

**Arizona School for the Arts
Resource Development Committee Agenda
September 19, 2019 – 7:45am**

<i>Present: (voting members in bold)</i>					
Javier Cárdenas, President	P	Anthony Dietz, Vice President	P	Marcia Mintz	P
Betty Hum	A	Leah Fregulia, Head of School/CEO	P	Marion Donaldson, Development Director	P
Agenda Items					
Annual Goal Discussion	<p>Minutes:</p> <p>The meeting started at 7:45am.</p> <p>Board President, Javier Cárdenas, called upon Development and Marketing Director, Marion Donaldson, to present the statistics of annual fund and tax credit giving to the Committee based on pledges from registration. Marion explained that there is much nuance in the annual cycle of giving patterns within our base and distilling exact statistics is challenging, however development feels confident through more parent engagement and cultivation efforts, ASA will see more actual dollars realized. Javier requested that the RDC have a regular quarterly update to track progress throughout the year. Everybody is in favor of this. Tony Dietz vocalized concern that ASA’s annual “ask” of at least \$2,000/child per year in the wake of not holding Annual Parent Meetings be emboldened. Between the family pledge form and the Frequently Asked Questions information in the packet that gets mailed out, he encouraged making this more prominent in FY21’s information. Marcia Mintz agreed and shared that RDC members should craft their curtain speeches to cater to the message that if we want to continue to fund the level of arts investment in our students, more parents need to contribute. Leah Fregulia, Head of School/CEO, and all at the table agreed this is a useful strategy.</p> <p>Marion Donaldson shared two ideas to have the RDC champion in support of the everyday work of ASA’s Head of School/CEO and Development Department’s offices in accordance with the Board training done through Piper trust. The first is to have current Board members lead outreach efforts with our nearly 50 other members through ASA’s 24-year history and the other is to have the contacts listed for introductions to Head of School and/or Development per the annual commitment Board of Director’s form they each sign be tracked by members of the RDC. Thus, creating a peer to peer accountability system. Both ideas were discussed and approved as items to push forward to the entire Board in the upcoming meeting. Javier also put forward the idea that more support for sponsorship with Showcase needs to come from the Board. All agreed there is more opportunity for all members to reach out to corporate contacts to help achieve this goal.</p> <p>Leah Fregulia supported Marion in asking for feedback from the committee in the idea of having a 25th Anniversary Gala, as many who attended the 20th Anniversary event in our community have inquired about the 25th celebration. Marcia Mintz quickly supported Marion’s point that the current staffing of the development team is at capacity creating meaningful engagement within the ASA enrollment, school event management, and marketing efforts and without a dedicated event planner, it would cost more than ASA would raise. Javier agreed that in many Nonprofit Organization circles he is in, this model is no longer relevant to raising revenue in a responsible way. RDC will continue exploration of how ASA will celebrate and strategically engage alumni and families throughout the year. Marion shared that ASA’s incorporation as a Nonprofit Organization was technically in March, but Leah confirmed that enrollment was not until that fall of 1995. All members agreed with the July 1, 2020-June 30, 2021 timeframe being the official celebration of ASA’s 25th year and we will create meaningful engagement and fundraising strategies for this time in future meetings.</p> <p>The meeting adjourned at 8:45am. The Committee will move the Planned Giving discussion to October’s meeting.</p>				
Board Support in Engaging Prior Board Members					
Board Engagement and Investment for FY20- RDC Leading Entire Board					
Planned Giving					
25 th Anniversary Discussion					

Additional Comments:

**Arizona School for the Arts
Resource Development Committee (RDC) Meeting Minutes
October 17, 2019 – 7:45am**

<i>Present: (voting members in bold)</i>					
Javier Cárdenas, President	P	Anthony Dietz, Vice President	P	Marcia Mintz	P
Betty Hum	P	David Garcia	P	Marion Donaldson, Development & Marketing Director	P
Leah Fregulia, Head of School/CEO	P				
Agenda Items					
		Minutes: The meeting started at 7:45am.			
Creating a cohesive message for ASA's value to our community at large beyond enrolled families		<p>Board President, Javier Cárdenas, welcomed David Garcia to the committee and David shared his enthusiasm to get the committee raising funds. David will lead the Board curtain speeches by delivering the first one of the year on October 21 at the 5/6th grade choir concert.</p> <p>Javier then called upon Development and Marketing Director, Marion Donaldson, to review the items from last meeting in terms of being certain to follow up with entire Board on the big picture of the arts programming that costs ASA \$2.2M and that the annual fund and tax credit aim to raise \$1M. This is not only for curtain speeches but also to set the stage that will increase ASA family ask per student/per year over time. For the October Board meeting, all members agreed that Javier should review Development's year to year comparison that Marion typically reserves for Leah and the RDC so that each Board member has a greater understanding of the financial picture and will push with their networks for more donations and support ahead of spring to increase awareness and fiscal health.</p> <p>Moving forward to agenda items for outreach to prior Board Members for gathering in December, all members agree that Marion can send out initial Save the Date/Invitation on October 21 and then each current Board member can follow up for personal touch. Javier proposed reviewing the list to see about appointing Board Emeriti if it makes sense at 25 years and that this will need to be a discussion for Board Governance Committee and then the whole Board.</p> <p>This segued into discussing outside donors who do not have a student at ASA or a family connection and what ASA's value proposition is for asking for investment. ASA needs community donations for the immediate annual fund, as well as the future vision for expansion of campus. Discussion included David stating that "ASA must show and regularly demonstrate (through PR, contracted targeted marketing) how it is the national model rather than simply state it in collateral and conversation." All members participated in a spirited dialogue and Marcia Mintz stated that we do need to have an outside firm or contractor, especially with regard to capital campaign ambition, to create a plan to illustrate how we are broadly investing in the future of children. David, Javier, Betty, and Tony all agree that gathering a group of advisors including members from the City and those interviewed for feasibility study in the near future could be a good strategy in helping us create unexpected allies and a clearer cultivation path and strategy.</p> <p>Javier reminded all members to use the packet for sponsorship for Showcase provided by the development department to help fundraise in Spring. Tony requested that Marion provide a list of targeted asks opportunity for all members to reach out to corporate contacts to help achieve this goal, which she did. Javier will also encourage the full support of the Board. Marcia provided a resource to Marion for the upcoming Grandparents' Day celebration that will be shared for those who might want to give their Rollover IRA to benefit ASA. Marion will present this opportunity to attendees and in pointed email follow up to entire roster of ASA grandparents.</p> <p>The meeting adjourned at 8:45am.</p>			
Reviewing and committing to outreach of prior Board members					
Planned Giving & Stock Donations-ASA Foundation & ASA nonprofit procedure review					
RDC working with entire Board for accountability of spheres of influence identified in 1:1 with HOS/CEO					
Tax Credit Push as Holiday Season Approaches					

Additional Comments:

