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A century ago, America was a nation characterized by exclusion, extremism, and division. Organizations like the Ku Klux Klan grew rapidly. Prejudice was openly expressed from the highest office in the land. The nation understood itself as being built by and for a single racial and religious group.

In the midst of this crisis emerged a group of interfaith leaders called the National Conference of Christians and Jews (NCCJ). The NCCJ held a very different vision of American ideals and potential, along with a plan to make that vision a reality. They trained rabbis, Protestant ministers, and Catholic priests to run TriFaith Dialogues, a program that was implemented across thousands of local communities and military bases. They recast the animus toward and exclusion of Catholics and Jews as fundamentally un-American. We owe the idea of America as a Judeo-Christian nation to them—indeed, they virtually invented the phrase.

At IFYC, we believe the moment of crisis our nation currently faces presents a similar opportunity. We are not diminishing the challenges. Polarization is at record levels. Prejudice that would not be tolerated in the schoolyard emanates from the White House.
All of this is happening as the United States has become the most religiously diverse nation in human history. This diversity can descend into dangerous conflict, characterized by discrimination and bigotry, or can be engaged in a spirit of respect, relationship, and cooperation.

Like the NCCJ in the last century, IFYC is committed to a narrative of partnership and pluralism—and we too have a plan to make it a reality. We seek an interfaith America, the twenty-first-century analogue to the NCCJ’s Judeo-Christian nation.

In an interfaith America, people of different faiths, worldviews, and traditions bridge divides and find common values to build a shared life together. Interfaith America is captured by the image of a potluck nation. The contributions of all are welcome and improve the good of all. In fact, the more distinct the contributions to the potluck nation, the richer the feast.

In an interfaith America, the contributions of diverse religious communities and individuals are welcomed in our shared civic life. Under the founding framework of religious liberty without state religion, religiously diverse democracy thrives. Tomorrow’s leaders adeptly bring people together across differences in religious and fundamental conviction, advancing common life and democratic vitality.

To put it bluntly, our religiously diverse democracy demands an interfaith America and the potluck nation metaphor used to describe it. Left unchecked, tribalism will tear us apart, and discrimination will exclude too many of our citizens’ valuable contributions. To reprise interfaith leader Reverend Martin Luther King Jr., in this young new century, we either learn to live together as siblings or we perish together as fools.¹ With a history of effective and empirically proven work to make pluralism a reality, IFYC is situated to set the potluck table. The creation of tomorrow’s interfaith America couldn’t be more critical.

¹ Martin Luther King Jr., “Speech at St Louis, 22 March 1964,” St Louis Post-Dispatch 23 March 1964.
IFYC received its first funding through a grant from the Ford Foundation in 2002, the year it was founded by Eboo Patel. Since then, we have made steady gains and deepened our efficacy in pursuing the vision of an interfaith America.

Anchored by our mission of partnering with colleges and universities working to turn religious diversity into a positive force in our society, IFYC has:

- Advised the White House through the Faith-Based and Neighborhood Partnerships Council, forging a partnership to establish the President’s Interfaith and Community Service Campus Challenge, reaching all college and university presidents in the country.
- Partnered, advised, and supported more than 500 campuses on implementation of impactful interfaith programs.
- Along with leading faculty partners, inspired, created, and expanded the interdisciplinary academic field of interfaith studies, which has influenced over 350 courses, contains three dozen course sequences, and has been formalized in two known majors in interfaith leadership.
- Completed the largest-known longitudinal study on religious diversity in higher education, the five-year Interfaith Diversity Experiences and Attitudes Longitudinal Survey, which demonstrated improvements in religious pluralism through IFYC program engagement.
- Published seven books:
  - Building the Interfaith Youth Movement: Beyond Dialogue to Action (Patrice Brodeur & Eboo Patel, 2006)
  - Acts of Faith: The Story of an American Muslim, the Struggle for the Soul of a Generation (Eboo Patel, 2007)
  - Sacred Ground: Pluralism, Prejudice, and the Promise of America (Eboo Patel, 2013)
  - Interfaith Leadership: A Primer (Eboo Patel, 2016)
  - Out of Many Faiths: Religious Diversity and the American Promise (Eboo Patel, 2018)
  - Interreligious-Interfaith Studies: Defining a New Field (Eboo Patel, Jennifer Howe Peace, and Noah Silverman, editors, 2018)

**Organizational History**

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>1998</td>
<td>The idea is born</td>
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<tr>
<td>2002</td>
<td>IFYC is officially founded and receives its first grant from the Ford Foundation</td>
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<tr>
<td>2010</td>
<td>Pivot to higher education</td>
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<tr>
<td>2020</td>
<td>and onwards, building Interfaith America</td>
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Vision

IFYC’s programming has grown in sophistication and impact, guided by an animating vision that remains steadfast. We work toward an America in which interfaith cooperation is a norm. We believe that religious diversity should be a strength, and that this intent was woven into the American ethos from the country’s founding. The framers of our nation—so wrong on many issues of identity and inclusion—got the balance of how to establish a healthy, religiously diverse democracy mostly right. The American promise is that diverse religious communities are given rights and dignity; the American genius is that these communities will then establish and express themselves in ways that build up the common life of our civil society.
Religious Diversity, Religious Pluralism, and the Civic Goods of Interfaith Cooperation

The shape and hue of religion, and thereby religious diversity, have changed in the centuries since America's founding. We find ourselves to be stewards of a nation in which religious diversity has dramatically expanded, while overall religious affiliation and observance has declined. Thirty-five percent of American millennials, a generation whose oldest members are now approaching their late thirties, check “none” when asked about religious affiliation.\(^2\) Nonetheless, religious diversity is present within and across generations, and is best understood as including the unaffiliated. Religious diversity entails profound differences in matters of ultimate concern, frequently informed by scriptural and communal traditions viewed as authoritative. A common society that includes citizens with different fundamental convictions about cosmic matters is a religiously diverse society, even when some of those convictions are secular. The word religion literally means “that which binds us.”\(^3\) A democracy with a diverse set of binding convictions among the body politic was exactly the ideal on which America was founded; while that ideal has morphed and evolved, the basic fact endures: we disagree on ultimate concerns, and still self-govern without an official state religion.

Religious diversity is a mere sociological fact, the presence of people who hold diverse faiths and philosophical commitments sharing and comprising a single society. Religious pluralism, on the other hand, is an achievement toward which we strive.\(^4\) That goal is embedded within the founding conception and vision of America, and it continues to be critical. Pluralism consists of the following aspects:

- **Respect** for diverse identities
- **Relationships** across lines of difference
- **Commitment to the common good**

In American civil society, we believe that there are markers of civic health and vitality. By advancing pluralism in partnership with higher education, and in meaningfully contributing to the narrative of an interfaith America, IFYC's efforts are geared to a society in which five civic goods are better realized:

- Increasing understanding and reducing prejudice
- Strengthening social cohesion and reducing the chances for identity-based conflict
- Bridging social capital and addressing social problems
- Fostering the continuity of identity communities and reducing isolation
- Creating binding narratives for diverse societies\(^5\)

In today’s America, pluralism and its civic goods are threatened. Espousing prejudice, exclusion, and harmful discrimination, tribalism has emerged as the direct antithesis of pluralism. The logic of tribalism perversely flips pluralism. Rather than respect for diverse identities, those outside of one’s own group are less than human. Relationships across


\(^3\) The term “religion” comes from the Latin relegare, meaning “to bind” in the sense of obligate. Thus the core challenge of a religiously diverse democracy: determining the relationship of common civic obligations to the particular religious obligations held by the religiously diverse individuals and communities within the body politic.


\(^5\) For more on the five civic goods, see Eboo Patel’s Interfaith Leadership: A Primer.
lines of difference are viewed as treasonous by one’s own group. There is no sense of shared common good; only the identity group’s own thriving is prized, and provides cause for subjugating those outside of the group. As tribalism corrodes pluralism, it destroys American democracy. The rising mistrust it creates is a direct threat to bridging social capital. The increased social fragmentation depletes cohesion. Deeper partisan divisions attenuate the power of a binding narrative.  

As they were a century ago, the times are trying, yet the possibilities are rich. IFYC’s work has proven effective and will rise to the challenge.

As tribalism corrodes pluralism, it destroys American democracy. The rising mistrust it creates is a direct threat to bridging social capital.

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6 On tribalism, see, for example, Amy Chua, Political Tribes: Group Instinct and the Fate of Nations (New York: Penguin, 2019); Andrew Sullivan, “America Wasn’t Built for Humans,” New York 18 September 2017; and Liliana Mason, Uncivil Agreement: How Politics Became our Identity (Chicago: University of Chicago Press, 2018). We also note that “tribal” proclivities are natural, and in some ways, beneficial; we make a distinction between those proclivities and a line that is crossed when we move into the broader social dynamic of tribalism. Sebastian Junger, Tribe: On Homecoming and Belonging (New York: Twelve Books, 2016) explores the natural longing for loyalty, belonging, and meaning, which we believe can coexist with religious pluralism. The line is crossed into tribalism when a group’s members understand and relate to those outside of that group rather than bonding within a group.
Methodology: The Interfaith Triangle

IFYC exists to advance religious pluralism in the United States through interfaith cooperation. Interfaith cooperation is a process in which people who orient around religion differently move toward pluralism as they:

• Come together in a way that respects different religious identities
• Build mutually inspiring relationships
• Engage in common action around issues of shared social concern

Interfaith cooperation does not depend upon shared political, theological, or spiritual perspectives. People who engage in interfaith cooperation will necessarily disagree on such matters; that is to be expected in a religiously diverse society. The goal of interfaith leadership is to find ways to bring these people together to build relationships, learn about each other, and engage in common action despite—and even because of—such different fundamental beliefs.

