

TSI Proposed Strategic Plan FY2021-22 through FY2023-2024

Three focus areas: Program development; growth of financial support for programs; donor services and engagement

Focus Area 1: Program development

Goal 1: Increase the impact of our programming in Lebanon.

Strategies

1. Help our partner in Lebanon launch his mobile school program to Syrian refugees through supporting staff compensation, internet access, electronic learning devices, school supplies and meals for students. (FY2021-2022 onward)
2. Support our partner in Lebanon to improve the quality of his educational services. This support will include with an assessment of needs and resources to address, in order of priority:
 - A. quality of the curriculum
 - B. quality of the teacher training
 - C. the need for trauma-response training
 - D. additional specialized services (speech therapy, physical therapy, psychological services, etc.)
3. Work with our partner to determine one high-demand vocational skill area (examples: coding, phone repair, electrician training, auto mechanic) and fund the program.) (FY2023-2024)

Goal 2: Increase the impact of our programming in Jordan.

Strategies

1. Increase TSI's financial commitment to make up for financial strains on the school created by the pandemic and by increased enrollment. (FY2021-2022)
2. Support additional course offerings for adolescents in the high school as the oldest students prepare for adulthood. (FY2021-2022)
3. Seek funds for specialized services for students (psychologist, physical therapist, speech therapist, music instruction) and/or create strategic partnerships with supporters in the United States who might provide those services in-person or remotely. (examples: retired physical therapists or music teachers when no local service providers exist). (FY2-2022-2023)
4. Explore with our partner the needs and demands for vocational training for adolescents and adults (Options include coding, phone repair, electrician training, auto mechanic) (FY2022-2023)
5. Research costs and feasibility of creating an endowment to send refugee adolescents to college or trade schools. (FY2023-2024)

Goal 3: Identify prospects for a third TSI partnership.

Strategies

1. Research regions hosting refugees that also have Christian leaders with whom Tent Schools could partner. Present research at the end of FY2021-2022.
2. Test the interest among donors for a third partnership with a targeted campaign. FY2022-2023.

Focus Area 2: Growth of financial resources

Goal 1: Grow our revenue by a minimum of 12 percent each year in part through strategies that inspire current donors to give more.

Strategies

1. Continue staff development with Donor-Centered Fundraising training. Return to pre-pandemic mini trainings at staff meetings to continue our learning and assess performance throughout FY2021-2022.
2. Continue staff development with Barnabas Foundation tools to cultivate major gifts and planned giving each year.
3. Build on our experience with virtual events in 2020 to create a larger virtual event for donors in 2021-2022.
4. Research the purpose and feasibility of donor trips to our partners as a way to increase relationships and support as travelers spread the word about TSI before and after their trips. FY2022-2023.

Goal 2: Grow our revenue by a minimum of 12 percent each year in part through strategies that inspire new donors to support TSI.

Strategies

1. Increase our outreach to churches and schools that we have not developed relationships with in the past. This includes increased outreach and advertising to denominations we have not traditionally worked with (Target: One visit per month in 2021-2022; two in 2022-2023; 2.5 per month in 2023-2024)
2. Research ways that organizations are engaging young donors and develop a plan to attract younger donors. (End of FY2021-2022)
3. Build on our experience with virtual events in 2020 to create a series of annual events for new donors beginning 2021-2022
4. Cultivate relationships with Christian Schools and Sunday School programs to share the plight of refugee children and ask them to participate in coin drives.
5. Research educational materials available for teachers and Sunday School directors to determine if Tent Schools needs to develop/commission the development of materials for teachers.

Goal 3: Develop relationships with granting sources.

1. Use grant research databases to identify a list of foundations that might support our mission. (FY2021-2022)
2. Based on research, determine a minimum number of grant applications are staff can realistically apply for over the course of a year. (FY2021-2022)

Focus Area 3: Donor services and engagement

Goal: Improve our relationships with donors so they feel deeply appreciated every time they interact with us.

Strategies

1. Continue to develop our staff knowledge of DonorSnap as a tool to understand donor trends and develop communication strategies accordingly. (Also in Focus Area 2)
2. Continue staff development with Donor-Centered Fundraising strategies to develop relationships and grow support. (Also in Focus Area 2)
3. Build on our experience with virtual events in 2020 to create a series of annual events beginning 2021-2022
4. Implement a website redesign to better serve our donors and our mission. (FY2021-2022)
5. Research and implement ways for younger supporters to donate, such as text-to-donate or Venmo. (FY2022-2023)

