

CASE STATEMENT FOR FUNDRAISING CAMPAIGN

Nourish the Roots Campaign

The Campaign for Sterling College

Sterling College is focused on addressing the most critical environmental challenges facing humanity in the 21st century and the effort to expand its capacity to educate environmental stewards is among the most meaningful and compelling initiatives underway in higher education.

This case statement represents an invitation for those who care deeply about protecting soil, water, food, and our climate to invest in an institution that educates passionate leaders committed to environmental stewardship.

Sterling has embarked on an ambitious strategic path and the *Nourishing the Roots Campaign* is raising funds to strengthen the core commitments of our mission.

Living By Our Values

\$3 million

Sterling was the first college in Vermont and among the first colleges in the United States to fully divest its endowment from the fossil fuel sector. In 2015, the College will join a small group of institutions around the world that produce as much solar energy on campus than it uses in a year. Building upon these accomplishments, the Board of Trustees has made a commitment to conservation and to eliminate our use of fossil fuels to heat our buildings.

Continuing to demonstrate our commitment to sustainability, the *Nourish the Roots Campaign* will prepare the College to renovate key academic buildings on our campus and to strengthen the academic experience of our students and provide important tools for our faculty.

Our early commitments in this campaign to improve campus sustainability as called for in our strategic plan include:

The Rian Fried Center for Sustainable Agriculture & Food Systems

The Jed & Perry F. Williamson Center for Outdoor Education

The Center for Woodworking & Rural Arts in Paradise Hall

Simpson Hall Science & Ecology Center

Endowed Faculty Positions

\$2 million

Sterling has a talented faculty committed to the mission of the College and to providing a rigorous academic education. The experiential and interdisciplinary nature of our curriculum requires that faculty work collaboratively in support of individual students as they create a path toward graduation and careers in environmental stewardship.

Sterling will work closely with donors who wish to recognize the work of our faculty and to determine opportunities for

two newly named positions. Endowed faculty positions could include, but are not limited to, the following areas of study:

Ecology

Environmental Humanities

Outdoor Education

Sustainable Agriculture

Sustainable Food Systems

Scholarship Support for Students

\$4 million

Because the need for our graduates is so great, and our environmental stewardship mission is so critical, providing financial access to students is one of our highest priorities. We will achieve this aim by controlling operational expenses, controlling tuition, and through a robust program of financial assistance partially supported through the annual fund.

As the only federally recognized work college in New England, Sterling rightly places a high priority on providing support for its students. Nearly 100% of our students receive Sterling grant funding and each student works in support of their educational costs.

Comprehensive Campaign Goal

\$9 million

The Nourish the Roots Campaign is the most ambitious fundraising undertaking Sterling College has ever initiated. In January 2015 the Board of Trustees publically announced the campaign and announced that the campaign has already raised \$TBA million toward the goal.

For over a half century, Sterling College has been a pioneering institution. It was among the first colleges to commit its educational focus to the human relationship of with the natural world and launch a brand new model of environmental stewardship education. Sterling has long been worthy of transformational support for the critical work of its faculty and graduates. With your support, this campaign will secure Sterling's future and prepare us to educate the next generation of environmental stewards.

Nourish the Roots

The Campaign for Sterling College

Internal Strategy

Annual Giving Overview

During the past three years, the annual fund total has increased by 70% and the total number of donors participating has grown by 37%. This is largely due to more consistent effort, but most assuredly, by the excitement generated by the fundraising challenges presented by Jon Larsen and Penny Schmitt. To launch the public phase of the campaign, we would like to continue to focus on building momentum through increased participation.

During the silent phase of the campaign, the College announced a "Two Million Dollar Challenge" over the next two

years. We have already identified 40 prospective donors who have provided consistent support for the annual fund, and whom we are confident would make a pledge commitment to match the challenge. Collectively, they can be conservatively relied upon to commit to contribute between \$350,000 and \$400,000 in each year of the comprehensive campaign. This list does not include the donors who give below the \$1,000 level and who will also be asked to make a four-year pledge and who collectively can also be relied upon to commit \$200,000 to the annual fund each year.

Capital Giving Overview

The focus of the capital giving program will be the creation of an energy-efficient and fossil fuel free campus. In 2015, Sterling will produce as much electricity as it uses through a net-metering program. We have also established our commitment to our capital goal through our divestment from fossil fuels in the first year of the campaign.