Interfaith leaders both advance interfaith cooperation and measure its effectiveness through a simple construct called the Interfaith Triangle, described in Eboo Patel’s *Interfaith Leadership: A Primer*:

An easy way to understand interfaith cooperation is to picture it as a triangle made up of attitudes, knowledge, and relationships. According to social science research, relationships, positive attitudes, and appreciative knowledge are closely related to each other such that an increase in one leads to an increase in the others. If you know some accurate and positive things about a religion, and you know some people from that religion, you are far more likely to have positive attitudes towards that religion and that community. The more favorable your attitude, the more open you will be to new relationships and the more likely you are to seek out appreciative knowledge. Effective interfaith work creates space for people to move around the triangle, helping them to grow in each of these areas. Effective interfaith cooperation works through the interfaith triangle, which on a societal level, gets us closer to the end goal of religious pluralism. Such pluralism is an absolute necessity for the civic health of a religiously diverse democracy, as
religious diversity means that citizens differ on what political philosopher John Rawls famously called comprehensive doctrines. In such a democracy, citizens nonetheless self-govern, and make their fundamental beliefs and religious identities known in the public square.

The goal of interfaith leadership is to find ways to bring these people together to build relationships, learn about each other, and engage in common action despite—and even because of—such different fundamental beliefs.

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Mission: Why Higher Education Matters

The first of IFYC’s strategy areas, campus, focuses on higher education and builds on the work of our previous business phase, Impact 2020. We believe that given the influence higher education has on broader American society, progress in advancing this mission leads to greater religious pluralism across society. Colleges and universities are mini-civil societies, “ecologies” unto themselves with multiple internal constituencies that serve as laboratories of sorts to develop interfaith leadership for the world beyond campus, via agenda setting, the production of knowledge, and skill building. Higher education has a unique and distinctive role in setting civic priorities, and in directly informing the priorities of various other influential sectors, such as K-12 education and healthcare.

Campuses also cultivate a critical mass of young leaders who go on to guide and influence the lives of their neighborhoods, companies, and organizations. IFYC’s interfaith leadership approach is interwoven with liberal education through its focus on productive engagement with diversity and social responsibility, and a cultivation of intellectual and practical skills to be applied in real-world settings.⁸

We partner with colleges and universities working to turn religious diversity into a positive force in our society.

⁸ We understand liberal education as defined by one of our most important partners, the Association of American Colleges and Universities: “liberal education is an approach to learning that empowers individuals and prepares them to deal with complexity, diversity, and change. It provides students with broad knowledge of the wider world (e.g., science, culture, and society) as well as in-depth study in a specific area of interest. A liberal education helps students develop a sense of social responsibility as well as strong and transferable intellectual and practical skills such as communication, analytical and problem-solving skills, and a demonstrated ability to apply knowledge and skills in real-world settings.” Association of American Colleges and Universities, “What Is Liberal Education?” www.aacu.org/leap/what-is-liberal-education.
Higher education serves as a “laboratory” for change and a “launching pad” for leaders. Students are formed into educated individuals, effective citizens, and competent professionals. In addition, as mini-civil societies, college campuses provide a unique context for engaging religious diversity. They both contain diversity in close proximity and reflect the flashpoints and possibilities of broader American life. These have included the antiwar, civil rights, women’s liberation, and free speech movements of the last century. Religious diversity on campus powerfully intersects with matters such as free speech, equity and inclusion, the theological integrity of religious groups, anti-Semitism, and Islamophobia. These are some of the many notable issues on college campuses that provide ample opportunity for interfaith leadership to proactively engage diverse perspectives. Frequently, campuses located in America’s rural areas display greater degrees of religious and worldview diversity than is the case in their surrounding communities. Often they are like islands of blue in seas of red, providing rich opportunities for bridge building through interfaith cooperation. In short, college campuses serve as microcosms for the many areas of disagreement we experience in American civic life.

We seek to make interfaith leadership essential to the definition of what it means to be an educated individual, an effective citizen, and a competent professional. Interfaith leadership, we believe, is intrinsic to the overarching purpose of higher education.

IFYC utilizes the image of a house to depict the ecosystem of a campus. Each “layer” of the house represents different audiences in the campus community: students, staff, faculty, and administrators. We work with partners in higher education to further the discourse about the salience of interfaith engagement within higher education, while also working with individual campuses to advance tangible institutional change. Relying on research that examines how ideas spread within social systems, we believe that our discourse work and our individual campus efforts are mutually reinforcing. As campuses adopt institutional practices of interfaith leadership, they become exemplars for other institutions in higher education. At the same time, as these ideas and exemplars spread more broadly across the realm of higher education, more institutions will begin to learn about and adopt interfaith practices. IFYC leverages this dynamic to maximize its impact.

Leading into this business phase, IFYC is building on the successes of *Impact 2020*, a five-year period in which more than 500 of the nation's four-year residential colleges and universities advanced interfaith practices on an institutional level. Through both direct IFYC support and broader IFYC activity in the field, the higher education landscape has substantively changed from the start of *Impact 2020* in the fall of 2015. Institutionalized interfaith practices have spread from 300 campuses to over 500 campuses, moving us into the position of “early majority” on the diffusion curve. Furthermore, our five-year longitudinal survey, *Interfaith Diversity Experiences & Attitudes Longitudinal Survey* (IDEALS), has provided us with empirical confirmation that a college or university's depth of engagement with IFYC's programs demonstrably advances desired interfaith outcomes among first-year student attitudes across those campuses. With the success of the prior phase, IFYC will improve and refine our approach to engaging higher education in interfaith cooperation, prioritizing program quality and depth of impact in addition to reaching new campuses.

IFYC provides direct programming while simultaneously driving a broader discourse in higher education to accelerate change.

Relying on IDEALS and other research, IFYC confidently focuses on campus environments as our primary unit of change. We aim to affect campus institutional practices around interfaith engagement because of higher education’s unique potential to catalyze a broader halo effect resulting from this change. In other words, changing institutional interfaith practices will result in a critical mass of interfaith leaders in addition to setting a broader civic agenda, providing intellectual paradigms for use in other sectors, and showcasing models of success. IDEALS data offers evidence that more deeply IFYC-engaged campuses achieve the ultimate goals of strengthening student commitment to religious pluralism, appreciation of religious difference, and skills associated with interfaith engagement. However, our focus on higher education will also result in further-reaching impacts because of the unique positioning of the sector.

IFYC arrives at a focus on higher education from a considered theory of change. The current national moment also demands innovations and refinements. The need for a sharper articulation of religious pluralism within the current national context exists both within and beyond the sector of higher education, and IFYC is uniquely positioned to advance just such a narrative in a variety of influential contexts. Our long-term organizational lifecycle and our theory of change position us to craft an inclusive American narrative in new ways. This effort will accelerate our movement into new phases of IFYC’s organizational lifespan.
Higher ed graduates leaders and influences society

IFYC focuses on higher education because of the unique role it plays in American society:

• Sets a civic and educational agenda
• Serves as a social laboratory that models success
• Advances a knowledge paradigm
• Trains the next generation of civic leaders
• Gathers diverse communities of America

Creating an American society marked by five civic goods:

• Increased understanding and decreased prejudice
• Strengthened civic cohesion
• Bridged social capital to address social problems
• Continuity of identity communities and reduced isolation
• Binding narratives to hold together a diverse society

Campuses advance institutional change around interfaith engagement:

• Promote student interfaith leadership
• Widen curricular engagement of religious diversity
• Equip educators to lead interfaith efforts
• Cultivate the priority of interfaith cooperation across the institution

Senior Administration, Faculty / Curriculum, Staff and Students

Mission, Vision, and Theory of Change

We work toward an America in which interfaith cooperation is a norm.

We work toward an America in which interfaith cooperation is a norm.

We work toward an America in which interfaith cooperation is a norm.

Partners with higher education to turn religious diversity into a positive force

Leverages a research-backed methodology

Contributes to a national narrative prioritizing pluralism over tribalism and marginalization
Interfaith America: Program Approach

IFYC’s *Interfaith America* five-year plan is built upon three strategy areas: campus, narrative, and innovation. This approach is rooted in the theories and methodologies IFYC has honed over time and designed to seize the opportunities of this particular American moment. This approach synergizes in a cohesive whole moving toward IFYC’s vision.
Interfaith America: Goals

Tied to each strategy area, IFYC has three top-level goals for *Interfaith America*.

