

Development CoP

Successful Models of Collaboration

Facilitator: Sheila Alexander

Guest: Kim Hirsh

Development Officer with the Jewish Community
Foundation of MetroWest, NJ

Date: June 25, 2009

Goals of the Call

Learn:

- About collaborative efforts in communities across the country
- How to make the case to heads, colleagues, boards, federations
- How to get started with a collaborative project
- About Metro West's new alumni relations initiative

Agenda

- What do we mean by collaboration?
 - Advantages
 - Common Areas
 - New Ways of Thinking
 - Alumni Relations- A Great Place to Begin



Meet our Guest

Kim Hirsh is a Development Officer with the Jewish Community Foundation of MetroWest, the planned giving and endowment arm of United Jewish Communities of MetroWest. A key part of her job is coordinating a \$50 million endowment campaign for academic excellence and affordability at MetroWest's three Jewish day schools. More than \$20 million in current and planned gifts has been raised to date.

Prior to joining the JCF, Kim worked as Development Director for the Hebrew Academy of Morris County, a Community Jewish day school in Randolph, NJ. Before entering the field of development, Kim worked for close to 20 years as a newspaper and magazine journalist, as well as a public relations professional for Jewish and secular non-profit organizations. Her work has been published in The New York Times, Chicago Tribune, Ms. Magazine and many other publications.

Evolution of Day School Collaboration

- Founding of PEJE in 1997: viewing of “day school education” as a field
 - Began process of bringing schools together—share best practices, learn collectively
 - Personal reflections on early PEJE conferences (donor and staff perspective)
- Over past decade, progressive move toward collaborative efforts in various regions
- Power of collaboration among donors



Advantages of Collaboration:

Today More than Ever

“Never waste a good crisis.” Rahm Emmanuel

- ❑ Sharing of best practices
- ❑ Cost-efficiency
- ❑ Promote power of day school education—bigger vision
- ❑ Energy/spark comes from being with people with common mission, vision, passion
- ❑ Sharing of resources, cost-efficiency highly valued by community leaders, donors



Common Areas of Collaboration

- **Marketing**
 - Boston, LA, Baltimore, San Diego, Irvine, Calif.
- **Fundraising**
 - Chicago, San Diego, Cleveland
- **Educational resources** (shared staff, consultants)
 - small communities testing this through Avi Chai grants
- **Back office**
 - small communities, 2-3 schools, also through Avi Chai grants



Discussion

What do you think of when you hear “collaboration”?

- The younger generation of Detroit has moved away. How would collaboration be part of a strategic decision? How do we raise the question from our development position at the school?
 - Federations have stepped in for endowment programs.
 - Donor driven proposals of collaboration. Major donors from more than 1 school.
- How would partnering with schools in other cities or with other philosophies work?
 - Marketing is a good place to start
- Comment: Sharing tasks seems doable, but how does this work with donors who are committed to a particular school?
- The MetroWest project allowed donors to direct gifts to a particular school as well as to a communal fund.

MetroWest: From Silos to Shared Vision

- For 40+ years, each school (Modern Orthodox, SSDS, and Community) was in its own “orbit” with virtually no contact.
- Beginning in 2005, one family brought 3 schools together.
- Day school donors found common ground, inspiring major giving and involvement.
- Schools’ leadership began to meet, share information, and work together.



MetroWest Collaboration: New Way of Thinking

- ❑ **Commonality of purpose:** recognition that issues/challenges/strengths/opportunities are similar among all schools
- ❑ **Innovation:** working together drives new ways of thinking, doing business
- ❑ **New image:** has raised profile of day school education in community from sideline to front burner
- MetroWest documents are posted on the Google Group as well as accompanying this PowerPoint.



Areas of Collaboration in MetroWest

- Fundraising/Constituency Development
- Marketing
- Educational Excellence
- Professional and Lay Leadership Infrastructure
- Alumni Relations



Collaborative Marketing

- ❑ Common area for day schools to come together
- ❑ Important to look at new ways of reaching Jewish families; widening pipeline
- ❑ Great area for experimentation with new media, viral marketing

Some examples from around US:

- ❑ *San Diego* —marketing coordinated by BJE/Fed: YouTube: San Diego Jewish Schools; or <http://www.sdjds.org>
- ❑ *Irvine, Calif*— day schools travel as team to local pre-schools together
- ❑ *Boston*—market together via website <http://www.jewishschoolsoston.org/>
- ❑ *Baltimore*—run newspaper ads together @ reduced rate
- ❑ *Los Angeles*: <http://www.bjela.org> schools marketed together via various traditional and non-traditional ways, including concierge service