The commitment to raise \$3 million is reasonable and the College has already raised one-third of the goal. Additional funds are already identified from an anonymous donor committed to a refurbishment of Houston House and a foundation that has requested a proposal from Sterling in January 2015 for a \$300,000 grant opportunity to restore Paradise Hall as a center for rural arts.

Further, the development of the new Jed and Perry F. Williamson Center for Outdoor Education will bring new donor prospects into relationship with Sterling, just as the naming of the Rian Fried Center has so successfully done. It is anticipated that the cost of this project will be approximately \$700,000.

Planned Giving Overview

The earliest graduates of Sterling are now in their mid-70s. It is important for the long term health of the College that we develop a more sophisticated approach to a variety of estate planning tools as part of the campaign being proposed.

The Margaret Sterling Society has a tiny membership and we have little information about the magnitude of the estate gifts that will one day mature and provide support for Sterling. During the past year we have learned that in two cases, the College's failure to cultivate relationships with some members of the Society has led to estate plan changes that left Sterling out of final arrangements. We must use the campaign as the platform to reestablish our credibility.

To the degree that Sterling will seek to grow its endowment through the Nourish the Roots campaign, it will be through the vehicle of planned giving pledges. We will seek to strengthen our planned giving efforts with our alumni and

ANNUAL FUND PROJECTION FY14-FY18

Source	FY14	FY15	FY16	FY17	FY18	TOTAL
Challenge	\$180,000	\$500,000	\$500,000			\$1,180,000
Match	\$445,000	\$550,000	\$550,000	\$600,000	\$650,000	\$2,795,000
TOTAL	\$625,000	\$1,050,000	\$1,050,000	\$600,000	\$650,000	\$3,975,000

CAPTIAL GIVING PROJECTION FY14-18

Investments	FY14	FY15	FY16	FY17	FY18	TOTAL
Parsonage	\$160,000					\$160,000
Schmitt Prop.	\$350,000					\$350,000
Rian Fried	\$500,000					\$500,000
Infrastructure		\$400,000				\$400,000
Infrastructure			\$500,000			\$500,000
Infrastructure				\$400,000		\$400,000
Infrastructure					\$800,000	\$800,000
TOTAL	\$1,010,000	\$400,000	\$500,000	\$400,000	\$800,000	\$3,110,000

trustees first. I believe that identifying and documenting \$2 million in estate plans committed to Sterling College is a modest and achievable goal.

New Campaign Budget Commitments

With the departure of Sydney Flowers, Sterling must identify a new experienced leader for the College's advancement effort in support of the work of the president.

To travel and to engage with prospective donors will require additional commitment to the operational costs of the raising funds.

Needed increases in fundraising expenses include:

\$30,000 - \$40,000

\$25,000 - \$35,000

\$55,000 - \$75,000

Employee compensation per annum FY15 through FY18
 Travel and donor engagement per annum FY16 through FY18
 Total

Conclusion

It is time for Sterling to truly thrive, not simply survive. This campaign and the impact it will have on the future of our College will radically transform its future. The work that our faculty do, the impact of our alumni, the passion with which we pursue our mission is now tethered to a plan that is bold and assertive. •

PLANNED GIVING PROJECTION FY14-18

Source	FY14	FY15	FY16	FY17	FY18	TOTAL
Bequests	\$100,000	\$400,000	\$500,000	\$500,000	\$500,000	\$2,000,000
TOTAL	\$100,000	\$400,000	\$500,000	\$500,000	\$500,000	\$2,000,000

NOURISH THE ROOTS: THE CAMPAIGN FOR STERLING TOTAL

Source	FY14	FY15	FY16	FY17	FY18	TOTAL
Annual	\$625,000	\$1,050,000	\$1,050,000	\$600,000	\$650,000	\$3,975,000
Capital	\$1,010,000	\$400,000	\$500,000	\$400,000	\$800,000	\$3,110,000
Planned	\$100,000	\$400,000	\$500,000	\$500,000	\$500,000	\$2,000,000
TOTAL	\$1,735,000	\$1,850,000	\$2,050,000	\$1,500,000	\$1,950,000	\$9,085,000

CAPITAL CAMPAIGN PURPOSES & INVESTMENTS