- **Campus**
  Provide high quality interfaith programming that suffuses and sustains higher education's commitment to engaging religious diversity.

- **Narrative**
  Meaningfully contribute to a national narrative that prioritizes bridge building in a religiously diverse democracy.

- **Innovation**
  Innovate relevant and useful approaches in emerging spaces in higher education, beginning with hybrid education.

These goals mutually reinforce one another in critical ways. For example, contributing to a national narrative requires inspirational evidence of the power of interfaith cooperation. IFYC's campus programs, where individual leaders are guiding transformative efforts within their campus communities, play a key role in providing inspirational evidence to fuel a larger American narrative. That dynamic also works in reverse, where our efforts to drive a national narrative galvanize our campus partners, deepening their commitment and engaging more collaborators in on-the-ground activities. The goal of innovating within this area acknowledges that higher education is a changing environment; activities in the hybrid learning arena provide powerful stories illustrating various social spaces in which interfaith leadership proliferates. New curricular materials generated for hybrid learning efforts can also be repurposed and reimagined to fulfill needs in our traditional campus programming.

In short, *Interfaith America*'s five-year goals tie to particular strategy areas and synergize, furthering growth, momentum, and excellence in and beyond higher education.

Specific numerical metrics provide clear guidance and accountability to drive measurable impact. Our key metrics communicate success in the campus arena and demonstrate concrete change:

**Institutional Change**
- **Goal:** 825 campuses
  - A national measure of campuses that are implementing a wide range of programs, structures, and systems that lead to a marked difference at the institution. This indicator is measured through national data gathering and is a comprehensive measure of key interfaith cooperation interventions on American college campuses.

**IFYC Program Involvement**
- **Goal:** 650 campuses
  - A cumulative tabulation of campuses that participate in meaningful IFYC programs. IFYC programs point campuses toward institutional change and range from national convenings such as the Interfaith Leadership Institute to bespoke campus focused interventions such as innovation grants.
Campus: Suffusing and Sustaining Interfaith Engagement in Higher Education

In service of these goals, IFYC works in a holistic way to achieve institutional change across a campus ecosystem. IFYC’s programs target specific, strategic audiences within campus communities to effect multifaceted institutional change.

High-Quality Interfaith Programming

- Increase importance of religious diversity to campus climate
- Religious diversity in general education
- Interfaith studies course
- Introductory religious diversity training
- Interfaith student group

Institution-Wide Change

- Senior Administration
  - Interfaith strategic plan
  - Faculty / Curriculum
    - Capstone interfaith learning objectives
    - Course sequences
  - Staff and Students
    - Ongoing, regular religious diversity training
    - Interfaith fellows program

Examples of institutional change resulting from IFYC program participation.

To meet these aims, we run a set of signature programs that advance change in higher education at three levels.

**Campus Visioning and Planning** occurs through campus visits, keynote addresses, and strategic planning institutes. IFYC’s founder and president, Eboo Patel, offers a public vision of interfaith cooperation at more than twenty-five campuses each year. In partnership with the Association of American Colleges and Universities (AAC&U), IFYC offers a year-long strategic planning cohort anchored by the Institute on Teaching and Learning for Campus-wide Interfaith Excellence. These programs and others function in concert to help campuses project a vision for the importance of religious diversity and create structured, strategic plans to implement campus-wide programming for interfaith excellence.

**Teaching Interfaith Understanding** is an annual multidisciplinary seminar that gathers faculty interested in the growing field of interfaith studies. The program simultaneously helps faculty members strengthen the teaching of interfaith understanding and develop new courses and other resources, while expanding the network of faculty members who are committed to teaching this subject. The seminar is offered in partnership with the Council of Independent Colleges. Following the seminar, many faculty access IFYC’s curriculum development grants to further expand their course offerings.

**The Interfaith Leadership Institute (ILI)** is the largest gathering of students and educators with a commitment to American religious pluralism. Participants learn to bridge divides and forge relationships across lines of religious and worldview differences. They leave equipped to strengthen the campus ecosystem of programming for interfaith cooperation.
Savannah first appeared on our radar when she attended the 2017 ILI as a sophomore. She was a member of the 2019 IFYC Coach Class thanks to her leadership at Elizabethtown College, where she has been a role model throughout her undergraduate experience, and where she excels as a leader for her campus. With her skills in relationship building and event management, she has hosted several successful interfaith events attended by hundreds of participants. After participating in a regional gathering at Susquehanna University in spring 2019, Savannah worked with her advisor, Reverend Amy Shorner Johnson, assistant chaplain, to host a regional gathering on their campus to deepen the skills and tighten the relationships between campuses doing interfaith work in central Pennsylvania. In December 2019, she hosted “Winterfaith” to provide religious literacy and community building events celebrating various holidays throughout the winter.

In response to one of higher education’s standard modes of operation, IFYC runs special projects that span a space of two to five years, and are often offered in collaboration with key partners. Special projects ensure ample opportunities for learning and discovery through modes such as research, “collaboratory” style gatherings, and minigrants, while allowing IFYC to remain nimble.

**Exemplar Special Project: “Civic Approaches to Teaching Religion in General Education”**

IFYC has a rich, multiyear partnership with the Teagle Foundation. Together, we have strengthened the field of interfaith studies by offering minigrants to campuses for faculty to develop course sequences in the emerging discipline. As both organizations have asked questions about how to broaden the reach of interfaith studies, we have identified a shared interest in advancing civic religious pluralism through general education. With the continued support of the Teagle Foundation, IFYC is now poised to gather faculty leaders to determine the most effective ways to incorporate and teach a civic approach to religious diversity in general education curricula. Following a successful planning phase, IFYC will launch a longer-term project focused on disseminating the project’s findings and implementing approaches to teaching civic religious pluralism across general education.

**Exemplar Special Project: “Courageous Pluralism”**

In a time of cultural, political, and religious division, our nation needs interfaith leaders who can break barriers and build bridges across difference. Courageous Pluralism is a project designed to support campuses in precisely this work. The Courageous Pluralism project will consist of twelve campuses, selectively invited to apply for $5,000 grants to carry out campus programs that leverage religious pluralism to counter polarization. Grantees will also participate in two convenings, one at the launch and one at the conclusion of the program, to learn from peer institutions and share experiences in carrying out this important work. Over the course of this project, Courageous Pluralism campuses will project a vision for an inclusive society marked by free expression, while generating a set of best practices to share with higher education more broadly in order to expand this important work.
Crafting the Interfaith America Narrative

The potluck nation metaphor described earlier is an animating idea for IFYC’s narrative efforts during this phase. In pursuit of Interfaith America’s second goal, “to meaningfully contribute to a national narrative that prioritizes bridge building in a religiously diverse democracy,” we will both engage in national narrative-casting while also contributing to an overall discourse in higher education that emphasizes and prioritizes this important work. Elements of our narrative strategy include the following:

- Deliver keynotes and serve on plenaries on influential higher education and philanthropic stages
- Nurture relationships with media partners, such as On Being and the Public Religion Research Institute
- Contribute to higher education discourse in publications such as the Chronicle of Higher Education and Inside Higher Ed
- Cultivate relationships with key journalists
- Leverage social media for effective storytelling and spotlighting important interfaith work
- Curate IFYC-driven content by leveraging inspiring stories and individual leadership from within the IFYC network, most notably from our young leaders (see overleaf)

As we embark upon Interfaith America, narrative efforts must rise to the level of challenge we currently face as an increasingly religiously diverse nation. While Eboo and IFYC have made effective contributions to the national narrative, we are augmenting that talent by hiring a new senior leader for this area. In this phase, narrative strategy will be led by the newly created position of Senior Advisor for Public Affairs and Innovation. This position will lead strategy and collaborate closely with other IFYC senior leadership. Substantive activity here will include sharing and promoting the story of interfaith America and the potluck nation from the voices of staff, students, and alumni in newspapers, online public platforms, and within America’s most influential media outlets.10

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10 Please see Appendix A for all Senior Leadership bios, including that of the Reverend Paul Brandeis Raushenbush, who serves as IFYC’s Senior Advisor for Public Affairs and Innovation.
Young Interfaith Leaders

Bridging our higher education efforts and our narrative work, IFYC mentors program alumni and promising young leaders who can activate their interfaith leadership to build bridges of understanding and model the positive power of interfaith collaboration. We equip and empower young leaders who publicly spread the message of interfaith cooperation, bring people together across lines of religious difference to take action for the common good, work to embed interfaith cooperation in their workplaces and other civic spaces, build bridges during times of heightened division, and mentor others to develop their own interfaith leadership skills.

IFYC's alumni network and our alumni relations program come together to act as one of our strongest pathways to influence the narrative outside of higher education. We are especially attuned to the bridge from college to post college life and seek to provide concrete opportunities that sync with this transitional stage. In addition, we have learned that IFYC alumni who are substantively involved with IFYC are much more likely to be working toward significant interfaith leadership outcomes. Therefore, the bulk of IFYC’s alumni-focused time and resources are devoted to finding and supporting exemplary “bright spot” young leaders. Once these high-potential young people have been identified, we offer a range of increasingly higher-level opportunities that help them model interfaith leadership for society.

