing efforts of those already doing the work.

Excelling

Foundations encourage the community to wrap around and support student learning from early childhood to a successful pathway to a living wage job.

Establish criteria and a process to guide internal decision making according to community goals for education.



Program: Purpose

Principle 18:

Support of Educators

Education foundations should consider any gaps in the professional development of educators when making funding decisions. Supporting the development of high quality teachers leads to improved outcomes for students.





Program: Responsiveness to Community Issues

Principle 19:

Proactive Investments

Education foundations should be proactive in their investments, anticipating and seeking funding for strategic and responsive initiatives that advance the foundation's mission.





Program: Purpose - Proactive Investments

Emerging

Foundations should be staying abreast of trends in education and encouraging discussion of continuous quality improvement for students.

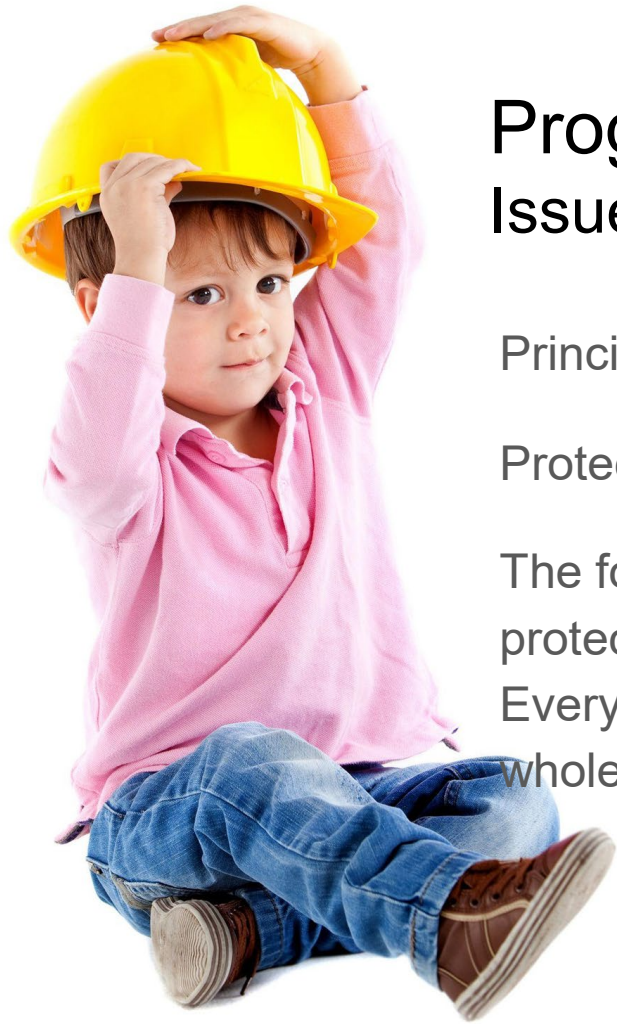
Developing

Foundations are be willing to take risks on new ideas and walk away from underperforming projects.

Pilot innovation, hold projects accountable to outcomes.

Excelling

A portion of the foundation's resources are be available for unplanned or emerging issues.



Program: Responsiveness to Community Issues

Principle 20:

Protect student interest

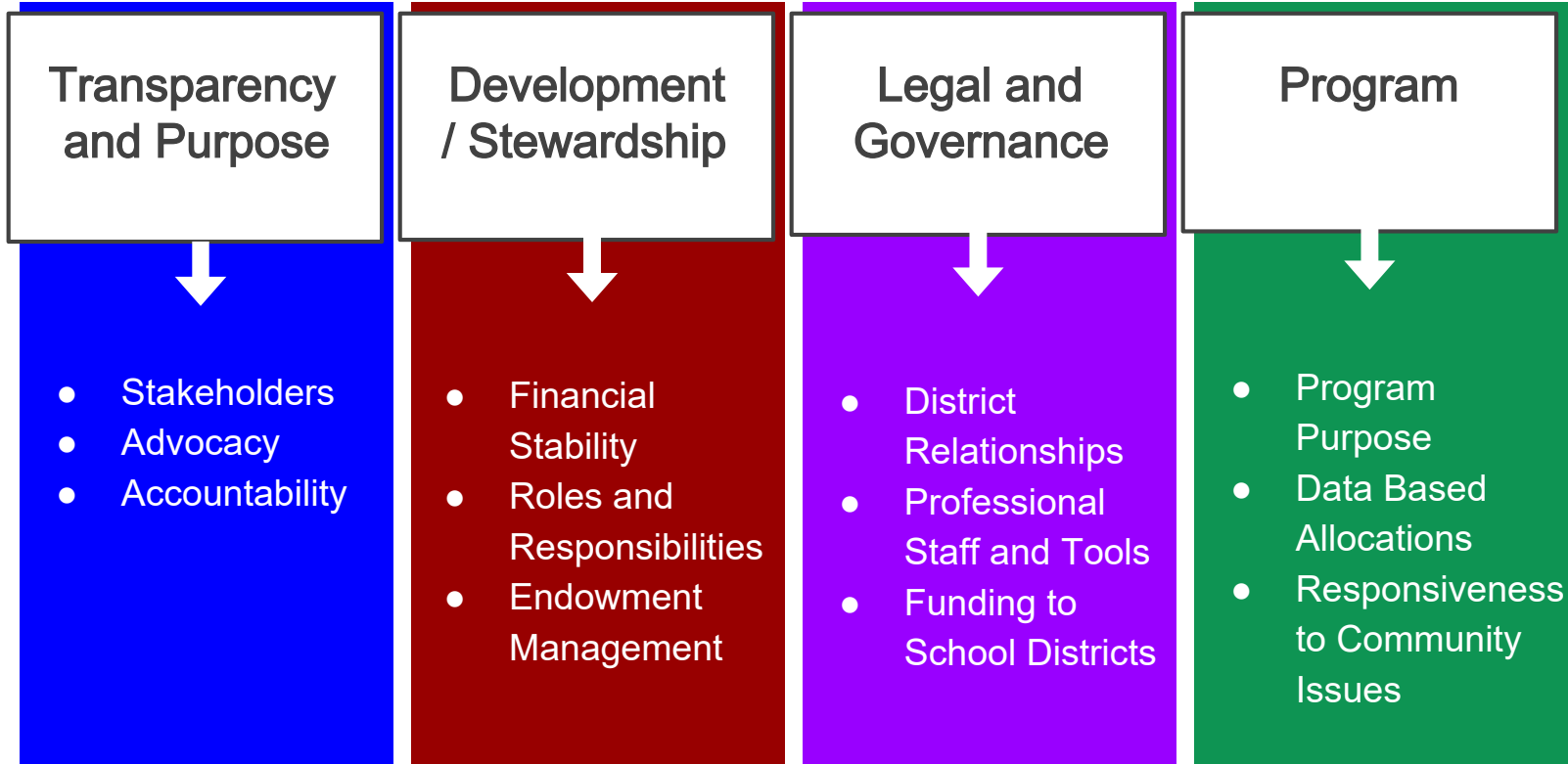
The foundation's role is to advocate for students and protect their interests from political or social pressure. Every effort should be made to maintain focus on the whole child and the integrity of the education system.



Program: Purpose - Protect Student Interests

Foundations should not allow their efforts and programs to be politicized by board and community self interests.





Emerging

Developing
Excelling

Actual footage of a teacher trying
to keep on top of their workload!



And
Foundation
Directors



Lean in to the Principles

- Task Force Presents to the NSFA Board in November
- Principles and Practices are finalized and presented at the National Conference in Philly 2020



Thank You



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