

STRATEGIC PLAN

2020-2022



DANVILLE
Public Schools
Education Foundation



OUR HISTORY AND PLANS

The Danville Public Schools Education Foundation, Inc. (the Foundation) was incorporated in 2002 to develop alternative financial resources for Danville Public Schools (DPS) and to promote, assist, and encourage educational activities and endeavors related to DPS students, teachers, and administrators.

Over the years the Foundation's operational capacity has varied, as has the Danville economy. However, in the past five years the Foundation is proud to have raised an average of \$37,000 from the private sector and distributed an average of \$28,000 annually to benefit student learning. Accomplishments include:

- Helping 143 DPS graduates access higher education by distributing more than \$79,000 in merit-based scholarships.
- Advancing the academic skills of DPS students, enrolled in a machining-based program at Danville Community College and who graduated from Danville Public Schools, by covering up to \$9,000 (per student) in scholarship money.
- Strengthened relationships with area funding organizations such as the Womack Foundation, the Community Foundation of the Dan River Region, the Danville Regional Foundation, the J.T. Minnie Maude Charitable Trust, and others.
- Continued partnerships with key businesses and stakeholders such as Noblis, Smart Beginnings Danville Pittsylvania, the Institute for Advanced Learning and Research, the City of Danville, and others.

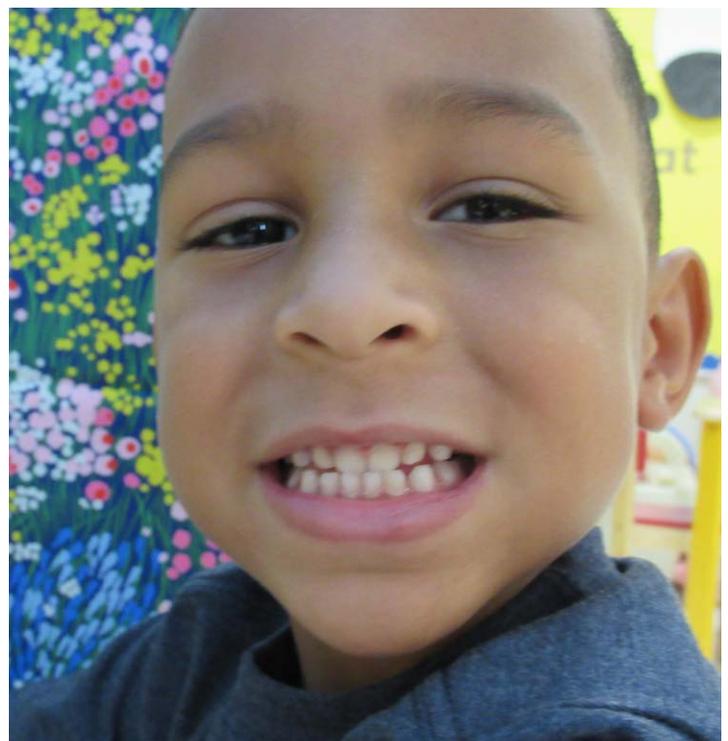
In 2017, recognizing the critical need and opportunity to deeply engage the private sector in support of 21st Century learning, DPS agreed to provide in-kind support to build a more effective DPS Education Foundation. Anne Moore-Sparks, Community Outreach & Business Partnership Specialist, now serves as our Director.

With her leadership, funding provided by the Danville Regional Foundation, and the full support of the Foundation's 9-member Board of Directors, in late 2018 the Foundation undertook a six-month strategic planning

process to refresh its goals, strategies, and infrastructure. The process included input from key stakeholders, including more than 90 DPS staff and 40 representatives from business and industry, philanthropy, non-profits, and local government.

Central to the plan is supportive, but not duplicative alignment, with the five-year master plan for public education that was adopted in August 2018 by the Danville School Board. Its mission – A Community Invested in Education – is supported by five SCOPE focus areas to ensure DPS students are equipped with the knowledge, skills, attitudes, and opportunities to achieve optimal success. (See Page 10).

Over the next three fiscal years, the Foundation will enthusiastically share and support the DPS mission by implementing targeted strategies to engage the Danville community, deliver financial resources and partnerships that expand student pathways to opportunity, and transform the way public education in Danville is perceived and supported.





OUR THEORY OF CHANGE

ENGAGE DIVERSE AUDIENCES

The whole community, including local business and industry, better understands the connection between quality public education, economic opportunity, and quality of life in Danville. The community embraces a positive vision for Danville Public Schools.

