



APPLICATION FOR FUNDING TO The Michael Gordon Foundation -- Date of Application: October 1, 2012

Contact Information

Name of Organization: Mother Cabrini High School
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School Statistics

Enrollment: 320 **Graduation Rate:** 100 percent
IRS 501 C.3 status: Mother Cabrini High School has this status (see attached verification)
New York State BEDS No.: 310600145240 **Student/Teacher Ratio:** 1:13
Total Organizational Budget: \$3,223,000 **Tuition:** \$7,590

The Request

Project Name: Tuition Assistance Program
Dates Covered by Project: 2012-2013 school year
Total Project Budget: \$100,000 earmarked for emergency tuition assistance
Dates Covered by This Project: August 1, 2012 through July 31, 2013
Grant Request: \$20,000 for project support (The Tuition Assistance Program).
Purpose of Grant: To provide emergency tuition support for 15 students (all grades).

Proposal Summary

Mother Cabrini High School (MCHS) requests \$20,000 from the Michael Gordon Foundation as a gift toward our Tuition Assistance Program (TAP). TAP provides short-term aid for students who, because of an acute family circumstance, are in danger of dropping out of school because they can no longer pay the tuition. The program is unique for a Catholic school.

In winter of 2012, the Michael Gordon Foundation contributed \$15,000 for TAP, and we were grateful for the gift. That amount helped the following 10 students:

| | | | | | |
|-----------|----------|----|----------|-----------|----|
| Alexa | Acosta | 9 | Michelle | Gomez | 10 |
| Krystal | Gonzalez | 9 | Michelle | Guzman | 10 |
| Nathalie | Guaba | 9 | Lindsey | Lopez | 10 |
| Aura | Jimenez | 9 | Melissa | Aquino | 11 |
| Nakia | Watson | 9 | Paula | Contreras | 11 |
| Jazmin | Allen | 10 | Alecia | Malloy | 11 |
| Stephanie | Germosen | 10 | Cathy | Perez | 11 |

All of the students you helped returned to Cabrini this fall thanks to the Michael Gordon Foundation. This year, we ask for \$5,000 more to help three to five additional students. We anticipate a 30 percent increase in need for families.

A Picture of Mother Cabrini High School

Overview

Mother Cabrini High School (MCHS) is a college preparatory Catholic school in Manhattan's Washington Heights neighborhood and is accredited by the Middle States Association of Colleges and Schools. The school was founded in 1899 by St. Frances Xavier Cabrini and is sponsored by the order she founded: the Missionary Sisters of the Sacred Heart of Jesus.

The school has a 113-year history educating 320 young women in grades 9 through 12; 100 percent are accepted into college.¹ That percentage is significant when you consider the background of our students:

1. Last year, 96 percent received financial aid to attend MCHS – up from 82 percent the year before.
2. Eighty (79) percent of all students meet the Federal government's poverty guidelines.
3. Ninety-nine (99) percent of all students are persons of color: 70 percent Hispanic (mostly Dominican), 22 percent African American, 6 percent multi-racial, 2 percent Caucasian.
4. Seventy-two percent (72) enter as Catholic youth, a high percentage.

These students enter an award-winning school pillared by experienced staff and a rigorous curriculum. MCHS has twice been recognized as a Blue Ribbon School of Excellence, and the average tenure of our faculty is 23 years. Eighty-three percent of our staff have advanced degrees, including masters', post-graduate certificates, and doctoral degrees. These percentages are high for any school.

The Strategic Plan: We are in the second year of a five-year strategic plan prepared with help by the Meitler Consulting Group. Meitler is a national company that did similar work for the New York Archdiocese Department of Education. The Cabrini plan outlines our vision and mission, and prescribes methods to improve academics, finances, enrollment, governance, and fundraising. A copy of the plan is attached.