**Arizona School for the Arts
Resource Development Committee Meeting Notes
November 21, 2019 – 7:45am**

<i>Present: (voting members in bold)</i>					
Javier Cárdenas, President	P	Anthony Dietz, Vice President	P	Marcia Mintz	A
Betty Hum	A	David Garcia	P	Marion Donaldson, Development & Marketing Director	P
Leah Fregulia, Head of School/CEO	A				
Agenda Items		Meeting commenced at 7:45 am			
Welcome and review of giving stats and RDC member leads for ASA team to make asks		<p>Javier Cárdenas, Board President, asked Marion Donaldson, Development and Marketing Director for ASA, to share the current giving and review the prior years so all are in the know of the gaps and opportunities to help augment the Development Department efforts. As in prior meetings, all recognize that the promises made for the Annual Fund goal are not enough to realize it. Javier reiterated to all that opening up their contacts, seeking Showcase Sponsorship opportunities, and committing to certain speeches to be bold with our \$2,000/child per year ask are necessary. He will remind all members in upcoming November Board meeting. Further, all committee members know that both tax credit and annual fund asks need to be pushed out before December 31 as folks make their charitable gifts. Marion shared that appeal letters to all segments of donors and prospective donors will be going out in the mail in addition to our electronic efforts and web-based outreach.</p> <p>Tony Dietz, Vice President, in prior meeting had shared the concern that our forms given in Annual Parent Meetings or (as in this current year) in the registration paperwork needed a more obvious ask in the center. Marion presented all members with the past 3 years of these forms and suggestions to strengthen this section and edits were made. In December, this committee will review a draft for the upcoming 2021 school year before the Development department goes to print. In reviewing these forms, robust discussion around holding Annual Parent Meetings in conjunction with holding registration as in prior years took place. David Garcia mentioned how similar public charter schools make no apologies about being incredibly upfront with the need for all families who enroll to give. Marion shared that statistically more did return forms with at least some amount pledged than in this current year where we tried another strategy. Marion will discuss with Head of School/CEO, Leah Fregulia, and strategize upcoming school year approach. Further, having the voices of Board members was also presented as an idea.</p> <p>All present members of the committee agreed to lead the Board in signing up to have peer to peer accountability amongst the Board for making all promised introductions to high level donors or other in their identified spheres for Head of School/CEO and/or Development Director prior to the end of the year. Marion collected signups and will ensure the master list is circulated to all in November Board meeting. Within spheres of influence, Javier shared a little bit about how the Arizona Community Foundation Donor Advised Funds works and Marion shared much momentum with ASA brand and impact awareness in this institution. Finance and Resource Development Committee chairs in tandem with the Head of School/CEO, Development, and Finance will further this discussion to strategize how to best align ASA's investment needs and help open up doors for more family foundation potential donors in the near future.</p> <p>Javier Cárdenas asked all to send prospective Showcase Sponsors to Marion and will also remind the entire Board at the November meeting to do the same. David, Tony, and Javier are also going to share with others about the upcoming December 9th Choral Collage performance as an opportunity to bring key contacts. Again, the entire ASA Board will be encouraged to do the same.</p> <p style="text-align: center;">Meeting concluded at 8:45am.</p>			
Review of last 3 years Annual Parent Commitment Forms-discussion for FY21 form					
RDC discussion of holding Annual Parent Meetings for all					
RDC working with entire Board for accountability of spheres of influence identified in 1:1 with HOS/CEO –signup sheet to create tracking process					
Tax Credit Push and Annual Fund asks to networks as Holiday Season Approaches					
Showcase Sponsorship and Leads for Family Foundations-vital for health of Annual Fund goal					
Cultivation opportunity: Choral Collage Dec 9					

**Arizona School for the Arts
Resource Development Committee Meeting Minutes
December 19, 2019 – 7:45am**

<i>Present: (voting members in bold)</i>					
Javier Cárdenas, President	P	Anthony Dietz, Vice President	P	Marcia Mintz	P
Betty Hum	P	David Garcia	P	Allison Otu	A
Marion Donaldson, Development Director	P	Leah Fregulia, Head of School/CEO	P		
Agenda Items					
		Minutes:			
Annual Parent Meetings- dates set and greater Board role request		Meeting commenced at 7:45 am			
Evaluate draft of the Annual Parent Form- this will fulfill re-enrollment for current families per Charter law and ask for voluntary donations to support ASA's arts programs		Javier Cárdenas, Board President, reminded everyone that last meeting the committee unanimously decided to resurrect Annual Parent/Family Meetings. Javier Cárdenas asked Marion Donaldson, Development and Marketing Director for ASA, to share the new draft of the Commitment Form after taking feedback from the last meeting to improve it. Board Member Marcia Mintz and Tony Dietz, Vice President, championed the Annual Fund ask being prominent on the top and praised the graph clarifying ASA's need for donor support. All committee members present spent the majority of the meeting helping refine this form, as it is a crucial gateway for ASA families to understand how critical these donations are to keeping ASA's performing arts programs intact.			
Review the Fundraising Plan put forth by True North Consulting		Betty Hum, Board Member who is not a parent or related to any ASA student, offered great perspective on making sure to emphasize that it is a re-commitment on both sides. All members made edits and gave form to Marion Donaldson to collect and create final draft to be approved by Leah Fregulia, Head of School/CEO. Meeting dates were shared for February, with Tony Dietz asking us to edit one date to be sure our far commuting families can make it after work. There will be one 7pm meeting offered for this reason. Each of the six meetings will have an ASA Board member helping lead alongside Leah Fregulia and Marion Donaldson to demonstrate our mutual commitment to ASA students and families.			
Strategy and encouraging continued outreach for End of Year giving by all Board Member's spheres of influence					
Discussion items -					
Choral Collage Board Speeches and looking to upcoming concert Board Speeches		Javier Cárdenas shared that the Fundraising Plan from True North Consulting will be held until January for discussion. Javier Cárdenas encouraged all to continue to reach out to networks and ask for donations before December 31. Board Members will continue to message the need for giving in curtain speeches and the next one is February 11 at Camelback Bible Church for the Masterworks concert. Betty Hum can no longer be the speaker due to personal health matter, so Tony Dietz committed to deliver.			
		Meeting adjourned at 8:45			