The broader network of over 1,500 alumni interfaith leaders continues to grow every year and demonstrates how interfaith leadership can have an impact in diverse settings and sectors.
Usra is director of policy and programs at America Indivisible, a nonprofit coalition addressing anti-Muslim bigotry by strengthening neighbor to neighbor ties in local communities across the United States. She is a senior fellow for religious freedom at the Freedom Forum Institute, and a commissioner on Washington, DC Mayor Muriel Bowser’s Interfaith Council. She has worked as an interfaith leader and organizer in various capacities over the past decade, including work with IFYC, Kids4Peace, and the Pluralism Project at Harvard University. She previously worked at the U.S. Department of State as a policy advisor and Franklin Fellow at the Office of Religion and Global Affairs, and as a strategic designer in the Educational and Cultural Affairs Bureau’s Collaboratory. She has also served as a policy fellow for the City of Boston in the Mayor’s Office for Immigrant Advancement. She holds a master’s degree from Harvard Divinity School in religion and politics, and a bachelor’s degree in religious studies from DePaul University.

Tahil is an interfaith activist based in Los Angeles who was born to a Hindu father and a Sikh mother. Following the Oak Creek, Wisconsin shooting at a Sikh temple in 2012, Tahil became involved in efforts for interfaith literacy and social justice, and has been doing this work professionally for the past six years. Tahil is the faith outreach manager for Brave New Films, a social justice documentary organization based in Los Angeles that empowers communities and teaches civic participation through new media, facilitation, and strategies for action. Tahil also serves as one of three interfaith ministers in residence for the Episcopal Diocese of Los Angeles, and as the Los Angeles coordinator for Sadhana: A Coalition of Progressive Hindus. In addition, Tahil works in different capacities with a number of organizations to educate, engage, and serve various communities that promote interfaith cooperation, ethical pluralism, and social and productive norms in society.
IDEALS: Cross-Goal Strategic Initiative

The Interfaith Diversity Experiences and Attitudes Longitudinal Survey (IDEALS) sits at the intersection of IFYC’s strategic priorities. IFYC has partnered with Dr. Alyssa Rockenbach (North Carolina State University) and Dr. Matt Mayhew (The Ohio State University) on this five-year longitudinal study examining student attitudes, experiences, and learning around religious diversity and interfaith learning. IDEALS is the first study of its kind, tracking a cohort of approximately 20,000 students on 122 campuses over four years. Interfaith America sees a critical new phase for IDEALS, transitioning from active data gathering to in-depth analysis and data dissemination. Therefore, IDEALS is an essential initiative over the next five years, commanding a unique cross section of IFYC resources to reap the highest-level impact from the research. IDEALS data illuminates and supports empirically backed practices that promote interfaith learning on individual campuses. IDEALS plays a critical role in supporting high-quality interfaith programming across higher education. Indeed, IDEALS sheds light on precisely which practices are the most effective in supporting desired student outcomes across campus communities. The significance of the research provides an opportunity to move the needle on the prioritization and relevance of interfaith engagement across higher education and the broader national discourse. In a time of profound demographic change and growing polarization, IDEALS illuminates how college prepares citizens to engage productively across lines of difference. When understood as profoundly connected to these significant, deeply contested dynamics, IDEALS provides incisive commentary.
Innovation Area: Hybrid Online Education

As mentioned above, with Interfaith America, IFYC embraces a holistic adaptive ethos. From this approach stems a commitment to an innovation area, to which IFYC will devote approximately ten percent of our annual budget. At this point in IFYC’s history, building on financial stability, human capital, and developed programming, we are able to devote time and talent to innovation, which is necessary in unpredictably evolving contexts. Like so many industries and sectors, higher education has had its fair share of disruptive innovations. The digital era especially has fundamentally altered the ways in which learning communities associate with one another, the expectations of students, and the modalities in which excellent training and pedagogy are delivered.

The first area of focus for IFYC’s innovation area is hybrid online education. As more and more institutions leverage online learning technology in conjunction with academic expertise, an increasing percentage of students are accessing both online and in-person learning opportunities. This new moment in higher education prompts the question: How are hybrid education and online learning creating students who are trained for interfaith leadership in a multicultural world? Our hybrid online education efforts will research and develop strong program interventions for a changing higher education landscape. IFYC will form partnerships with major tech brain trusts, thought leaders in higher education, and faculty at hybrid learning colleges and universities to integrate interfaith studies modules into curricular and co-curricular offerings. We will evaluate and learn from this work as it proceeds, knowing that experimentation may find footing in future programming.

Underlying the need for innovation broadly and engagement in hybrid education in particular is the recognition that digital technology has provided new opportunities and challenges for interfaith leadership. As people live much of their life online, IFYC is identifying the online arena as a burgeoning civic space in which interfaith leadership is urgently needed. IFYC is taking seriously the particular ways in which interfaith leadership is exercised online. With Interfaith America, IFYC will lead by innovating in the realm of best thinking and practices for both online interfaith learning and online interfaith leadership.

Notably, IFYC’s innovation area is evidence of an organizational commitment that transcends initial application in online hybrid education. Throughout Interfaith America, IFYC will seize additional opportunities for innovation within higher education and its adjacent spaces.11

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11 In line with our adaptive ethos, IFYC will identify high-priority innovation areas based on a strategic assessment of opportunities that arise as well as an examination of field trends and demands. Exploratory areas may include secondary education and community colleges.
Organizational Learning

**Inputs**
- Resources (staff, time, funds)
- Infrastructure (technology, space)
- Operational health (human resources, board of directors)

**Outputs** help IFYC monitor progress and inform program strategy
- Engagement Aspirations
  - 255 campuses at the ILI
  - 350 campuses new to IFYC
  - Maintain approx. 1/3 worldview minority students and 1/2 students of color as the ILI grows
  - 200 senior administrators involved with programming

**Area Outcomes** assess and evaluate impact
- Key practices indicate depth of campus work in priority areas:
  - 350 campuses with a course
  - 300 deep student leadership programs
  - 215 campus-wide initiatives
  - 200 staff/faculty training
  - 80 strategic plans
  - 70 course sequences

**Key markers of success indicate critical progress toward 5-year goals**
- 825 campuses advancing institutional change
- 650 campuses engaged with IFYC
- Prominent partners and outlets use IFYC language when discussing religious pluralism
- 2+ hybrid education partnerships explored and launched

**Activities to Monitor**
- 15,000 new contacts
- # programs for campuses, alumni, and others
- $ grants distributed
- # org partnerships
- # publications
- # strategic presentations

**Impact**
IDEALS analysis will yield insight into impactful IFYC practices and empirically-backed campuses’ practices that support interfaith learning. IDEALS findings also provide an opportunity to prioritize the relevance of interfaith engagement across the national discourse.

Provide high quality programming that suffuses and sustains higher education’s commitment to engaging religious diversity.

Innovate relevant and useful approaches in emerging spaces in higher education, beginning with hybrid education.

Meaningfully contribute to a national narrative that prioritizes bridge building in a religiously diverse democracy.
Our adaptive ethos illustrates IFYC’s deep commitment to organizational learning and constant improvement. IFYC engages in intentional data gathering and reflection to embed learning and growth into our organizational culture. Ultimately, our organizational learning efforts seek to accelerate our overall impact as an organization.

Throughout the duration of *Interfaith America*, IFYC will rigorously track impact indicators to evaluate progress toward goals and to monitor our work in key areas. Our key markers of success provide a high-level snapshot of our collective progress. We will also examine qualitative data assessing progress against our three organization-wide goals. Additionally, we pose annual research questions anchored in our strategy, which supports timely, detailed inquiry into high-priority program areas.

IDEALS will continue to provide invaluable evaluative data. Deliberately designed to provide both national landscape data as well as robust evaluative data for IFYC, IDEALS yields insights into both impactful IFYC practices and empirically-backed campus practices that support interfaith learning. At the highest level, IDEALS will provide third-party, external data on how IFYC programs impact both campus communities and student learning. National findings from IDEALS will also provide IFYC with empirically-based practices to incorporate into its program approach. Data will become available in the early stages of *Interfaith America*, and IFYC will continue to explore, synthesize, and fully operationalize those findings.
To meet IFYC’s ambitious mission and vision, the realization of an interfaith America, IFYC will need to spend approximately $43 million during the time frame covered by the plan. This figure represents an increase of approximately $8 million in expenses over the amount laid out in our previous business plan (FY16–20). This budget growth will enable IFYC to employ effective program strategies and generate the resources needed to achieve meaningful results. Our projected expense and income growth rates are consistent with IFYC trends since FY12. Hence, we are confident that our projections are reasonable, and align with our theory of change and our outcome goals.

The budget is divided into five areas, each of which aligns with one of the organization’s strategic commitments (Campus, Narrative, Innovation) and our primary business support units (Institutional Advancement and Operations). IFYC budgets are consistently developed with an eye toward strategic alignment, balanced budgeting, and overall financial integrity.

