

# OUR GOAL: SUSTAINABLE AND EXCELLENT CSC SCHOOLS



GOAL 1

**Increased Business Capacity**

- Increased and Sustained Enrollment
- Increased and Sustained Fundraising
- Underlying Sustainability Levers (e.g. Boards, Culture, Infrastructure)



GOAL 2

**Increased Academic Capacity and Student Growth**

- Demonstrated Increase in Student Growth
- Successful Implementation of Innovative Models
- Broadening, Relevant, and Diversified Programmatic Offerings



GOAL 3

**Increased Transparency/ Accountability**

- Fiscal Transparency (school level and systemic)
- Academic Transparency (school level and systemic)

## LEVERS FOR SUCCESS

SFF has identified the following themes and tactics by which we commit to achieving success:

LEADERSHIP TEAM

GOVERNANCE BOARDS

INNOVATION/FLEXIBILITY

BUSINESS/MARKETING/DEVELOPMENT EXPERTISE

COLLABORATION

## OUR MISSION

Specialty Family Foundation seeks to alleviate the conditions that lead to persistent poverty. The primary program areas employed to achieve these ends include expanding educational opportunities in low-income communities, and supporting long-term residential treatment for people struggling with substance abuse and alcoholism. More specifically, the Specialty Family Foundation supports inner-city Catholic education, and long-term residential treatment for women with children.



## Catholic Schools Consortium Initiative





# Our Capacity Building Model – The CSC and Directors of Marketing & Development

SFF established the Catholic Schools Consortium (CSC) in January of 2009 with a cohort of 13 inner-city Los Angeles Catholic schools. Each school was provided with a multi-year grant to fund the Director of Marketing and Development (DMD) position and a marketing budget. SFF extended the grant for an additional two years for eight of the original Cohort 1 schools, and awarded a second cohort of 14 additional schools in 2012.

SFF has provided supplemental capacity building support in other significant ways:

- Council of Advisors
- Accounting Assistance
- James B. Peter Memorial High School Scholarships
- Joan C. Peter Memorial Scholarships

### Measured Outcomes

The SFF model intends bottom line outcomes in addition to cultural and institutional shifts of prioritization. From the beginning the goal was to watch the enrollment and fundraising totals grow, and just as important, watch the school cultures shift from defeated cultures to cultures of philanthropic intentionality and optimism. Operating a Catholic school in the inner-city without executing a marketing and development strategy is no longer a viable option.

### School Retention

Of the original 13 schools selected for the model, eight (60%) remain in the program, each having experienced different degrees of success. Within Cohort 2, it remains too early to conclude the retention rate with these schools just in their second year. Thirteen of the 14 schools selected for Cohort 2 remain in the program.



## Analyzing the Outomes: Strengths and Challenges

Program Design Strengths	Program Design Challenges
<i>One size fits all:</i> Each school was required to follow the same model which provided model integrity; this systematic approach to tactics and strategy allowed for consistent measurement of the impact.	<i>One size fits all:</i> Each school is different and often struggle within the constraints of the model.
<i>Focus on capacity:</i> Building development and marketing capacity is a high need and opportunity for schools.	<i>Talent pool and selection:</i> Finding and retaining highly qualified individuals to fit the DMD role.
<i>Zealous advocacy and a 1 to 1 approach:</i> Each school hired a full-time DMD. In the most successful situations, synergistic partnerships have formed that have inspired new school leadership teams.	<i>School fit and selection:</i> A significant percentage of schools have not succeeded with the approach.
<i>Focused approach/Cohort approach:</i> Consistent focus on a narrow list of defined outcomes has led to expertise. Creating cohorts has led to greater progress in creating a community of collaborating schools.	<i>Mono-focus:</i> Many areas outside of our capacity building model affect long-term sustainability.
	<i>Single actor approach:</i> SFF has been the sole funder and creator of the approach which makes it more difficult to transition away from funding.