Getting Started

- ❑ Find common area of interest. Where can joint work have incremental benefit?
- ❑ Shared vision, goals
- ❑ Start small: one- to two-year pilot
- ❑ Pool donations for one common fund
- ❑ Joint working group
- ❑ Can only accomplish so much with lay leaders/in-kind time of existing staff; for sustainable work, need paid, dedicated staff to coordinate

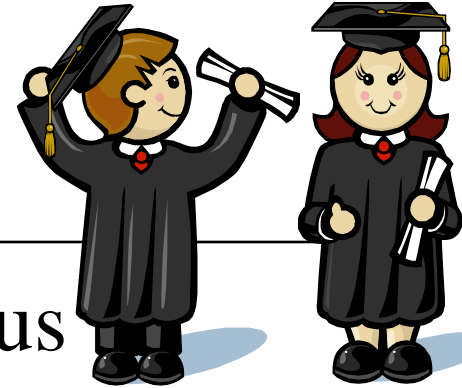


Discussion

How would you get started on a collaborative project?

- Do some donors give to both the collaborative fund as well as their own school fund? Was there resistance for losing donors?
 - Yes, at first but they saw the big vision brought more donors and bigger gifts. The largest donors might give to the community fund and to their school.

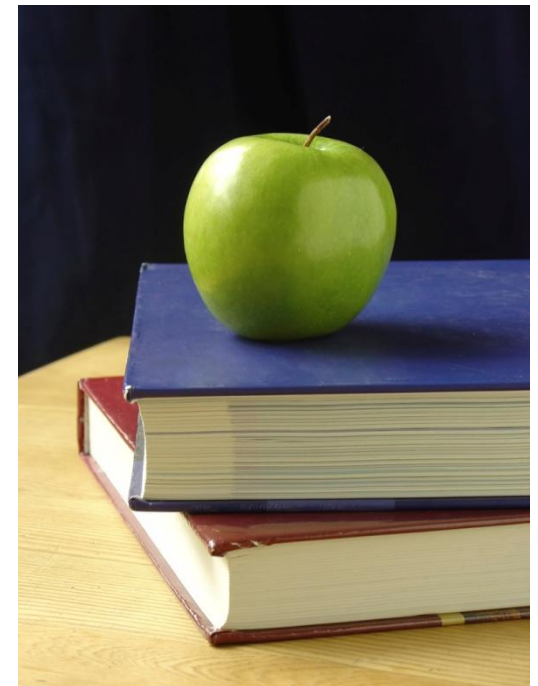
Alumni Relations



- In day school community, tremendous response to Avi Chai 2009 collaborative grant program (53 applications; 6 awards), partly driven by economy
- MetroWest was one of 6 communities chosen
- Two-year grant to jumpstart the collaborative Alumni Affairs Office for three day schools

MW Collaborative Alumni Affairs Office: Benefits

- financial resource development
- leadership development
- “ambassadors” for day school education
- future parents



Goals



- Work with each school development team on alumni relations action plan, marketing/communication strategy
- Research and implementation of best practices in alumni affairs from NJ secular private schools and selected day schools in US that have made strides in this area
- Work with each school on annual alumni events, awards newsletters
- Identification/cultivation/stewardship of potential major gifts alumni donors
- By year two: formal integration of alumni relations into each school's development plan
- Goal of 10 percent alumni giving over five years

Discussion

- Kim has shared the Metro West alumni project. What would you like to know more about?
 - The collaboration aspect of alumni relations is in regards to the staffing. The director can share best practices across the schools. And it is cost efficient. The program will invest in the training of one professional.
 - AVI CHAI grants cover a range of collaboration, including a merger of 2 middle schools.
 - MetroWest’s history of collaboration gives it more clout for grant applications.
 - Once you create a culture of collaboration, more doors are open.

Click www.ujcnj.org/education

In the upper right hand corner, “MetroWest: A Tradition of Achievement” and click there for detail on day school collaborative

Visit <http://www.avic-hai.org/bin/en.jsp?enDispWho=Press%5EI20&enPage=BlankPage&enDisplay=view&enDispWhat=object&enVersion=0&enZone=Press&>

To view the various collaborations Avi Chai has recently funded

Thank you to Kim Hirsh

Raising Skills, Raising Funds: Innovative Strategies to Use NOW

With Rae Ringel, Sheila Alexander, and Jennifer Weinstock

**A conference for development professionals at all levels of
experience. For full information and registration, visit**

www.peje.org

Tuesday-Wednesday, August 18-19, 2009

T: 8:30 am-4 pm, 6:30 pm-9 pm (workshop and dinner)

W: 8:30 am-3 pm

Jewish Federation of Metropolitan Chicago