TRANSFORM RELATIONSHIPS WITH PUBLIC EDUCATION

Student and school outcomes create a multiplier effect. Employers, institutions, businesses, and community members feel increasingly positive about public education. They become active resource partners with the schools, motivated by mutual needs, desires, and goals.

DELIVER RESOURCES

The community's in-kind and financial support is harnessed, shaped, and delivered to the schools, supporting student learning and growth.

MONITOR AND CELEBRATE RESULTS

As students, teachers, and community partners demonstrate the fruit of their hard work, the community takes notice, celebrates positive outcomes, and helps troubleshoot barriers to greater student success.

EXPAND PATHWAYS TO OPPORTUNITY

All students have access to hands-on learning and exposure to STEAM-H industries and careers, and they feel supported by more segments of the community. Their enthusiasm for learning grows, as does their conscious desire to plan their future and achieve success.



OUR GUIDING FRAMEWORK:

MISSION, VISION, AND VALUES

OUR MISSION

- A community invested in education and Danville Public Schools.

OUR VISION

- The DPS Education Foundation is an effective resource facilitator, integrator, and bridge-builder for Danville Public Schools.
- Danville Public Schools is the community's choice for supporting high-quality education, 21st Century workforce opportunities, and next-generation leadership skills for all students.
- Citizens, employers, anchor institutions, and local government partner to provide high-quality, equitable public education in the city of Danville.

OUR VALUES

- **Student-centered.** We deliver resources that prepare students for lifelong learning, meaningful employment, and positive life choices.

- **Equity.** We aim for positive outcomes for all students regardless of race, gender, disability, zip code, or other context.
- **Inclusiveness.** We inform our approaches with regular, diverse community engagement.
- **STEAM-H.** We support 21st Century opportunity pathways that demand the creative thinking, innovation, and design skills earned through Science, Technology, Engineering, Arts, Mathematics, and Health (STEAM-H), including advanced manufacturing and others.
- **Challenges are opportunities.** We apply an asset-based lens to addressing tough problems in our schools.
- **Collective impact.** Collaboration, not competition, will achieve better outcomes for students.
- **Integrity.** Honesty, transparency, accountability and reliability are critical for our students, partners, schools, and community.
- **Financial independence and sustainability.** We can do more for our schools with full-time staff and financial self-sufficiency that is independent of DPS.





KEY GOALS AND OBJECTIVES

OBJECTIVE 1:

DPS students across grade level, race, and economic status will embrace opportunity in hands-on, experiential learning environments.

- Support efforts to design and implement academic and career pathway enhancements such as early exposure to industry, after-school and summer learning opportunities, and in-school programs that strengthen reading, STEAM-H, and leadership skills.
- Assist DPS to engage and steward corporate, institutional, and philanthropic partners ensuring all students benefit from experiential learning opportunities.
- Leverage Danville’s extensive business and industry networks, workforce development forums, and educational assets to inform our strategies and partnerships.
- For younger DPS students (K-3), support effective in- and after-school programs that improve basic literacy skills essential to future success.

DPS SCOPE AREA SUPPORTED	INDICATORS OF SUCCESS	
<ul style="list-style-type: none"> • Student Achievement • Community Engagement 	<ul style="list-style-type: none"> • Assist in increasing the number and quality of academic and career pathway enhancements. • Assist in increasing the number and quality of other experiential learning partnerships that advance literacy, STEAM-H, and/or leadership skills. • Number of students engaged in experiential learning for the first time at DPS supported by DPSEF. • Number of young students engaged in supplemental literacy activities supported by DPSEF. 	<ul style="list-style-type: none"> • Positive changes in knowledge, skills, and attitudes associated with experiential learning and/or literacy, as indicated by DPS assessment data and other surveys or evaluation methods for students, teachers, and partners. • Calculated value of in-kind and financial support leveraged for experiential learning opportunities and/or literacy for DPS students.



OBJECTIVE 2:

DPS teachers will be supported as leaders and innovators in the classroom and their profession.

- Offer scholarships and grants for teachers seeking to earn and apply new credentials and best teaching practices that will enhance learning for DPS students.
- Offer financial support for innovative, collaborative, cross-departmental STEAM-H curricula design, implementation, and evaluation.
- Work with community partners to increase leadership

development opportunities for teachers, including peer networking, mentoring, and access to regional and statewide education leadership opportunities.

- We will show appreciation and reward teachers publicly for their innovation, leadership, and excellence in the classroom.