We employed the following key assumptions in constructing the budget:

• To arrive at our projections, we used our fiscally sound FY20 budget as a baseline. We then extrapolated over five years using a 3% growth rate, which takes into consideration targeted program growth and inflation. We also included anticipated one-time expenses and new projects
• The expense projections utilize conservative revenue and income estimates
• We are utilizing conservative return assumptions for our invested assets
• Any budget surpluses will be used to fund further program impact or contribute to IFYC’s board-designated endowment

IFYC's fiscal year runs from August 1 to July 31. FY21 will start on August 1, 2020.
## Five-Year Budget Projections

### Revenue

<table>
<thead>
<tr>
<th></th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25</th>
<th>Total</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earned Revenue</td>
<td>$400,000</td>
<td>$404,000</td>
<td>$408,000</td>
<td>$412,000</td>
<td>$416,000</td>
<td>$2,040,000</td>
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<td>Foundation Grants</td>
<td>3,300,000</td>
<td>3,333,000</td>
<td>3,366,000</td>
<td>3,400,000</td>
<td>3,434,000</td>
<td>16,833,000</td>
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<td>Individual Contributions</td>
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<td>2,659,000</td>
<td>2,830,000</td>
<td>3,140,000</td>
<td>3,237,000</td>
<td>14,066,000</td>
<td>33%</td>
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<tr>
<td>Return on Investment</td>
<td>60,000</td>
<td>62,000</td>
<td>64,000</td>
<td>66,000</td>
<td>68,000</td>
<td>320,000</td>
<td>1%</td>
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<tr>
<td>Anchor Grants</td>
<td>2,000,000</td>
<td>2,000,000</td>
<td>2,000,000</td>
<td>2,000,000</td>
<td>2,000,000</td>
<td>10,000,000</td>
<td>23%</td>
</tr>
<tr>
<td><strong>Total Projected Revenue</strong></td>
<td><strong>$7,960,000</strong></td>
<td><strong>8,458,000</strong></td>
<td><strong>8,668,000</strong></td>
<td><strong>9,018,000</strong></td>
<td><strong>9,155,000</strong></td>
<td><strong>43,259,000</strong></td>
<td></td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY21</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24</th>
<th>FY25</th>
<th>Total</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus</td>
<td>$3,761,000</td>
<td>$4,014,000</td>
<td>$4,151,000</td>
<td>$4,351,000</td>
<td>$4,504,000</td>
<td>$20,781,000</td>
<td>48%</td>
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<tr>
<td>Narrative</td>
<td>1,628,000</td>
<td>1,719,000</td>
<td>1,475,000</td>
<td>1,522,000</td>
<td>1,571,000</td>
<td>7,915,000</td>
<td>18%</td>
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<tr>
<td>Innovation</td>
<td>706,000</td>
<td>793,000</td>
<td>908,000</td>
<td>938,000</td>
<td>968,000</td>
<td>4,313,000</td>
<td>10%</td>
</tr>
<tr>
<td>Advancement</td>
<td>833,000</td>
<td>856,000</td>
<td>881,000</td>
<td>906,000</td>
<td>932,000</td>
<td>4,408,000</td>
<td>10%</td>
</tr>
<tr>
<td>Operations</td>
<td>1,032,000</td>
<td>1,076,000</td>
<td>1,253,000</td>
<td>1,301,000</td>
<td>1,180,000</td>
<td>5,842,000</td>
<td>14%</td>
</tr>
<tr>
<td><strong>Total Projected Expenses</strong></td>
<td><strong>$7,960,000</strong></td>
<td><strong>8,458,000</strong></td>
<td><strong>8,668,000</strong></td>
<td><strong>9,018,000</strong></td>
<td><strong>9,155,000</strong></td>
<td><strong>43,259,000</strong></td>
<td></td>
</tr>
<tr>
<td>Deficit/ Surplus</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>
IFYC’s fundraising throughout the preceding Impact 2020 phase was marked by significant year-over-year growth, alignment with increasingly sophisticated higher education program approaches and research, the establishment of a six-month operating reserve fund, and IFYC’s first dedicated endowment. Results far exceeded expectations. In this period, IFYC:

- Raised $40 million overall, $5 million above goal
- Secured ten new gifts of seven and eight figures from foundations and individual donors
- Brought in $8 million from “capital raise” donors, unlocking bonus funding of $2.4 million
- Increased foundation revenue from $1.5 million to $3.5 million per year

Throughout the Impact 2020 phase, we were bolstered by an anchor investment from the Einhorn Family Charitable Trust (EFCT). With bonus funding, that investment amounted to 30% of our overall revenue, totaling $12.7 million. EFCT was the singular anchor partner, both in terms of percentage of overall revenue and in creating stability for further growth. Capital raise donors who gave $8 million over five years made commitments knowing full well they would also be helping to unlock bonus funding provided by EFCT. Entering the phase with significant secured revenue also allowed IFYC to staff appropriately and set our sights on a longer-term horizon.
The Challenge

As we transition into *Interfaith America*, IFYC is positioned to develop new anchor funders and expand upon overall revenue. This is underway as EFCT shifts its own philanthropic approach. We are now prepared to broaden anchor funders, establish a significant rung of “table setting” individual donors, and grow year-over-year foundation support — but can only succeed through an assertive, vision-led fundraising strategy.

**Potluck Nation Table Setters**

As we work to achieve the vision of America as a potluck nation, one way of characterizing the task before us is the work of setting the table. We are preparing the space in which diverse contributions to the greater good can be made, the table on which we all feast. Table Setters are individuals and families who are inspired to join us in this vision by making five-year investment commitments to IFYC’s *Interfaith America*. Only with the support and participation of Table Setters will we be able to articulate a new narrative for the nation and make that vision a reality.

Table-setting individuals and families engaged in conversations with us about making major multiyear investments for *Interfaith America* include — among others — the following supporters:

- Kimberly T. Duchossois
- Wendy Munger and Leonard Gumport
- Toni Clark and Richard Bell
- C. Diane Christensen
- William and Bonnie Clarke
- Hunter and Stephanie Hunt

**Anchor Foundations**

In the prior phase, the Einhorn Family Charitable Trust functioned as the singular anchor funder, providing 30% of IFYC’s five-year revenue. We seek to establish at least two new anchor foundation partnerships in the *Interfaith America* phase that will make three-to-five-year commitments totaling $10 million.

Proposal processes are underway, with the *Interfaith America* business plan acting as a key supporting document for Anchor Foundation consideration.

**Foundation Partners**

Over the course of the preceding business phase, with the deepening sophistication of IFYC's higher education programming, we have increased year-over-year foundation revenue from $1.5 million to $3.5 million. Partnerships were forged with leading foundations, such as the Andrew W. Mellon Foundation, the Arthur Vining Davis Foundations, and the Ford Foundation. IFYC has also become actively engaged in serious conversations with the Templeton Religion Trust and the Pew Charitable Trust, and in potentially deepening conversations with the Crown Family Philanthropies and the Chicago Community Trust. These potential partners will provide revenue that complements the Anchor Foundations discussed above. Several other foundations currently make ongoing commitments of $15,000 to $100,000 per year.
A key dynamic in this growth has been the securing of major grants intended to expand into strategic multiyear grants in support of major interfaith initiatives in higher education. For example, the Andrew W. Mellon Foundation made two grants totaling $2.2 million toward our groundbreaking longitudinal research project, IDEALS. The Fetzer Institute also invested over $1 million in the IDEALS project. After a strategy-honing process, the Arthur Vining Davis Foundations renamed one of its initiative areas “Interfaith Leadership and Religious Diversity,” and made its first signature grant to IFYC: $1 million to work with the Association of American Colleges and Universities to deeply engage thirty campus teams in campus-wide interfaith strategic planning and implementation projects.

The challenge before us in the Interfaith America phase is to maintain grant partnerships at $3.5 million on average, a goal we believe can be achieved through three objectives:

- Continue to make innovations in high-quality higher education interfaith programming, conducive to higher education and strategic foundation partnerships
- Nurture relationships with foundation executives and the philanthropic sector, both on an individual basis and with networks such as the Council on Foundations, the Aspen Institute, and Philanthropy for Active Civic Engagement
- Maintain and support a high-performing foundation relations team, which coordinates and develops the foundation fundraising abilities of senior staff as appropriate

Board and Individual Giving
Goal: $1 million

Board member and individual donor work will continue to provide a steady stream of support for IFYC. Historically, this area has fielded and developed donors who have moved up into major business plan giving (i.e., the Table Setters mentioned above). While we have had limited success in increasing the number of donors to IFYC, adding between 100 and 200 of the right donors to that group will lead to success at higher levels of giving. The advancement team will collaborate with marketing and communications to build this donor base through regular appeals and event platforms for donor engagement and cultivation. Our key donor event is the Fall Interfaith Forum in Chicago, which brings together the philanthropic and civic communities for engaging interfaith conversations. We also host ad hoc events, which have included book launches and collaborations with civic organizations such as Chicago Ideas and the Aspen Institute’s Weave: The Social Fabric.