Additional Comments:

Next Meeting is 1/16/2019

**Arizona School for the Arts
Resource Development Committee Meeting Minutes
January 16, 2020 – 7:45am**

<i>Present: (voting members in bold)</i>					
Javier Cárdenas, President	P	Anthony Dietz, Vice President	P	Marcia Mintz	P
Betty Hum	P	David Garcia	A	Allison Otu	A
Marion Donaldson, Development Director	P	Leah Fregulia, Head of School/CEO	P		

Agenda Items	<p>Minutes:</p> <p>President Javier Cárdenas called the meeting to order at 7:45am</p> <ul style="list-style-type: none"> • All present members signed up for Annual Parent Meeting slots to speak to our constituency about the critical need for all families to give something, even if it is not the \$2,000 minimum ask. • Marcia Mintz stated that ASA needs to be direct, transparent, and ask often so people know that we need to supplement the funding not received by the government to sustain the instruction of high level arts and academics. • Tony Dietz, Vice President, shared that instead of looking at it from the parents and donor funding perspective, perhaps we should look at the child count and how much we need to help the enrolled students with families who have less means to motivate all to give in caring for all students of ASA. Marion Donaldson, Director of Development and Marketing, explained that this would be challenging with the government school registration system not interfacing with the fundraising platform, but she could certainly look into it. • All members then reviewed the fundraising plan presented by Marion and Leah Fregulia, Head of School/CEO, that was completed through True North Consulting Group and extracted key elements that ASA's Board of Directors would need to adopt, as well as the Resource Development Committee (RDC). There was a robust discussion and shared enthusiasm for capitalizing on what we already do well and suggestions for opportunities for growth with parent engagement that all agree to be champions for getting more parents volunteering and having gatherings to further connection to mission. • RDC members then received call lists to thank alumni parents and donors for year-end donations and will report results to development by next week. <p>Meeting adjourned at 8:45am</p>
Annual Parent Meetings- BoD Members sign up for dates	
Review End of Calendar Year Fundraising: Annual Fund and Tax Credit still in need of more support	
Central Discussion: Review the Fundraising Plan from True North Consulting	
Donor Thank You Support from RDC	
Any additional discussion items	

Additional Comments:

Next Meeting is 2/20/2020

**Arizona School for the Arts
Resource Development Committee Minutes
February 20 – 7:45am**

<i>Present: (voting members in bold)</i>					
Javier Cárdenas, President	P	Anthony Dietz, Vice President	P	Marcia Mintz	P
Betty Hum	A	Leah Fregulia, Head of School/CEO	P	Marion Donaldson, Development Director	P
David Garcia	P				