DPS SCOPE AREA SUPPORTED	INDICATORS OF SUCCESS	
<ul style="list-style-type: none">• Student Achievement• Personnel Development	<ul style="list-style-type: none">• Number of new credentials, certificates or academic credits achieved by DPS teachers across grade levels.• Number of STEAM-H curricular innovations, and the number of students benefitting from them.• Value of scholarships and grants delivered to teachers who otherwise could not pay for professional development.	<ul style="list-style-type: none">• Number of teachers participating in local, regional, or statewide leadership development and engagement opportunities.• Positive changes in teacher retention rates.• Positive assessment of the DPS teaching environment, including collegiality, support for innovation, and the quality and amount of professional development opportunities.





OBJECTIVE 3:

The DPS Education Foundation will be the partner of choice for corporations, small businesses, and anchor organizations seeking to support learning and growth for all at DPS schools.

- Value transformative over transactional partnerships.
- Be a reliable, responsive, accountable partner, and expect the same from those we engage.
- Partner with the DPS Executive Team to ensure DPS develops and maintains the leadership capacity to engage in and implement high-quality teaching and learning partnerships.

DPS SCOPE AREA SUPPORTED	INDICATORS OF SUCCESS	
<ul style="list-style-type: none"> • Community Engagement • Personnel Development 	<ul style="list-style-type: none"> • Functionality, depth and duration of business and community partnerships aimed at student learning. • Positive evaluations and satisfaction ratings among businesses and community partners. 	<ul style="list-style-type: none"> • Increases in DPS staff capacity and infrastructure to engage in and implement productive, outcomes-oriented community partnerships.

OBJECTIVE 4:

We will tell positive and truthful stories about DPS and the diverse students, teachers, parents, and staff who make our school system shine.

- Lift up and tell these stories via social media, newsletters, video, radio, and community events.
- Our Board will be key champions, cultivating the support of Danville’s key influencers and sharing common messages and success stories throughout the community.
- Demonstrate accountability through regular public communications about fundraising, expenses, activities, accomplishments, partnerships, and continuing needs.

DPS SCOPE AREA SUPPORTED	INDICATORS OF SUCCESS	
<ul style="list-style-type: none"> • Community Engagement 	<ul style="list-style-type: none"> • Number of new, positive media exposure opportunities and associated audience analytics. • Board member participation rates and results in Foundation cultivation and promotional activities. • Number and distribution of public 	<ul style="list-style-type: none"> communication related to operations and accomplishments. • Positive public perception, indicated by surveys and annual giving metrics, including total support, number of donors, and average giving per donor. • Clean audits.



OBJECTIVE 5:

We will demonstrate increasing levels of independence and sustainability as we strive to be a best-practice public education foundation.

- Strengthen our organizational infrastructure with increasing staffing levels and effective technologies to manage projects, outcomes, and partner and donor relationships.
- Amend our corporate documents and governing structure to clarify our independent, yet supportive, relationship with DPS.
- Build a diverse, high-functioning board and committee structure.
- Diversify our fundraising strategies and increase income available for our schools, with some emphasis on unrestricted, flexible funding. By the end of FY2022, our goal is to distribute a minimum of \$675,000 for qualified purposes while building a modest asset base upon which our Foundation can grow.
- Begin visioning the Foundation’s longer-term goals, including 100% operating self-sufficiency and the potential for undertaking a capital campaign.

DPS SCOPE AREA SUPPORTED	INDICATORS OF SUCCESS
• Community Engagement	<ul style="list-style-type: none"> • Staffing includes, at minimum, a full-time director and part-time marketing and donor/partner administrator. • Board structure, composition, and governance are redefined, with DPS representatives included as ex-officio members. • Contributed income from non-DPS sources increases by an average of \$150,000 annually, including unrestricted, flexible funding. • The Board is diverse, high-functioning, well-trained, and engaged as evidenced by regular self-assessments and give-get participation rates. • Operating costs, with the exception of the director’s position, that are provided in-kind by DPS, are fully funded by contributions and earnings by 2022. • See basic Budget projections below.

FY 2020 -2022 DPSEF Budget Projections

	FY 2020	FY 2021	FY 2022
Revenue			
Grants and Contributions	150,000	300,000	450,000
DPS Operating Support	25,000	15,000	10,000
Total, Revenues	\$ 175,000	\$ 315,000	\$ 460,000
Expenses			
Personnel	-	26,600	53,200
Other Operating Expenses	27,000	35,310	33,644
Grantmaking/Distributions	112,500	225,000	337,500
Total, Expenses	139,500	286,910	424,344
Net Assets	\$ 35,500	\$ 63,590	\$ 99,246



RESOURCE DEVELOPMENT AND STEWARDSHIP

Our mission is *A Community Invested in Education and Danville Public Schools*. We raise awareness and financial and in-kind support for public education across all sectors of our community and direct that support to learning and teaching activities not fully supported by tax dollars or expected to be delivered directly by DPS.