Earned Revenue
Goal: $2 million

IFYC has established a steady earned revenue stream through Eboo’s on-campus and civic speaking engagements, the Interfaith Leadership Institute, publications, and campus contracts for interfaith consulting. We believe that these revenue forms are stable and will endure. As IFYC has grown, we have secured an increase in substantial foundation grants, which has enabled us in turn to offer grants to universities and young leaders, regranting nearly $500,000 each year. That self-positioning as an organization with financial resources available to bolster interfaith work has become less compatible with our robust push for growth in consulting contracts. Still, with the development of a practice of innovation in Interfaith America, we will closely watch emerging opportunities that do not conflict with our campus-based grant making. These future possibilities may lead to increases in earned revenue that are, as of now, unpredictable.
Long-Term Sustainability

Two major achievements of the prior phase have positioned IFYC for financial sustainability beyond the annual fundraising cycle. A goal of the prior phase was to bring the operating reserve to a level equal to between 25% and 50% of annual expenses. As we enter the Interfaith America phase, the upper end of this goal has been achieved, and we are beginning the new phase with 50% of the annual budget secured in an operating reserve of over $4 million.

Second, through the generosity of Ms. Wendy Munger — an ongoing major supporter of our work — we established a board-designated endowment of $1 million. This represents the first step in a process that will, over the long term, continue to round out IFYC's stability. Both the endowment and a fully funded operating reserve enable us to enter Interfaith America with broadened financial stability.13

Sustainability analysis has also led IFYC's board toward contingency planning, which centered around the question, “What would we do if faced with a 20% decline in annual revenue?” While any answer would have to respond to the particular context that caused the decline, our planning led us to recognize dynamics and areas we would immediately engage if faced with such a challenge:

**Financial Contingency Planning:** IFYC enters Interfaith America with a new financial model developed in partnership with Dr. Jim Croft, academic director of nonprofit finance in the Center for Nonprofit Management at Northwestern University's Kellogg School of Management. The model will allow IFYC to plan and manage unforeseeable changes in the fiscal environment, enable organizational budgeting, conduct scenario analysis, and examine multiyear financial forecasts in changing contexts. Appendix B contains the Statement of Financial Position (balance sheet) and the cash flow projection statement found in the model.

**Operating Reserve:** The reason we established reserve balances at 50% of annual expenses was precisely to aid in meeting unforeseen shortfalls in annual revenue. The reserve is not a panacea, and we would replenish any reserve drawdown to maintain a six-month expense balance.

**Relational Capital:** IFYC has developed a network of individual and institutional supporters, peer and partner organizations, and board members, which we would activate as we came to a better understanding of what caused a financial crisis and how to navigate it.

Risk Mitigation

By partnering with 500 colleges and universities to meaningfully advance interfaith cooperation on their campuses, IFYC succeeded in creating a market for interfaith work in higher education. This was one major accomplishment in the prior business phase that mitigated the risk of decreased demand for the organization's services. In the Interfaith America phase, we seek to maintain that demand and to develop relevant programming to meet it. Given the pressures and disruptions in higher education, the effort to stay relevant and meet demand has led to the top-level goal of creating an innovation practice. As discussed above in the strategy section, this practice is a key means of mitigating risk.

13 In the near-term, fundraising strategy has deemphasized endowment growth. However, once IFYC has shored up Anchor Foundations and Table Setters, we will revisit endowment strategy.
External Risks

Public Challenges to IFYC
As IFYC's work has evolved, we have faced detractors and criticism. For example, our commitment to bridge building, as opposed to resistance, has led some critics to label us traitors to the progressive cause. But the polarizing nature of the 2016 presidential election has reaffirmed our commitment to interfaith work, and to the vision of a potluck nation in which all feast. Where appropriate, we have responded to criticism in positive and relational ways, in keeping with the spirit of interfaith leadership. And this response and renewed commitment to our vision have led us to a process of organizational clarity, resulting in midlevel staff transitions and a refined approach to diversity work. Should public critique surface in the future, we will continue to leverage our narrative and campus efforts to respond to it, emphasizing IFYC's relentlessly positive vision.

Global and Domestic Disruptions
IFYC emerged within a global atmosphere that included the religiously fueled hatred that detonated and disintegrated the former Yugoslavia, the first World Trade Center bombing of the mid 1990s, the bombing of the USS Cole, and the assassination of Yitzhak Rabin. At the time IFYC began its rapid growth, the global landscape was dominated by the September 11th terrorist attacks and the U.S. response to them. We grew into stability during Barack Obama's presidency, which was the target of domestic backlash in the form of white nationalism and increased tribalism. During each of these periods, IFYC pushed a relentlessly inclusive and positive pluralism. We will continue to do so in the current atmosphere, in which violence perpetrated against religious minorities, and inspired by perverse religious commitments, is on the rise, and populism both at home and abroad poses a threat to the potluck nation. When appropriate, in the Interfaith America phase, our narrative work will continue, and we will refine our commitments and our actions.

Founder Departure and Succession
As a founder-led organization with a gifted social entrepreneur at the helm, IFYC faces a risk in potential founder departure. Since the formation of his seedling idea for what would become IFYC, Eboo Patel has shaped the organization to become the institution it is today, while providing unparalleled leadership for the broader interfaith movement. Eboo considers IFYC his life calling and is committed to the organization throughout the Interfaith America phase. Should any leadership transition occur subsequent to that phase, Eboo will work closely with IFYC's board of directors to provide ample time and guidance to ensure a smooth transition. Our financial risk mitigation has also taken into consideration unforeseeable tragedies that would deter Eboo's ability to do his work, and we have therefore purchased an insurance policy. While Eboo is unique in his talents and abilities, IFYC has also developed a significant core of internal senior leadership, a development that has resulted in the organization's being on more solid footing in the Interfaith America phase than we have ever been.
Human Capital

We strive to create a vibrant potluck nation with a team of exceptional interfaith leaders who relentlessly pursue our vision to work toward an America where people of different faiths, worldviews, and traditions can bridge divides and find common values. IFYC’s success is predicated upon employing the right team. We seek to attract and retain a team that is broadly representative of our diverse nation. We deliberately recruit candidates from communities that are underrepresented in many interfaith spaces, and we strive to ensure we are representing a cross section of America among the staff.

Interfaith America transitions IFYC into a senior led organization, which allows our team to adapt to the requirements and challenges of projects of varying scope and duration. It supports senior staff members’ external orientation, while also allowing midlevel staff to flex their time and skills across projects. As we move into Interfaith America, we expect to increase our outward impact, remain nimble, and become more internally efficient. We are poised to meet our ambitious organizational goals with fewer team members than we had under our previous business plan. This decrease in staff is largely due to the manner in which we have structured both the team and individual job responsibilities, changes that have resulted in maximum efficiency and produce the greatest possible impact.

In shifting toward a senior led organization, IFYC’s board of directors completed a compensation study to ensure that senior staff are compensated in line with industry
standards. As illustrated in the graph below, by the beginning of the *Interfaith America* period, staffing numbers will have fallen from their peak under *Impact 2020*. Staffing in this new phase includes continued modest growth, with three new hires planned over the course of that time frame to increase capacity in priority areas.

As a senior led organization, we revised our standards of excellence for staff, as well as the accountability measures associated with those standards. Key standards of excellence include prioritizing bridge building as our method of engaging diversity; setting individual levels of professional excellence in keeping with high organizational standards; demonstrating exceptional interpersonal skill; relating to external senior leaders at collaborating institutions as peers; and fully embodying the vision, knowledge base, skill set, and qualities of an interfaith leader.

### Net IFYC Full Time Employee (FTE) Comparison By Department

| Team Staffing | Campus | Narrative | Innovation | Advancement | Operations | Mission Delivery | Mission Support | Org Total | | | |
|---------------|--------|-----------|------------|-------------|------------|-----------------|----------------|----------|----------|
| *Interfaith America* | 19.05  | 7.80  | 1.40  | 4.10  | 5.65  | 38  | | $4.5MM | | |
| *Impact 2020* | 28.40  | 5.95  | n/a  | 4.55  | 4.70  | 43.6  | | $4.8MM | | |

*Impact 2020 numbers are from FY19. Interfaith America numbers represent the onset of the business plan in FY21, and we will add three new FTEs in FY22 and FY23 to increase capacity in priority areas.*

### Board of Directors

The same level of discretion and vigorous selectivity that IFYC applies to our human capital guides recruitment for our board of directors. Throughout the planning and development of *Interfaith America*, IFYC has benefited from the elite consulting leadership of our board chair, Brad Henderson, senior partner of the Boston Consulting Group and now chief executive officer of P33. One of Brad’s many contributions has been a strategic push for the development of our innovation practice. Brad’s tenure takes us through the initial period of *Interfaith America*, and a talented wider bench of directors complements his leadership while positioning IFYC for chair succession.