Agenda Items	<p>Minutes: Meeting commenced at 7:45a.m.</p> <ul style="list-style-type: none"> • Board President Javier Cárdenas welcomed all and attendees reviewed current giving statistics noting the Annual Fund in both individual donations and grants are still sluggish for this school year. • David Garcia and Leah Fregulia, Head of School/CEO, and Marion Donaldson, Development and Marketing Director, shared how the first two Annual Parent Meetings went in being transparent with families about the need to give now and as they sign pledge forms for the future. • All members in agreement that the talking points that both David Garcia and Tony Dietz, Vice President, created for illustrating the funding realities in AZ for education made a strong case for support with our parent and family community. • Marion Donaldson shared that Showcase Sponsorship has been promised by two companies that she and Leah Fregulia asked and encouraged other members to continue sharing out with their networks. All packets for the Annual Meetings also contain the opportunity for Showcase Sponsorship and ASA will message this is another way to support the school. • David Garcia shared that moving forward he will share a resource with the Board for a “boot camp” that helps other schools in making a clear case for support to strengthen ASA’s approach and create more askers and ambassadors. • Pigeons in the Park on March 29 from 11am to 2pm will be held for all of ASA to come out and gather. Marion Donaldson and Javier Cárdenas asked the committee to be socializing this event with their students and peer groups to ensure a healthy attendance and garner further support for extracurricular opportunities. <p>Meeting adjourned at 8:30a.m.</p>
Review of Fundraising Stats	
Annual Parent Meeting Discussion	
Showcase Sponsorship	
Pigeons in the Park Event	

Additional Comments:

**Arizona School for the Arts
Resource Development Committee Meeting Minutes
March 26, 2020 – 7:45am**

<i>Present: (voting members in bold)</i>					
Javier Cárdenas, President	P	Anthony Dietz, Vice President	P	Marcia Mintz	P
Betty Hum	P	Leah Fregulia, Head of School/CEO	P	Marion Donaldson, Development Director	A
David Garcia	P				

Agenda Items	<p>Minutes: NOTE: Meeting held via Zoom due to the COVID-19/Corona Virus pandemic</p>
Review of Fundraising Stats	<p>President Javier Cárdenas called the meeting to order at 8:00am.</p> <p>The Committee reviewed the fundraising dashboard and noted that we have exceeded last year’s revenues at this time last year. Everyone sent congratulations and appreciation to Marion and the development team for success Annual Parent Meetings, and the ongoing personal outreach to our families and donors to meet the goal. A few parents reached out to Marcia to say thank you for the Board presence and said they did not realize the goal or urgency until the meeting.</p> <p>In general, the committee agreed to start the year with strong and consistent messaging similar to the APM urgency.</p> <p>The committee discussed possible special arts funding available now and Marcia mentioned that there may be some powerful data available about the link between participation in the arts and mental health.</p> <p>Leah shared plans to have a “virtual showcase” and that we are redirecting our Showcase sponsorships to sponsor the on-line content. The committee liked the idea of sending teaser videos leading up to Showcase featuring the creative endeavors of our students during school closure to highlight the importance of the arts to our kids and community.</p> <p>Briefly the committee discussed the need to reset our target fundraising goal next year, but did not decide on the goal at this point as we will wait to see in the next few months the condition of our economy and fundraising results from this year.</p> <p>The finance team will be modeling various projections for the end of the year (best/worst case scenarios) and sharing them with the Board.</p> <p>The meeting adjourned at 9:00am</p>
RDC and Board Making Critical Asks in Wake of Pandemic	
Showcase and Year End Events Shift to Online	
Budget/Revenue Goals for FY2021	
Other items for discussion	

Additional Comments:

**Arizona School for the Arts
Resource Development Committee Minutes
April 16, 2020 – 7:45am**

<i>Present: (voting members in bold)</i>					
Javier Cárdenas, President	P	Anthony Dietz, Vice President	P	Marcia Mintz	A
Betty Hum	P	Leah Fregulia, Head of School/CEO	P	Marion Donaldson, Development Director	P
David Garcia	P				