Mission

Mother Cabrini High School is a Catholic, college preparatory school sponsored by the Missionary Sisters of the Sacred Heart of Jesus. The school empowers young women of culturally diverse backgrounds to become leaders and to grow in mind, character, heart, and soul by providing challenging academic, co-curricular, and service programs. Through caring attention to the individual student, the school community embodies *education of the heart* in the spiritual tradition of gospel values as promoted by our founder, St. Frances Xavier Cabrini.

¹ Our enrollment has steadily increased over the last two years after a four-year decline. Last year, we began in September with 305. This year, we are at 320.

Service to the Community

MCHS recognizes that our students and staff are members of a world family. As a result, we encourage everyone to serve the community. Here are three structured service programs offered at the school.

Required Community Service for Students: Every student must complete at least 40 hours of community service before graduation. Completion of service is a course requirement that earns students .25 credits per year.

Food Drives: Throughout the year, holiday food, toy, and clothing drives are conducted and items donated to shelters and other charities.

Mission Volunteer Programs: Each year, at least two trips are made to participate in work projects elsewhere. In recent years, students have traveled to Louisiana, Texas, and upstate to Syracuse to engage in residential service projects. In New Orleans, for example, the students partnered with our sister school there, Cabrini High School, and built and repaired homes for poor residents that remained devastated by Hurricane Katrina.

Accomplishments

Since our last application, several good things have happened at MCHS. Here are three:

1. Strategic Plan: A five-year strategic plan finished its first year (see attached). We are in the second-year of the plan.
2. Major Gifts: In summer 2012, an anonymous donor gave \$1,000,000 for capital improvements and capacity building. Scaffolding is now up on the building thanks to the gift. Also last fall an alumna gave \$100,000 to remodel our science labs. We are in the middle of a campaign to raise the balance.
3. Student Achievement: Junior, Elizabeth Valenzuela, received top national honors for being one of the 5,000 highest scores on the PSAT exam (250,000+ took the exam). Freida Brempong was selected for the prestigious Posse Program, a national project bringing together high achieving students to explore answers to international problems. Posse also gave her a scholarship to Dickinson College.

Statement of the Problem: The Need for Emergency Aid

We invite the Michael Gordon Foundation to continue its support of the Tuition Assistance Program (TAP). TAP allows families facing acute difficulties to continue their daughters' education at MCHS rather than transfer them to a public school. TAP has helped families endure job loss, illness, family death, and natural disasters.

Once enrolled and a part of the MCHS community, it is important that students remain here. Families chose the school not just to escape the public schools, but to place their daughters in an environment with experienced and caring teachers and where Catholic values were taught. Our families see MCHS as a way to help their daughters escape poverty or working class economics by readying them for four years of college and a professional career. For many parents, their child will be the first to move to these next steps.

One of the greatest roadblocks to a Catholic school education is paying for it. Our tuition is \$7,590 per year – mid range for regional Catholic high schools. But for many, even \$1,000 is

too much. For others, they start with good intentions but cannot keep up with the cost. When this happens, families are faced with pulling their daughters out of school and encountering closed doors at the better public high schools. The schools say “No” for the following reasons:

1. Acceptance to a thematic public high school is limited to those who attended public middle schools. Most of our students attended Catholic elementary schools.
2. Transfer students from Catholic high schools are ineligible to attend magnet schools.
3. The application process for public thematic high schools began in the 8th grade, making transfer students ineligible for enrollment.

Therefore, every MCHS student faced with withdrawal for financial reasons is left to enroll in a large, comprehensive, impersonal public high school where they do not receive the kind of attention and preparation they received at Cabrini. Without that attention, their future success is compromised.

To attract and keep students, MCHS has developed one of the most extensive financial aid programs among the city’s Catholic high schools. We did this because, for our families, paying tuition is a roadblock, and we want to help break down the barrier. New York City has the nation’s highest rate of poverty (14 percent), and MCHS is at the center of the city’s poorest neighborhoods: Harlem, Washington Heights, and the south and west Bronx. Residents of these communities are among the most vulnerable because they lack the financial reserves to weather unexpected setbacks, such as the death of a family member, unemployment, or reduced work hours. Because of their vulnerability, the need for student tuition aid has steadily increased: In 2010-11, 27 families needed aid. In 2011-12, it was 32. For 2012-13, we anticipate having to assist 40+ students who request access to TAP emergency funds.