As a comprehensive body, the board of directors is comprised of interfaith leaders and college presidents, civic and philanthropic leaders, and private sector luminaries. IFYC intentionally recruits and supports a nimble board of between thirteen and eighteen directors. Notable recent recruits include Dr. Mary Hinton, president of St. Benedict’s College; Ms. Cassidy McCrea Burns, vice president of the McCrea Burns Group at Baird; Ms. Dilnaz Waraich, Muslim interfaith and philanthropic leader; and Dr. Donna Carroll, president of Dominican University. A full roster of the board of directors is available both on request and on IFYC’s website.
Infrastructure

Organizational success also rests on the comprehensive strength of our internal infrastructure, which includes IT, data management, accounting, communications, and brand management.

Information Technology: A strong information technology system is essential to the implementation of all of our organizational strategies. We plan to focus on a few key IT issues in this next phase to enhance our IT infrastructure and ensure we are adhering to best practices in the field (e.g., implementing new cyber security protocols and moving important server infrastructure to the cloud).

Data Management: In 2014, IFYC transitioned to Salesforce for use in customer relationship management (CRM). In order to maximize this system's impact, we will continue to invest the necessary funds and staff training time to ensure we are capturing and storing our data in ways that are accurate, accessible, and strategically actionable, in a manner that serves organizational priorities.

Accounting: We are in the process of replacing our accounting software, in order to ensure our infrastructure is able to keep pace with business needs. As part of this effort, we have contracted with Plante Moran, our auditor, to guide us through the process. In addition, the Financial Accounting Standards Board (FASB) issued several new accounting standards for nonprofit organizations that will go into effect in FY21. IFYC is working closely with Plante Moran to ensure compliance with new FASB standards.

Organizational Brand and Website: In Impact 2020, we executed a comprehensive rebranding rooted in IFYC’s compelling vision, which better reflected IFYC’s engagement with faculty, staff, and administrator audiences. After living into this reflection and evolution of our brand, in this next phase, our focus will turn to iteration and optimization of our web presence. IFYC.org will become a hub for the interfaith movement by creating a high-quality multimedia platform for interfaith stories, resources, and inspiration for living into the vision of Interfaith America. Consistently updated content will invite more people to visit IFYC online, where they will encounter and engage with other interfaith leaders within higher education. IFYC will make investments to gather information about users’ learning and to steer their deepening interfaith leadership.
Born in Mumbai, Eboo grew up as an Ismaili Muslim in the western suburbs of Chicago, where he both experienced bigotry and drew inspiration from friends and neighbors from diverse backgrounds. It was during his time at Oxford University that Eboo began organizing interfaith projects around the world, laying the groundwork for what would become IFYC. Over two decades, he has led the organization from a handful of volunteers to a nationwide nonprofit that empowers students and educators on almost six hundred U.S. college and university campuses.

Working to make interfaith cooperation a social norm in the United States, Eboo was named one of America’s Best Leaders by U.S. News & World Report in 2009. He is the author of *Acts of Faith: The Story of an American Muslim, The Struggle for the Soul of a Generation; Sacred Ground: Pluralism, Prejudice, and the Promise of America; Interfaith Leadership: A Primer; and Out of Many Faiths: Religious Diversity and the American Promise*. He also publishes a regular blog for Inside Higher Ed, Conversations on Diversity. He has spoken on more than 150 campuses, and served on President Obama’s inaugural faith council.

Eboo holds a doctorate in the sociology of religion from Oxford University, where he studied on a Rhodes scholarship. He has been awarded the Louisville Grawemeyer Prize in Religion, the Guru Nanak Interfaith Prize, the El Hibri Peace Education Prize, and the Council of Independent Colleges Academic Leadership Award, along with honorary degrees from fifteen colleges.

Eboo lives in Chicago with his wife, Shehnaz, and two young sons. He is a die-hard fan of Notre Dame football, Wilco, and really good coffee.
Raised in an immigrant household in New York, where he was steeped in the Coptic Orthodox Church and absorbed both Roman Catholic and Islamic influences, Tony describes the American experiment of *e pluribus unum* as his lifelong vocation, which he has approached civically, academically, professionally, and artistically. Through publications and presentations, Tony contributes regularly to the national conversation about the role of interfaith cooperation in a religiously diverse democracy, often touching on philanthropy and higher education. He holds a PhD from the University of Chicago, where he studied at the Divinity School and was a Martin Marty Center and Provost fellow. A proud father of three, Tony loves being a dad to Lucas, Nina, and Leo. In his spare time, he enjoys both making and listening to music, and can often be found strumming and fingerpicking a guitar.

Both her religious convictions and her work with diverse student populations motivate Katie to strive for a world in which people of different backgrounds can live, work, and build community together. She oversees IFYC's higher education program strategy ensuring alignment, integration, and evaluation across the organization's projects. Along with senior program staff, Katie coordinates relationships with higher education leaders, associations, and funders, enabling IFYC's partnerships with colleges and universities to turn religious diversity into a positive force in our society. Katie has been published in the *Journal of College and Character* and *Liberal Education*, and presents regularly to audiences focused on higher education. Her interest in religion and her professional background in higher education are reflected in her MA in college student personnel from Bowling Green State University and her BA in religion from Wittenberg University. Outside of work, Katie enjoys playing in the park with her two small children and serving in leadership roles at her Lutheran church.
Amber Hacker  
Vice President of Operations and Communications

An IFYC leader since 2007, Amber’s commitment to interfaith cooperation is inspired by Jesus’s call to love our neighbors. She currently oversees a wide range of functions within the organization, from accounting, IT, and talent development to thought leadership, branding, and messaging. As IFYC’s treasurer, she works closely with the board of directors to ensure the organization’s financial processes are accurate and efficient. Amber’s passion for finance and for applying the best of business practices to nonprofit and mission-driven work has earned her the nickname Budget Hacker at IFYC. She holds an MBA from American University’s Kogod School of Business and was recently featured in an article on personal finance for Woman’s Day magazine. Before stepping into her current role at IFYC, Amber managed a number of the organization’s key programs, including the IFYC Alumni Program, Days of Interfaith Youth Service, Fellows Alliance, Bridge Builders Network, and IFYC conferences. Amber and her husband Jason live in Chicago with their two children.

Mary Ellen Giess  
Senior Director of Strategic Partnerships

Driven by her Unitarian Universalist values and personal experiences in college to build interfaith cooperation, Mary Ellen joined IFYC in 2008. She currently oversees innovative and strategic partnership opportunities for the organization, as well as organizational evaluation, both of which include high-level management of the Interfaith Diversity Experiences and Attitudes Longitudinal Survey (IDEALS) research partnership. Her eleven years at IFYC have also included overseeing strategic engagement of student affairs and religious life professionals, serving as the organization’s executive vice president, and partnering with the Obama administration to create and implement the President’s Interfaith and Community Service Campus Challenge. Having edited *Educating About Religious Diversity and Interfaith Engagement: A Handbook for Student Affairs* (2019), she has also published articles for the Washington Post, Inside Higher Ed, and the Chronicle of Higher Education, and has presented on panels across the country. After completing her undergraduate work at the University of North Carolina at Chapel Hill, Mary Ellen received her Master’s degree in religion and government from Harvard Divinity School. Outside of work, she can be found chasing her husband and three daughters around town and serving on the board of her Unitarian Universalist congregation.
Growing up in an interfaith family instilled in Paul an “interfaith heart,” and he is committed to co-creating a world in which all people, no matter what belief or religious tradition, live with respect and dignity. At IFYC, Paul builds platforms that highlight the hopeful voices working in interfaith engagement in higher education, and also helps national journalists tell the story of interfaith America. Paul works to find ways of incorporating interfaith leadership training into online curricular and co-curricular offerings, and looks at how digital technologies and hybrid learning are changing interfaith leadership. A pioneer in journalism that promotes interfaith voices in the public square, Paul was an editor at Beliefnet.com before founding and leading the religion section at HuffPost, which under his leadership grew to the largest interfaith religion site online. With a bachelor’s degree in religion from Macalester College and a master of divinity from Union Theological Seminary, he has also served as associate dean of religious life at Princeton University, and as a denominational chaplain at Columbia University. He is an ordained American Baptist minister.

While living in Jerusalem, Noah grew interested in young adult leadership, interfaith understanding, and conflict resolution. At IFYC, he works with college and university faculty and senior administrators, exploring with them the contours and implications of the academic study of interfaith cooperation, and helping them to think holistically about interfaith cooperation across their campuses. Professionally involved in interfaith work for two decades on three continents, he holds an MA in religious studies from New York University. In addition to his work with IFYC and dozens of colleges and universities, Noah served as the associate director of multifaith education at Auburn Theological Seminary, and has worked for Religions for Peace at the United Nations, the Parliament of the World’s Religions in Barcelona, the Interfaith Encounter Association and the Seeds of Peace Center for Coexistence in Jerusalem, and the Tony Blair Faith Foundation in London. He has written numerous articles and chapters on the methodology of interfaith cooperation and the growing academic field of interfaith studies, and co-edited Interreligious/Interfaith Studies: Defining a New Field. Outside the office, Noah spends time attending the theater, traveling, and rethinking Jewish communal education.
Inspired by faith and family to work for change at the intersections of gender, sexuality, race, and religion, Jenan has served in a leadership position at IFYC for thirteen years. She currently directs overall strategy, design, and implementation of the organization's programs focused on alumni and student leaders, including the annual Interfaith Leadership Institute. For over a decade, Jenan has trained hundreds of young people from both religious and secular backgrounds to foster a vision and practice of civically engaged interfaith leadership. Featured on National Public Radio and participating in interfaith conference panels across the country, Jenan holds a BS in elementary education and Islamic studies from DePaul University, and is currently pursuing her MA in religious studies at Chicago Theological Seminary. She also volunteers with Sirat Chicago, a neighborhood space that fosters a healthy community by supporting initiatives centered upon service and worship, education and arts, and family life. Living on the south side of Chicago with her husband and three children, Jenan is an enthusiastic collector of old children's books.
IFYC begins *Interfaith America* with a five-year financial model developed in partnership with Dr. Jim Croft, academic director of nonprofit finance in the Center for Nonprofit Management at Northwestern University's Kellogg School of Management and founder of JWC Consulting Group. The model allows us to adapt to changing financial conditions, expertly guide our budgeting processes, and includes the below Statement of Financial Position (balance sheet) and cash flow projections over the five-year period shown below.

## Statement of Financial Position

*For the years ended July 31*

<table>
<thead>
<tr>
<th>Assets</th>
<th>Base-Year Budget 2020</th>
<th>Fiscal Year 2021</th>
<th>Fiscal Year 2022</th>
<th>Fiscal Year 2023</th>
<th>Fiscal Year 2024</th>
<th>Fiscal Year 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash</strong></td>
<td>$7,285,000</td>
<td>3,653,000</td>
<td>2,246,000</td>
<td>1,667,000</td>
<td>1,983,000</td>
<td>3,054,000</td>
</tr>
<tr>
<td><strong>Investments</strong></td>
<td>4,886,000</td>
<td>5,176,000</td>
<td>5,222,000</td>
<td>5,268,000</td>
<td>5,314,000</td>
<td>5,360,000</td>
</tr>
<tr>
<td><strong>Endowment</strong></td>
<td>763,000</td>
<td>1,032,000</td>
<td>1,058,000</td>
<td>1,084,000</td>
<td>1,111,000</td>
<td>1,139,000</td>
</tr>
<tr>
<td><strong>Grants and Contributions Receivable</strong></td>
<td>4,276,000</td>
<td>9,326,000</td>
<td>11,703,000</td>
<td>13,039,000</td>
<td>13,336,000</td>
<td>11,617,000</td>
</tr>
<tr>
<td><strong>Prepaid expenses and other current assets</strong></td>
<td>618,000</td>
<td>618,000</td>
<td>618,000</td>
<td>618,000</td>
<td>618,000</td>
<td>618,000</td>
</tr>
<tr>
<td><strong>Property and Equipment</strong></td>
<td>183,000</td>
<td>129,000</td>
<td>54,000</td>
<td>185,000</td>
<td>116,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$18,011,000</td>
<td>$19,934,000</td>
<td>$20,901,000</td>
<td>$21,861,000</td>
<td>$22,478,000</td>
<td>$21,788,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accounts Payable</strong></td>
<td>$223,000</td>
<td>$223,000</td>
<td>$223,000</td>
<td>$223,000</td>
<td>$223,000</td>
<td>$223,000</td>
</tr>
<tr>
<td><strong>Accrued liabilities and other</strong></td>
<td>384,000</td>
<td>354,000</td>
<td>315,000</td>
<td>268,000</td>
<td>135,000</td>
<td>135,000</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$607,000</td>
<td>$577,000</td>
<td>$538,000</td>
<td>$491,000</td>
<td>$358,000</td>
<td>$358,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Assets</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Without donor restrictions</strong></td>
<td>$5,221,200</td>
<td>$5,807,100</td>
<td>$6,108,900</td>
<td>$6,411,000</td>
<td>$6,636,000</td>
<td>$6,429,000</td>
</tr>
<tr>
<td><strong>With donor restrictions</strong></td>
<td>12,182,800</td>
<td>13,549,900</td>
<td>14,254,100</td>
<td>14,959,000</td>
<td>15,484,000</td>
<td>15,001,000</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>$17,404,000</td>
<td>$19,357,000</td>
<td>$20,363,000</td>
<td>$21,370,000</td>
<td>$22,120,000</td>
<td>$21,430,000</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>$18,011,000</td>
<td>$19,934,000</td>
<td>$20,901,000</td>
<td>$21,861,000</td>
<td>$22,478,000</td>
<td>$21,788,000</td>
</tr>
</tbody>
</table>
## Cash Flow Projections

*Fiscal years end July 31*

<table>
<thead>
<tr>
<th>Cash Flow from Operating Activities</th>
<th>Base-Year Budget 2020</th>
<th>Fiscal Year 2021</th>
<th>Fiscal Year 2022</th>
<th>Fiscal Year 2023</th>
<th>Fiscal Year 2024</th>
<th>Fiscal Year 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Net Assets from operating activities</td>
<td>$688,000</td>
<td>$1,338,000</td>
<td>$916,000</td>
<td>$882,000</td>
<td>$544,000</td>
<td>$(717,000)</td>
</tr>
</tbody>
</table>

Adjustments to reconcile change in net assets to net cash provided by operating activities

<table>
<thead>
<tr>
<th></th>
<th>Base-Year Budget 2020</th>
<th>Fiscal Year 2021</th>
<th>Fiscal Year 2022</th>
<th>Fiscal Year 2023</th>
<th>Fiscal Year 2024</th>
<th>Fiscal Year 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation</td>
<td>109,000</td>
<td>80,000</td>
<td>54,000</td>
<td>75,000</td>
<td>69,000</td>
<td>69,000</td>
</tr>
</tbody>
</table>

Changes in assets and liabilities

<table>
<thead>
<tr>
<th></th>
<th>Base-Year Budget 2020</th>
<th>Fiscal Year 2021</th>
<th>Fiscal Year 2022</th>
<th>Fiscal Year 2023</th>
<th>Fiscal Year 2024</th>
<th>Fiscal Year 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decrease (increase) in pledges receivable</td>
<td>1,903,000</td>
<td>(5,050,000)</td>
<td>(2,377,000)</td>
<td>(1,336,000)</td>
<td>(297,000)</td>
<td>1,719,000</td>
</tr>
<tr>
<td>Decrease (increase) in other assets</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Net Cash Provided by Operating Activities

<table>
<thead>
<tr>
<th></th>
<th>Base-Year Budget 2020</th>
<th>Fiscal Year 2021</th>
<th>Fiscal Year 2022</th>
<th>Fiscal Year 2023</th>
<th>Fiscal Year 2024</th>
<th>Fiscal Year 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$2,700,000</td>
<td>$(3,632,000)</td>
<td>$(1,407,000)</td>
<td>$(379,000)</td>
<td>$(316,000)</td>
<td>$1,071,000</td>
</tr>
</tbody>
</table>

Changes in Net Assets from investing activities

<table>
<thead>
<tr>
<th></th>
<th>Base-Year Budget 2020</th>
<th>Fiscal Year 2021</th>
<th>Fiscal Year 2022</th>
<th>Fiscal Year 2023</th>
<th>Fiscal Year 2024</th>
<th>Fiscal Year 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Expenditures</td>
<td>(100,000)</td>
<td>-</td>
<td>-</td>
<td>(200,000)</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

NET INCREASE (DECREASE) IN CASH

<table>
<thead>
<tr>
<th></th>
<th>Base-Year Budget 2020</th>
<th>Fiscal Year 2021</th>
<th>Fiscal Year 2022</th>
<th>Fiscal Year 2023</th>
<th>Fiscal Year 2024</th>
<th>Fiscal Year 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$2,600,000</td>
<td>$(3,632,000)</td>
<td>$(1,407,000)</td>
<td>$(579,000)</td>
<td>$316,000</td>
<td>$1,071,000</td>
</tr>
</tbody>
</table>

Cash at Beginning of Year

<table>
<thead>
<tr>
<th></th>
<th>Base-Year Budget 2020</th>
<th>Fiscal Year 2021</th>
<th>Fiscal Year 2022</th>
<th>Fiscal Year 2023</th>
<th>Fiscal Year 2024</th>
<th>Fiscal Year 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$4,685,000</td>
<td>$7,285,000</td>
<td>$3,653,000</td>
<td>$2,246,000</td>
<td>$1,667,000</td>
<td>$1,983,000</td>
</tr>
</tbody>
</table>

Cash at End of Year

<table>
<thead>
<tr>
<th></th>
<th>Base-Year Budget 2020</th>
<th>Fiscal Year 2021</th>
<th>Fiscal Year 2022</th>
<th>Fiscal Year 2023</th>
<th>Fiscal Year 2024</th>
<th>Fiscal Year 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$7,285,000</td>
<td>$3,653,000</td>
<td>$2,246,000</td>
<td>$1,667,000</td>
<td>$1,983,000</td>
<td>$3,054,000</td>
</tr>
</tbody>
</table>