

# CAIS Trustee/School Head Conference

San Francisco  
January 26, 2008

David V. Babbott  
Director of Major Gifts and Planned Giving  
The Thacher School  
Ojai, CA

# Beyond Tuition: A New Look at Other Income Sources

- Endowment fund raising has made a significant difference at Thatcher.
- We have been able to raise endowment dollars while completing important capital projects and while also growing our annual fund and our planned giving program, and you can too.

# The Thacher School

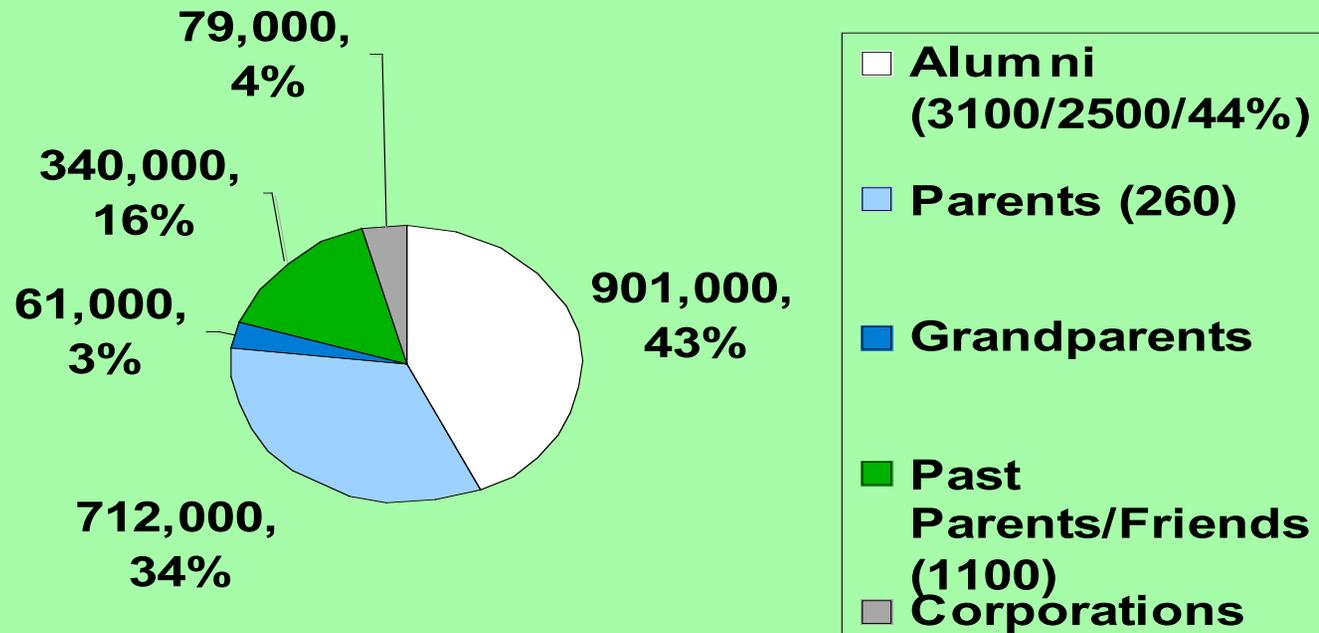
- Founded in 1889
- College preparatory
- Co-ed (since 1977)
- 215 Boarding students
- 20 Day students
- Students from 25 states, 10 countries
- 29% receive financial aid
- Median SSAT score: 89<sup>th</sup> percentile
- Admissions acceptance rate: 20%
- Yield on offers of admissions: 80%

..... The one with all of the horses .....

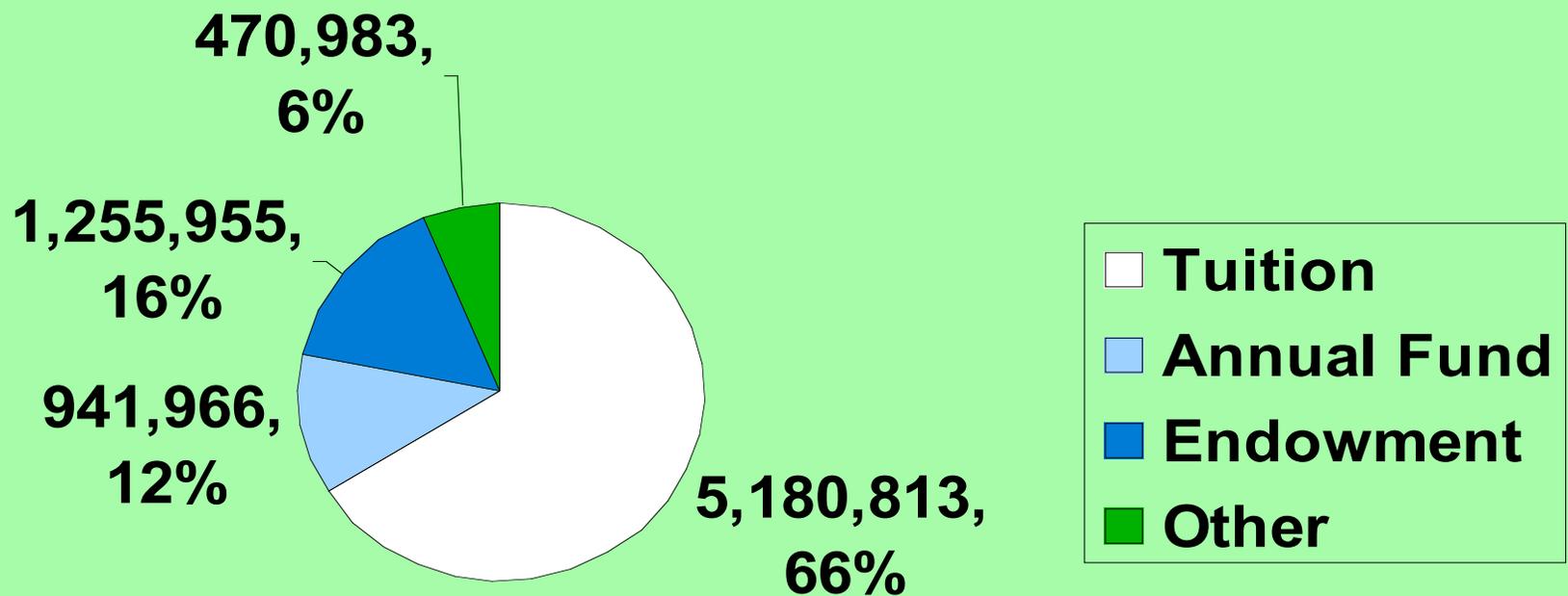


# Thacher's Constituency

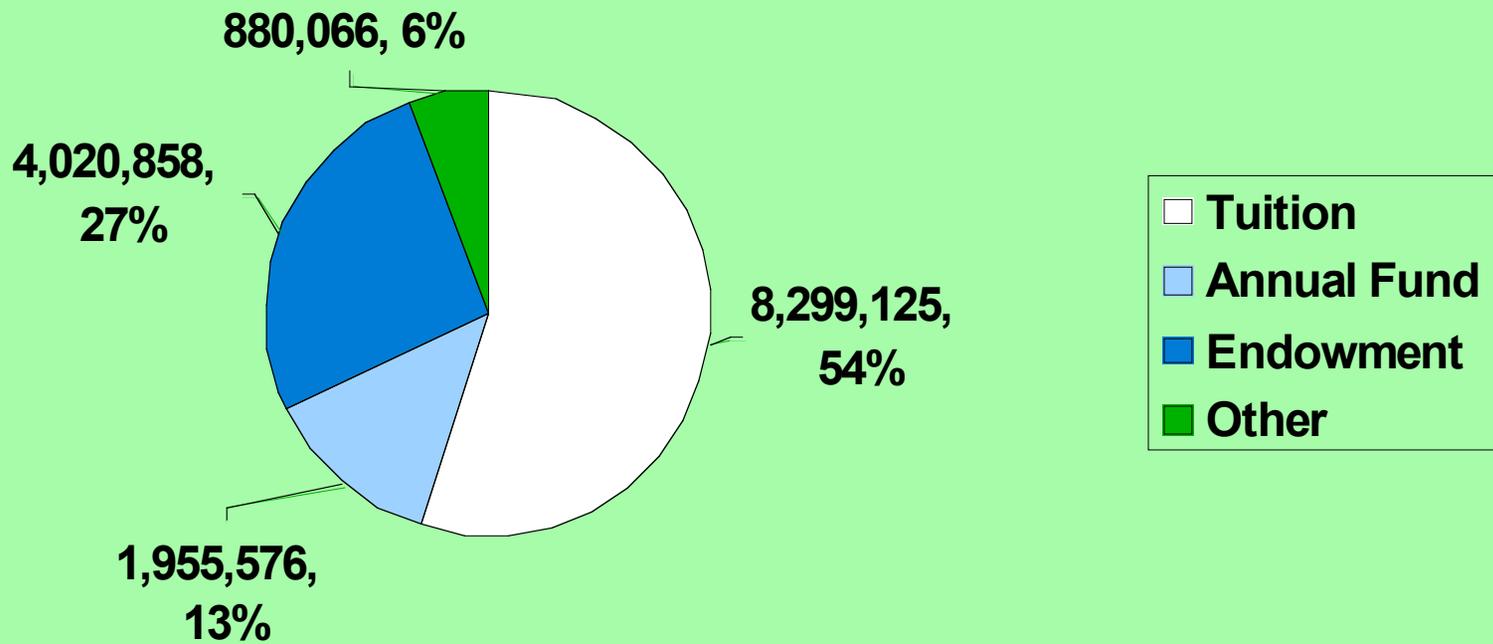