Targeted Stakeholders

If we are to be successful at our mission, we must engage a variety of stakeholders, matching our strategies with their unique motivations.

STAKEHOLDER SEGMENT	RESOURCE DEVELOPMENT GOAL	
Corporations and Other Major Employers	<ul style="list-style-type: none"> In-kind partnerships – STEAM-H exposure opportunities and career pathway expansion for middle and high school students, including those related to high-demand industries such as healthcare, precision manufacturing, and more. 	<ul style="list-style-type: none"> Internships, summer employment, post-grad recruitment for high school students. Major gifts. Event sponsorship and promotions.
Small Businesses and Entrepreneurs	<ul style="list-style-type: none"> In-kind partnerships: in-school or on-site exposure opportunities (field trips, classroom visits, internships, job shadowing, and mentoring) 	<ul style="list-style-type: none"> Event sponsorship and promotions. Social media follows and interactions. Annual giving.
Anchor Institutions, Including Non-Profits and Faith Organizations	<ul style="list-style-type: none"> Collective impact partnerships to improve student academic and soft skills. Leadership development opportunities for teachers and other DPS staff. 	<ul style="list-style-type: none"> Experiential learning opportunities (summer camps, field trips, college visits). Event sponsorships or collaborations.
Individuals and Families, Including DPS Grads	<ul style="list-style-type: none"> Social media follows and interactions. Participation in community events, including celebrations of students and teachers. 	<ul style="list-style-type: none"> Advocacy for the schools. Annual giving. Planned giving.



DEMONSTRATING RESULTS

While the activities we facilitate and fund may change over time based on student and school needs, we know that *outcomes* are what matter most to our community when evaluating their support for public education.

This is why each of our objectives include success indicators, some of which suggest short-term gains in activity and momentum (e.g.: the number of new partners engaged, funds raised for public education). Others hint at longer-term results for students and teachers that we hope to catalyze with community support, for example:

- Palpable student enthusiasm for learning and exploring new opportunity pathways.
- Positive results from teaching innovations, credentialing and best practices in shaping the DPS classroom experience, teaching environment, and teacher retention.
- Soft and hard evidence that our students are better prepared for graduation, higher education, employment, and life.

Over the next three years we will learn more about what is possible and appropriate to measure given our limited or indirect touch points with students and teachers. We will

seek to measure what matters and maintain an easy-to-understand public dashboard of our results.

SUPPORTER STEWARDSHIP

Nurturing our relationships with community partners and donors will be key to robust fundraising and partnership-building. Objective 3 speaks best to our goals for partner stewardship. Objective 4 outlines our marketing and communications goals to keep donors and supporters informed. Annual workplans will offer more specific steps we will take to honor, celebrate, and continuously engage our supporters.

ANNUAL GOALS AND WORKPLANS

This strategic plan is a high-level guide for the Board as it monitors mission-based activities and outcomes and ensures the fiscal integrity of the organization. Each year, the Director will develop a workplan to be approved by the Board that details specific action steps and measurable goals in the following areas:

- Financial sustainability and organizational development
- Contributions and grantmaking
- Partnership-building and in-kind support
- Short-and long-term success measures



SCOPE

Focus Areas

S **TUDENT ACHIEVEMENT**
Develop and implement an aggressive curriculum that challenges and inspires every student to optimize their learning



C **COMMUNITY ENGAGEMENT**
Engage the community and all of its members to embrace their role in a comprehensive approach that realizes each child's unique potential



O **PERATIONS & INFRASTRUCTURE**
Create and maintain infrastructure and operations essential to dynamic 21st Century learning



P **ERSONNEL DEVELOPMENT**
Attract and invest in employees and their professional development to maximize student success



E **NVIRONMENTAL FACTORS**
Identify and address the physical, emotional, and social needs of each child as they impact his or her educational achievement





DPS EDUCATION FOUNDATION 2019-20

BOARD OF DIRECTORS

Thank you to the following Board members for your passion and guidance in making the Strategic Plan a reality.

Shannon Hair (*Chair*)
Doris Wilson (*Vice-Chair*)
Terri Hall
Renee Hughes
Porchia Russell
Leslie Smith
Emmett Young
Earl Reynolds
Anna Crawley