## Cohort 1 Schools Revenue Growth and Capacity

Annual Revenue Capacity			Cumulative Revenue Capacity			Cumulative Expenditure Capacity		
Annual Revenue (2007-2008)	Annual Revenue (2012-2013)	Annual Revenue Increase [a]	Total Actual Revenue (2009-2013)	Total Presumed Revenue (2009-2013)	Total Revenue Growth (2009-2013) [b]	Total Actual Expenditures (2009-2013)	Total Presumed Expenditures (2009-2013)	Total Expenditures Growth (2009-2013) [c]
\$7.03M	\$8.55M	\$1.52M	\$38.40M-	\$35.15M (\$7.03M x 5 yrs)	\$3.25M (and counting)	\$37.97M-	\$35.11M (\$7.02M x 5 yrs)	\$2.86M (and counting)

[a] **Annual Increased School Revenue Capacity:** SFF Measures this by taking total combined annual revenue at the outset of the project and subtracting it from current total combined revenue.

[b] **Total School Revenue Growth:** SFF measures this by taking the total combined revenue the schools presumably would have raised without its intervention and subtracting it from the revenue the schools obtained with its intervention. Annual combined revenue as reported to the Archdiocese in 2007-2008 was \$7.03M.

[c] **Total School Expenditure Growth:** SFF measures this by taking total expenditures and using an identical rationale and formula, which is as follows. Annual combined expenditures as reported to the Archdiocese in 2007-2008 were \$7.02M.

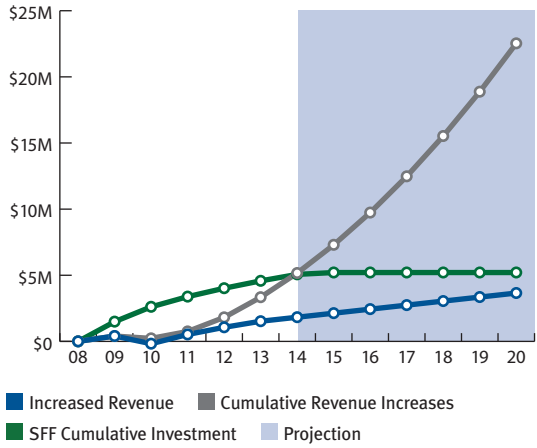
### Fiscal Outcomes

Measuring the fiscal impact of this capacity building initiative is difficult, and there is no perfect measure. SFF began this project in 2008-9, perhaps the worst fiscal year on record since the great Depression. This being said, by nearly any measure, when taken as a whole, the schools having participated in this project are better off than when SFF intervened with this approach. Some have been positively and dramatically transformed. However, in other instances, schools have either not remained in the program or have not demonstrated significant gains.

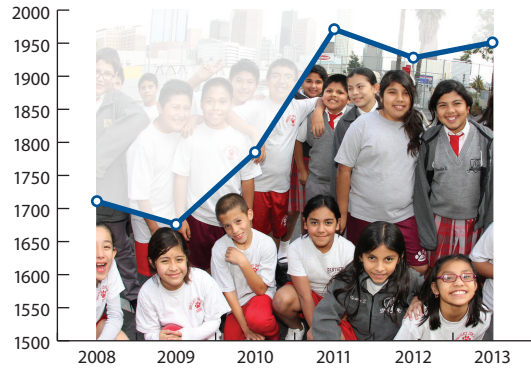
### Enrollment Outcomes

A value cannot be placed on that of a student’s life. In this regard, the results of the program have been both counter-trend and by some measures unmatched during a very difficult climate. The remaining eight Cohort 1 CSC schools have enjoyed a substantial increase in enrollment since the onset of the project, totaling over 240 students. As a result, enrollments have been raised by a margin that would fill most Catholic elementary schools in just five years during a time period in which many, if not most, inner-city Catholic schools have suffered sharp declines in enrollments.

CSC— Cohort 1 Revenue Increases (Annual & Cumulative)



Cohort 1 Enrollment



## VISION

SFF is committed primarily to the success of the CSC and the 21+ schools within it, and to protecting the gains that have been made. We are also implicitly committed to seeing through our partnerships with these heroic institutions versus switching to a completely different set of schools. We will measure success during this period as the realization of the original capacity goals as well as significant academic improvement as a result of SFF interventions.

We provide the opportunity for inner-city Catholic schools to dramatically enhance and grow their own capacities in marketing and developing resources in sophisticated, effective and sustainable ways.