**2006-2007 Annual Fund  
\$1.95MM**



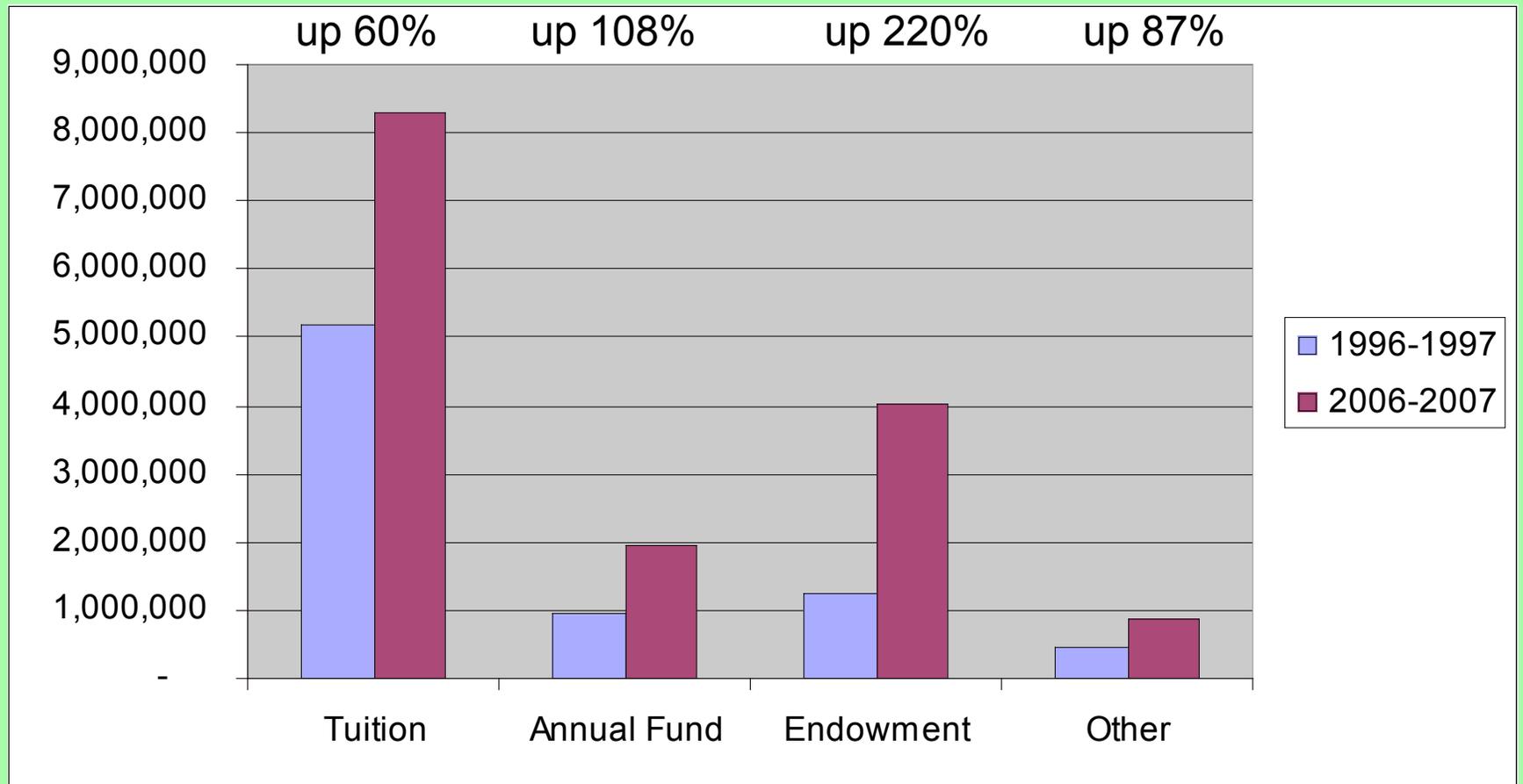
# 1996-1997 Fiscal Year Total Revenue ~ \$7.9MM



# 2006-2007 Fiscal Year Total Revenue ~ \$15.2MM



# Everything goes up at different rates



# A bigger endowment matters

- Endowment distribution as a percent of total revenue has increased from 16% of total revenue to 27% in ten years.
- Annual distribution increased from \$1.3MM to \$4.0MM in ten years.
- Endowment has grown from \$33MM to \$112MM in ten years.
  - Endowment distribution is 5% based on a 19 quarter average of unit values

# A brief history at Thacher – 1

- Founded 1889
- Became Not for Profit in early 1930s
- Tepid annual fund 1940 – 1968
- First Director of Development hired 1969
- *The Accidental Endowment*
  - 1970 value <\$1MM
- Most capital fundraising was bricks and mortar (in response to emergencies!)

# A brief history at Thacher – 2

- 1983 – 1989 Centennial Campaign
  - \$16MM total goal
  - \$12MM endowment goal
- 1999 – 2007 The Campaign for Thacher
  - \$80MM goal
  - \$47MM bricks, mortar, incremental maintenance endowment
  - \$33MM endowment goal
    - Faculty, Financial Aid, Unrestricted Endowment

# How we talk with our constituents

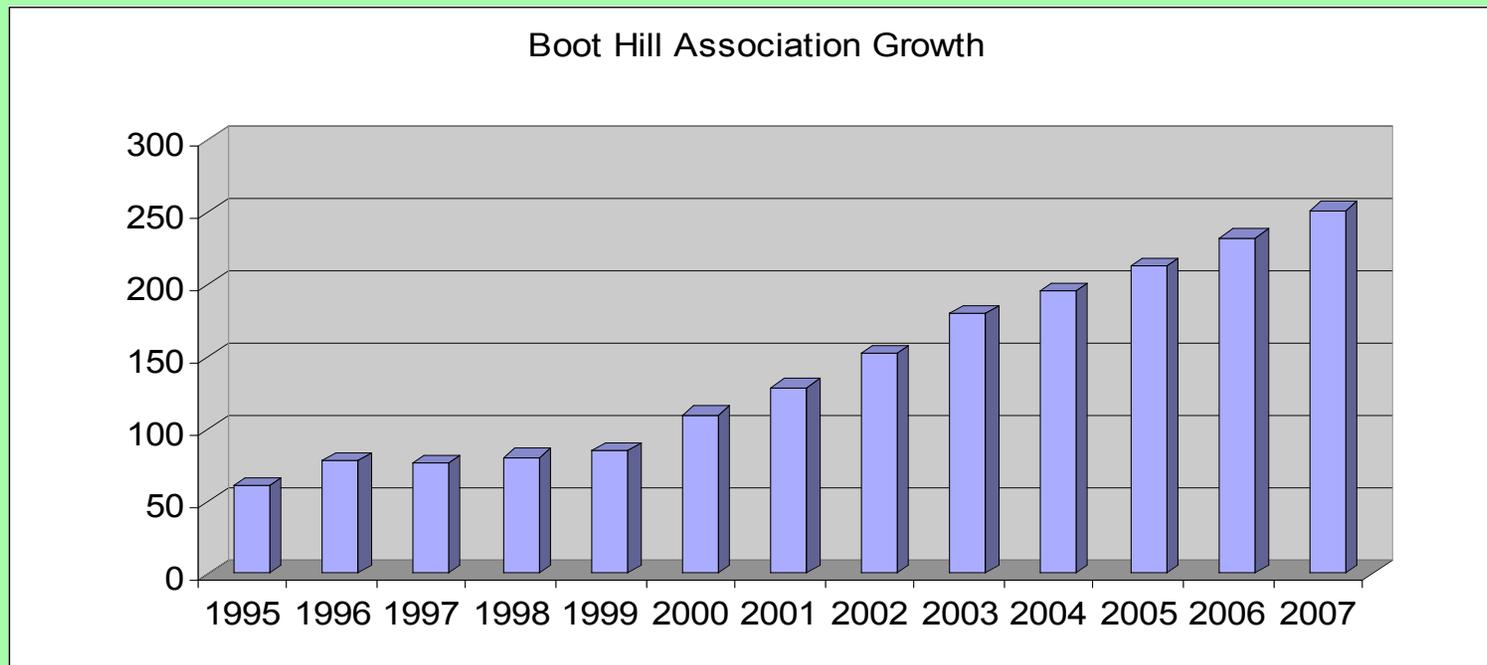
- We agree that the most important things at Thacher are the things that money can NOT buy.
- Gifts are discussed in context of supporting our core values and our program.
- Gifts are investments in the School's long-term success.
  - Even short-term projects should be justified in this context.

# It starts with a great school

- Find people who want to see your school succeed over the long haul (beyond the time when their children attend.)
- How do they envision their philanthropic relationship?
  - It doesn't have to be endowment.
  - It's their money, their timing, their values.
- Remember the three-legged stool of philanthropy.
  - Annual Fund
  - Major Gifts (Capital and/or Endowment)
  - Planned Giving

# Planned Giving

- Unless otherwise specified, all planned gifts are added to our Unrestricted Endowment.



# Acknowledge those who made today's school possible

We drink from wells we did not dig and eat  
from vineyards we did not plant.

We have been warmed by fires we did not  
kindle.

– Deuteronomy, VI:10-11

# An advantage we may have

- High alumni participation
  - Perhaps alumni have a more long-term perspective.
  - Perhaps they give over more years than current parents.
  - We can be patient until the right time for them to become major gift candidates.
- Boarding environment
  - Students live here
  - Meaningful interaction with teachers/coaches/advisors

# A ten-word fundraising motto

- Spend time with wealthy people who share your organization's values.
  - Thanks to Charles Collier for the first 5 words.

# Invest in your fundraising effort

- Our Board and Administration made a significant investment in our future by investing resources in a robust development effort.
  - Road warriors
  - Annual Fund
  - Reunions and Gatherings
  - Support staff
  - Volunteer manager

# You will not succeed unless . . . .

- Your Board members are personally generous with their time as solicitors.
- Your Board members are personally generous with their treasure.
- Your Board members are willing to make leadership gifts to endowment, particularly in a bricks-and-mortar culture.

# You will succeed when .....

- Your Board and Administration have a clear vision for your school.
- Can translate that vision into the resources needed to support your goals.
- Have a Board that will give time, treasure, and wisdom.
- Have a development office that is able to cultivate long term relationships.

# Thacher's Board Leadership

- Most increased their Annual Fund giving.
- Most made more than 1 gift to the campaign.
- Several made 3 gifts.
- Board put \$5.0MM of challenge \$\$ in front of our alumni.
  - Matching \$ would follow endowment gifts.

Thank you for your attention.