One of those students was Yarrisa Beltre, grade 12. She’s a high achieving student on academic scholarship. She is also Sergeant Major of the Drum Corps, Vice President of the National Science Honor Society, and is in many other clubs. She’s been at Cabrini since the first day of the 9th grade.

Yarrisa’s mother, a single parent with three children, recently became unemployed and informed the school that she would have to withdraw Yarrisa and put her into a public school. Fortunately, an alumna came through and donated the \$2,000 more she needed to stay here. But we anticipate, given our experience, that 30 percent more students will find themselves in a similar situation this year and will need emergency financial support. It is our purpose as a school and a Christian community to make sure that student education is not disrupted, and that they graduate, go onto college, and live happy, successful lives. To ensure this, we turn to foundations and individuals to help. Without your generosity, our students would have no other option but to find a place in a public school.

Program Funding

With an ever-increasing demand for aid, we steadily work to find new sources of financial support for the TAP project. In 2010-2011, we received \$32,000 from donors for emergency aid. In 2011-12, it was \$77,635 (and we still did not have enough). This year, we are working toward \$100,000. Thanks to the increased aid, we have maintained our enrollment. In 2011-12, we had 305 students. This year, we have 320 students. In all years prior, enrollment had dropped.

The TAP emergency aid program is not the only aid we provide. To show you how the TAP program fits with the other forms of aid we offer, a table is provided below.

| TABLE A: MCHS Aid Given to Students | | | | | |
|--|-------------------------|------------------------------|----------------------------------|----------------------------------|------------------------------------|
| Program | Amount for 11-12 | No. of Students 11-12 | Amount Expected for 12-13 | No. of Students for 12-13 | Notes |
| 1 Year Scholarships | 13,000 | 13 | 1,500 | 1 | Alumnae support |
| Be a Student's Friend | 98,750 | 29 | 98,750 | 29 | Outside agency academic sponsor |
| Cabrini Academic Incentive | 23,640 | 16 | 25,300 | 17 | Hard working students |
| Cabrini Academic Scholarship | 53,000 | 15 | 55,000 | 16 | |
| Cabrini League | 10,000 | 10 | 1000 | 10 | A Chicago-based program |
| Cabrini Scholars | 79,480 | 15 | 81,500 | 16 | High achieving students |
| Endowment for Inner City | 142,510 | 34 | 142,510 | 34 | Outside agency academic sponsor |
| Family Discount | 5,000 | 6 | 5000 | 6 | Multiple siblings from same family |
| Friends of Nick | 12,000 | 3 | 8,000 | 2 | Outside agency academic sponsor |
| Other Scholarships | 15,500 | 14 | 15,500 | 14 | Alumnae, community |
| Student Sponsor Partners | 325,072 | 74 | 343,274 | 78 | Outside agency academic sponsor |
| <i>Tuition Assistance Program</i> | <i>77,635</i> | <i>32</i> | <i>100,000</i> | <i>40</i> | <i>Anticipated 11-12</i> |
| Work-study | 26,250 | 33 | 26500 | 33 | Foundation & alumnae support |
| Total Aid | 881,837 | 294 | 903,834 | 296 | |
| Percent of Study Body | | 96% | | 93% | |

Ongoing Funding: For the last two years, the Michael Gordon Foundation has provided generous support for the TAP project, and we are grateful for your support. In addition to your gift, we received several new funders: The Annie E. Casey Foundation (\$10,000), the Zeller family (\$9,000, increased support). And the reunion class years of 1962 and 1972 contributed \$5,000 for struggling seniors. These were just a few of the many donors who stepped forward to help our students.

Evaluation and Thanks

A list of students benefiting from your gift will be mailed to the Michael Gordon Foundation within 30 days of your award letter. Within 60-days, we will send thank you letters and photos. In addition, we will invite you to school events, such as the Christmas concert and graduation, two activities where you can see your dollars at work.

The Foundation will also receive recognition in our March alumnae magazine *The Cabrinian*, on our Facebook page, and in press releases and other promotional materials where funders are listed.

Financial Information and Governance

The Budget

The school budget for the 2012-13 is below, which shows a balanced budget for this year and a six percent increase overall. Other financial documents are attached, including the strategic plan and our most recent audit. The Strategic Plan addresses remedies for governance, financial growth, leadership, and enrollment.

| Mother Cabrini High School Budget | | | |
|--|--------------------|--------------------------|--------------------|
| | FY 11.12 | % of Total Income | FY 12.13 |
| | Actual | | Budget |
| REVENUE | | | |
| Tuition & Fees | \$2,187,437 | 73.53% | \$2,238,262 |
| Advancement Income | 624,818 | 21.00% | 634,280 |
| Other Revenues | 162,725 | 5.47% | 296,625 |
| TOTAL REVENUE | \$2,974,980 | | \$3,169,167 |
| EXPENSES | | | |
| Instructional | \$48,000 | 1.61% | \$50,880 |
| Student Activities | 58,720 | 1.97% | \$59,500 |
| Personnel | 2,428,093 | 81.62% | \$2,560,000 |
| Technology | 25,600 | 0.86% | \$26,000 |
| Plant | 238,000 | 8.00% | \$252,280 |
| Other | 18,500 | 0.62% | \$1,900 |
| Insurance | 76,500 | 2.57% | \$77,000 |
| Admin/Office | 193,800 | 6.51% | \$195,000 |
| TOTAL EXPENSE | \$3,087,213 | | \$3,222,560 |
| NET PROFIT / (LOSS) | (\$112,233) | | (\$53,393) |

Balance Sheet

The balance sheet is in the attached audit.

Board of Trustees

MCHS is independent of the Archdiocese of New York, and is sponsored by the Missionary Sisters of the Sacred Heart of Jesus (MSC). The order empowered a Board of Trustees to govern the school. A list of trustees and their affiliations appears below:

| First Name | Last Name | Affiliation |
|---------------------|-----------------------|--|
| Paula | Greco-McTigue (Chair) | Alumna '61, Retired Counselor/Academic Dean; Legal Administrator, Jones, Hirsch, Connors |
| Celeste | Martinez (Vice Chair) | Alumna '83, Sr. Executive Assistant |
| Sr. Christine Marie | Baltas | Alumna '58, Retired Principal, St. Donato School, Philadelphia |
| Marcelle | Caccioppoli | Alumna '52, Retired MCHS Teacher/Guidance Counselor |
| Sr. Nancy | Callahan, SHCJ | Consultant, Member of Several Nonprofit Boards |
| Patricia | Curley-Varricchio | Retired Administrator, Archdiocese of New York |
| Neil | Feinberg | President, NEBO Financial Services |
| Sr. Catherine | Garry, MSC | Alumna '55, Director of Corporate Relations, Missionary Sisters of the Sacred Heart of Jesus |
| Linda | Grijalva | Retired Corporate Attorney |
| Francis | Kairson, Jr. | Retired Lieutenant Colonel |
| Sr. Diane | Olmstead, MSC | Treasurer, Stella Maris Province, Missionary Sisters of the Sacred Heart of Jesus |
| Pollock | Barbara | Alumna '72, Retired Financial Services Executive |
| Eileen | Slevin | Alumna '72, Retired Insurance Executive |
| Sr. Mary Louise | Sullivan, MSC | Alumna '55, Former President, Cabrini College |
| Bishop Gerald | Walsh | Rector, St. Joseph Seminary |

Summary

Mother Cabrini High School requests \$20,000 from the Michael Gordon Foundation for our Tuition Assistance Program. The Program aids families suffering from acute economic hardship by providing them with immediate tuition aid. We look forward to your review of our application, and we are available to answer any questions you may have.

Attachments

Strategic Plan

Financial Statements, August 31, 2009 and 2008

501.c.3 Status