



# The Ravenswood Foundation



*it's all about the girls*

## *Why does a school like Ravenswood need to raise funds?*



*We* are proud of this school: it has a fine tradition of providing a well-rounded education for girls within a Christian community and an outstanding academic record. To maintain and develop these traditions into the future we need a stable financial base from which to operate.

With limited and diminishing recurrent funding and no funding for capital works from Government, we need

actively to work to ensure our financial security. In the future there may be no government funding for independent schools. This is our challenge.

I ask you to join us, so that we can work together in our pursuit of excellence in every aspect of our students' education, today and in the future. The reality is that in order to remain in the forefront of education we need your help. Just as you today benefit from the support and generosity of past parents and friends of the school, we need your support now.

Please consider what you have read about the work of the Foundation and help us to the best of your ability.

Vicki Steer  
Principal

Ravenswood has an annual budget in excess of \$22M. As a not-for-profit organisation with limited liquid assets, we have to budget with care.

### **Income**

Ravenswood's income is generated from the fees, government subsidies and a number of other sources, including both financial and in-kind support from The Ravenswood Foundation, the Parents' Association, the Old Girls' Union, parents, past parents and friends of the school.

Grants from the Federal government are determined by a school's socio-economic status (SES) which is calculated based on the address postcodes of current families. The lowest funding level is 130. Ravenswood currently has an SES of 128 so we receive one of the lowest per student grants. Similarly we receive grants from the State government at the lowest rate being classified as a level one school. We don't expect that grants will increase, and indeed even current levels of subsidy may change with Government policy.

Therefore, 85% of our income comes from fees, about 10% from government, and 5% from other sources.

### **Costs**

The majority - almost 70% - of our cash costs are for staff and the direct costs of teaching. To some extent the size of our budget for teaching staff is the result of explicit decisions about class sizes (particularly in the more junior years), but equally important drivers of this cost are:

- the experience of staff who we choose to employ (teachers' pay, which is governed by a State Award, includes annual experience increments)
- the number of electives offered and, in the senior years, the number of HSC and IB subjects taught
- the level of resources dedicated to sport, art, music and drama and the budget to support more expensive areas of study, such as science.

Teaching costs have been increasing at rates higher than inflation as a result of:

- award rates increasing at more than CPI (12% since September 2004). In addition, teachers are moving up through annual

## Why does a school like Ravenswood need to raise funds?

award increments as they become more experienced

- a broader range of subjects being offered
- increased costs in subjects offered (particularly for technology)
- increased support for teaching and learning, particularly for learning support, enrichment and extension.

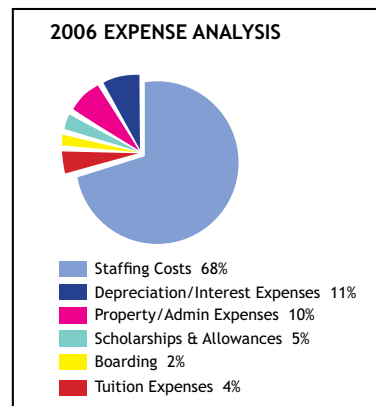
Investment in staff professional development is very important, as are decisions to employ resources to ensure that we are using the best teaching techniques and curriculum structure, and to support students with the full spectrum of learning needs.

These are the main reasons that independent school fees (at Ravenswood and elsewhere) have been increasing at rates greater than inflation. On average schools on the North Shore have increased fees by 8% in recent years.

We also have costs associated with the facilities and fabric of the school (about 12% of the cash cost base), with the administration of the school (about 11%), and with communications and enrolments (about 5%). The remaining costs are associated specifically with boarding, and are covered by boarding fees.

To some extent, the cost per pupil for these latter items is a function of the size of the school, since some of them are effectively fixed. But in most regards, increasing the size of the school leads to limited scale economies.

### Capital Investment



As well as the annual operating costs, we have to fund the ongoing development and renewal of the school facilities. In the past, we have been able to apply for interest subsidies from the State Government on certain capital investments, but this facility is no longer available to Ravenswood.

Historically, the development of the school has been funded by retained

earnings, subsidised low-interest loans and the generosity of the school community. For example, 58% of the building costs of the Centenary Centre, and 100% of the costs of the Strength and Conditioning Centre were met by parents through the support of The Foundation, Parents' Association, Old Girls' Union and through other voluntary donations such as Annual Giving.

It is essential that we continue to invest in the school to provide the very best in education for girls, but we will have to be vigilant and thoughtful about what investments we prioritise and how we fund them, since we will be bearing the full cost of any capital invested.

### Income and Support Groups

Ravenswood is very fortunate to have grounds and facilities that have been built up through investment by previous generations of parents. But we are not "rich", in the sense that we do not generate a significant surplus each year, and, unlike some other schools, we do not have huge cash reserves upon which to draw.

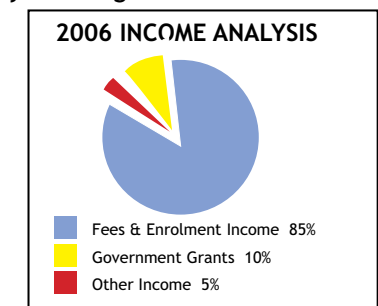
As a result, our continued operation, growth and development rely on you, through:

- the fees that you pay
- Annual Giving
- the work of the Ravenswood

Parents' Association in developing a sense of community, supporting school initiatives and providing volunteer support for services such as the Tuckshop to reduce operating costs

- capital raised by The Ravenswood Foundation to support building programmes such as the Strength and Conditioning Centre, and the Fidler Fellowship Bequest Committee which is working to secure the long-term future of the school
- support and nurturing by the Old Girls' Union of its members, tangible financial and philosophical support for the school, and the generosity of Old Girls in the provision of scholarships and bequests.

By all working together we ensure that Ravenswood continues to be the excellent school that you have chosen for your daughter.



*How do Parents, Community and Alumni work together to support Ravenswood?*

*Ravenswood needs funds to maintain excellence and to grow*

The three support groups at Ravenswood, The Foundation, the Parents' Association and the Old Girls' Union each form an important part of the whole - Ravenswood. Each provides a vehicle for financial and volunteer support to be given to the school.

*The Foundation* is made up of dedicated parents raising funds for large projects that otherwise would not happen - a good illustration of this is the Strength & Conditioning Centre. This facility was funded entirely by gifts to Ravenswood. Both the Parents' Association and the Old Girls' Union made significant financial contributions to the school's fundraising appeals for the Strength & Conditioning Centre and the Centenary Centre.

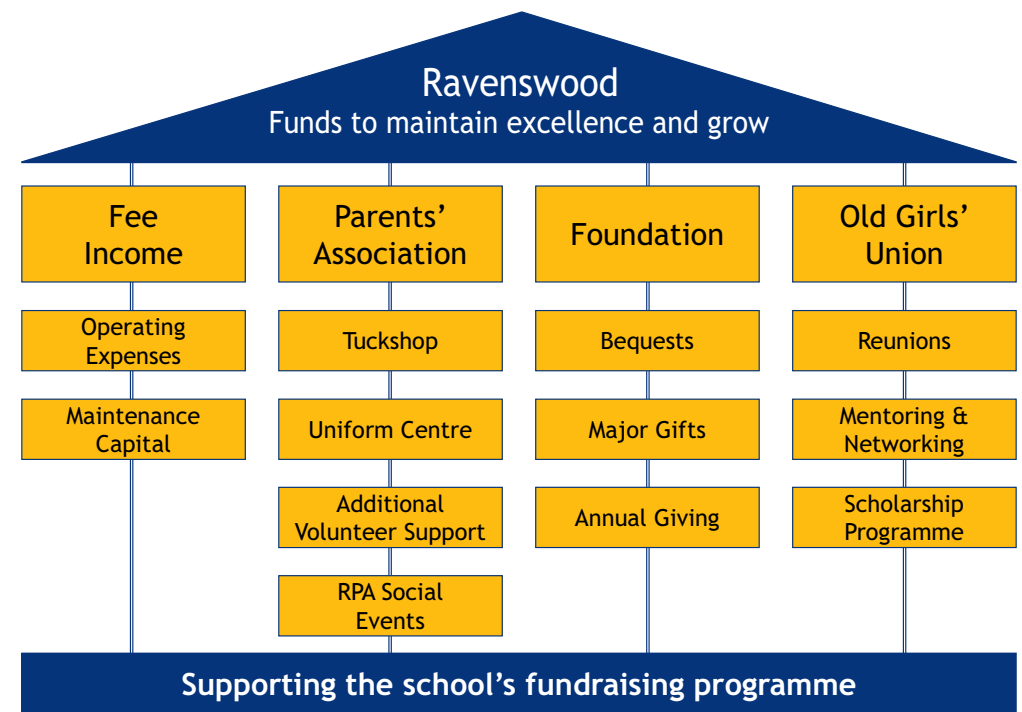
*The Ravenswood Parents' Association* works to support its mission to provide support for the students at Ravenswood School.

This is achieved through a range of activities that encompass the community life of the school as well as assisting in raising funds for co-curricular, technical, sporting, musical and transport needs within the school. These are items that are over and above those included in the school's budget.

The Association's other role is to provide a direct communication link with the school for parents on any matters outside the pastoral and academic care of the girls.

*The Ravenswood Old Girls' Union* is an integral part of the school community with specific aims that bring benefits to its members, the students and the school as a whole. The Union encourages a close relationship between Old Girls and the school. This has included the Union's participation in a wide range of development projects, provision of an annual Old Girls' Scholarship (awarded to the daughter or granddaughter of an Old Girl) fundraising and a continued influence in the life of the school.

As illustrated in this chart we can see how each of these support groups can and do support the school



*Which facilities have been supported through past gifts?*



*Centenary Centre*

Who could imagine Ravenswood now without the magnificent *Centenary Centre*. This state of the art facility was opened in 2001 as a part of the school's Centenary. Each and every Ravenswood girl uses this building, which is adjacent to the Old Girls' Courtyard, the home of our Commemorative Paver programme. The Foyer is used often as an events or meeting venue for our school community.



*Swimming Pool*

The *Gillian Mapp Memorial Swimming Pool* provides an excellent venue for the PDHPE programme. All students at Ravenswood undertake swimming lessons and our Swim, Diving and Water Polo teams are involved in intensive training in the pool.



*Language Laboratory*

The *Digital Language Laboratory* was installed during 2001 and provides an excellent facility for students to work orally and aurally on their own, in conjunction with other students or with their teacher - listening and speaking is at the heart of language learning.

*Which facilities have been supported through past gifts?*



*Mabel Fidler Library*

Each year gifts are made to the *Library* Fund. These gifts have enabled resources, such as the Year 8 Reading Circle, to grow through the acquisition of over \$1000 worth of books. Additionally the acquisition of the on-line Thomson Gale History Resources Centre has given our students access to this world leader in e-research and educational publishing for libraries, schools and businesses.



*Strength & Conditioning Centre*

The *Strength & Conditioning Centre* funded entirely through gifts made by parents, the Ravenswood Parents' Association and the Old Girls' Union, was opened on 1 May 2005. By the end of 2006 the 4000th student had used this fantastic and most popular new facility!

## Ways of making a gift to Ravenswood

Financial support can be given to the school through....

### 1. Annual Giving

The Annual Giving appeal is mailed to all current and past families, as well as Old Girls, in May of each year.

Annual Giving provides the opportunity to choose from a number of short term projects that the school would like to expand further. Examples of these projects are:

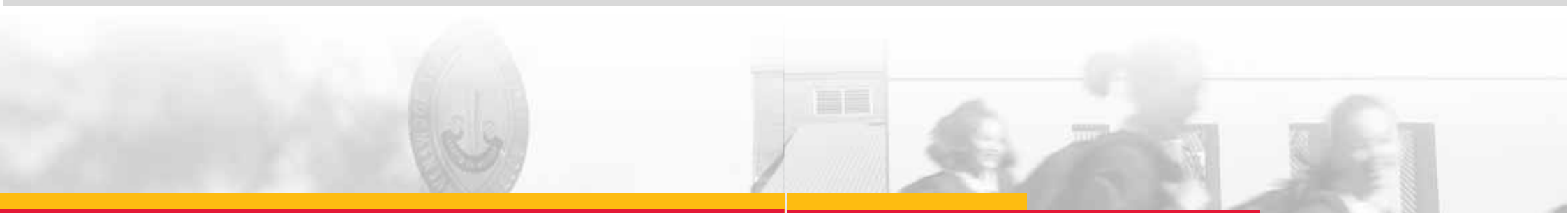
- The Year 8 Reading Circle programme previously mentioned has been such a success that it is hoped that as a result of the 2007 Annual Giving appeal this programme may be expanded to include Year 9 students.
- The acquisition of new fiction works, as well as the replacement of worn copies of the classics.
- From 2007 donations to the school's Scholarship Fund are tax deductible. This fund will build a corpus of funds to support the school's scholarship programme. Scholarships are awarded for academic and music excellence. Additionally this fund will support scholarships for students otherwise not in a financial position to attend Ravenswood.

The Principal identifies special projects for Annual Giving each year.

### 2. Pledge donation

As indicated on the form on page 15 - these gifts are directed to one of the four Funds held by the school:

- a. The Building Fund (Tax Deductible) supports the capital works programme.
- b. The Library Fund (Tax Deductible) provides resources ranging from print to multi media and internet, enabling students to develop their investigative skills and love of learning.
- c. The Scholarship Fund (Tax Deductible) provides scholarships which are awarded to students in the areas of academic and music excellence as well as students who otherwise would not be in a financial position to attend Ravenswood.
- d. Gifts to the Endowment, Scholarships and Awards Fund (Not Tax Deductible) support the Global Experience Scholarships programme enabling students who, for financial reasons, may not be in a position to take up opportunities made available through Ravenswood's worldwide network.



### 3. *The Fidler Fellowship*

The Fidler Fellowship is inspired by Mabel Fidler, founding Headmistress of Ravenswood and a woman with a vision for the future.

This Fellowship has been established to acknowledge and honour those who offer their commitment and generosity to Ravenswood in the form of a bequest.

New Fellows are presented with the Fidler Fellowship pin and, with permission, are acknowledged on an honour board.

Your gift through a bequest will contribute to the security and long term future of Ravenswood. You may direct your bequest to any of the three funds held by the school, however an unrestricted bequest offers the school the greatest flexibility to respond to the changing needs of education.

An illustration of the wording that can be included in your Will or in a Codicil to your Will is

*“I give to Ravenswood School for Girls (description of Bequest) and I direct that the receipt of the Principal or Director Finance shall be sufficient discharge to my Executor for this Bequest.”*



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*Would you like more information?*

Should you wish to discuss any aspect of the information contained within this booklet please contact

Marilyn Rickard CFRE  
Manager Foundation Alumni & Community Events  
Ravenswood  
P.O. Box 59 Gordon  
NSW 2072

Tel: 02 9498 9845  
Email: [mrickard@ravenswood.nsw.edu.au](mailto:mrickard@ravenswood.nsw.edu.au)

*I wish to support Ravenswood  
by making a gift*

Please complete the appropriate sections below to make a gift to Ravenswood

1. I wish to give \$ ..... in one donation OR  
I wish to give the sum of \$ ..... by instalment in the following way:  
 \$..... each term over.....years (maximum 5 years - 4 terms per year)  
 \$..... twice per year over ..... years (maximum 5 years - once per semester)  
 annually over .....years (maximum 5 years)
2. In making this gift I would like to join the Foundation as a: (Please tick below)  
 Donor  Member  Associate  Benefactor  Fellow  Patron  Founder  
\$1,000 \$5,000 \$10,000 \$25,000 \$50,000 \$100,000 \$250,000
3. I wish my gift to go to the:  
 Building Fund (tax deductible)  
 Library Fund (tax deductible)  
 Scholarship Fund (tax deductible)  
 Endowment, Scholarships & Awards Fund (not tax deductible)  
 I would like to discuss making a bequest

Date: .....

Name: .....

Address: .....

..... Postcode: .....

Telephone: (H)..... (W) .....

Receipt in the name of: .....

Signature: .....

For Credit Card payments:  Mastercard  Visa

Credit Card Number: ..... Expiry Date: .....

Cardholder Name: .....

*Thank you for your gift*

Please return to: Marilyn Rickard, Community Relations Office, Ravenswood  
PO Box 59, Gordon NSW 2072



*I wish to support Ravenswood  
by making a Bequest*

If you wish to indicate your support for Ravenswood by making a bequest and becoming a member of the Fidler Fellowship, please complete this form and return it to the school. This is not a legal document, but an indication of your intentions.

Please tick all relevant boxes:

- I intend to make a bequest to Ravenswood School for Girls
- I wish to advise that I have included Ravenswood School for Girls as a beneficiary in my Will
- I prefer no public acknowledgement of my bequest
- I would like the school to know the following about my bequest (only complete if preferred)

.....  
.....

Name ..... Signed.....

Dated .....

Maiden Name ..... Year of leaving Ravenswood .....

Address .....

.....

Postcode ..... Phone .....

Email .....

- |   |   |
|---|---|
| <input type="checkbox"/> Old Girl           | <input type="checkbox"/> Present/Past Parent  |
| <input type="checkbox"/> Present/Past Staff | <input type="checkbox"/> Friend of Ravenswood |

*Thank you for your gift*

Please return to:  
Marilyn Rickard - Fidler Fellow  
Community Relations Office  
Ravenswood  
PO Box 59, Gordon NSW 2072