Agenda Items	Minutes:
Review of Fundraising Stats	<p>NOTE: This meeting will be via Zoom due to the COVID-19/Corona Virus pandemic</p> <p>Board President Javier Cárdenas welcomed all and reviewed the fundraising dashboard. He acknowledged Development and Marketing Director, Marion Donaldson, in encouraging more tax credit donations. Marion shared that by midnight of 4/15 ASA met the annual goal of \$160,000 in AZ Public School Tax Credit donations. All celebrated and discussed the other areas of struggle- grants and parent and family commitments. The group discussed how given the current pandemic AND coming out of it, our fundraising strategies and cultivation approach will need to pivot. David Garcia noted that not coming across as “heavy handed” and really reiterating the importance of remaining connected is key.</p> <p>Javier and incoming Board President, Tony Dietz, inquired about Showcase and ASA’s plans to take it to a virtual platform. Marion and Head of School/CEO, Leah Fregulia shared that a cross section of arts, academic, student, and development and marketing leaders are busy planning what it will look like and be able to share more in the May Committee Meeting. Immediately, Marion is working with sponsors on logos and shifting exposure strategies to online. The committee discussed access to Showcase viewing and member Betty Hum put forth the idea of generating revenue to “pay to view” but the group ultimately decided that ASA’s commitment to equity and access and creating more connection is more important so there will be a suggested donation amount, but opportunity to view will be open to all.</p> <p>ASA will still need to raise \$1M to pay for the arts programming, but some budget planning is currently being done at the Executive Leadership and Finance Committee level to support scenarios and planning for COVID-19 economic consequences. The RDC members agree that it is still important to be contacting spheres of influence to support ASA as the world moves through the uncharted territory.</p> <p>Meeting concluded at 8:30a.m.</p>
RDC and Board Spheres of Influence	
Staying Connected to Mission While We Shelter in Place	
Budget/Revenue Goals for FY2021(post pandemic planning)	
Other items for discussion	

Additional Comments:

**Arizona School for the Arts
Resource Development Committee Minutes
May 21, 2020 – 7:45am – 8:40am**

<i>Present: (voting members in bold)</i>					
Javier Cárdenas, President	P	Anthony Dietz, Vice President	P	Marcia Mintz	A
Betty Hum	P	Leah Fregulia, Head of School/CEO	P	Marion Donaldson, Development and Marketing Director	P
David Garcia	P				

Agenda Items	<p>Minutes: NOTE: This meeting held via Zoom due to the COVID-19 pandemic.</p>
Checking in overall	
Review of Fundraising Stats and Projections (pre-paid donations)	Javier Cárdenas, President, called meeting to order at 7:45am and asked Development and Marketing Director, Marion Donaldson, to speak to the year-end fundraising statistics and projections as all reviewed on shared screen. The group discussed each budget line item and agreed that in a challenging year with global pandemic, ASA will finish strong. Javier and Tony Dietz, Vice President, brought up taking the opportunity to thank donors. Betty Hum suggested a thank you and report out of the gap in case there is any donor who feels motivated to still give to support the arts.
Showcase ask and sharing with potential donors	
Strategizing for potential decrease in giving and messaging for FY21	
Presentation of new street panels	
Other items for discussion	David Garcia asked about the pre-paid family donations in reviewing the projections for the 2021 School Year and congratulated members of the committee for championing the option for families to give right away upon attending a parent meeting. Javier and David then led the discussion about next year Annual Parent/Family Meetings and continued success. Tony commented that keeping the positive approach upfront so ASA is not at year end feeling like it is an emergency message for funding is important. David, Javier, and Tony all agreed that Board involvement in each meeting is an important component moving forward. Leah Fregulia, Head of School and CEO, commended the Board for making a difference and creating more connection with ASA families.
	Showcase going online was then discussed and the fundraising or “paying for a ticket” idea was revisited. The committee had various input and all are in agreement to not be too heavy handed with the ask yet mindful that ASA is still in need of revenue to support the arts. Javier inquired about how Showcase Sponsors will be acknowledged and Tony asked about Circles of Giving since there is not a printed program. Marion shared that there will be a list of those who give \$2,000 or more to say thank you and donors would get a dedicated email to recognize their contributions in an email blast leading up to Showcase. Javier suggested that RDC write thank you cards to some donors again as a means to stay connected and have the Board express more direct appreciation. Everyone agreed to do so.
	Leah acknowledged Marion’s work with contractors to create the next panels for ASA’s branding on the corner of 3 rd Street and along McDowell and asked her to share the design with the committee. All members had positive feedback and Leah and Marion shared their enthusiasm to get this project completed before June 30. Leah was asked a couple of questions about graduation and year-end messaging and all expressed appreciation for her continued communication. Marion thanked the members of the Board and expressed gratitude for the shared leadership in resource development over the last 5 years as she leaves ASA. Meeting adjourned at 8:40am.

Additional Comments: