



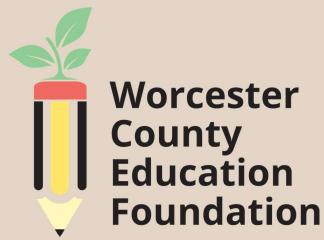
WCEF 2023 Annual Meeting

January 31, 2023

- Welcome, L. Taylor
- Slate of Officers, R. Thompson
- Approval of Minutes, R. Thompson
- Financials, C. Vent
- WCEF Updates, O. Momme
- New Business
- Adjournment, R. Thompson

Foundation Board of Directors Commitment FY23:
21 of 23 members or 91% have made gifts or pledges in FY23.

Board of Education Commitment FY23:
6 of 7 members or 86% have made gifts or pledges in FY23.



The Slate of Directors - Class of 2023

GENERAL MEMBERS AND BOARD OF DIRECTORS

In accordance with Article II of the WCEF bylaws, the nominating committee presents the following slate for consideration and approval by the Board of Directors.

1. Re-nomination of Current Board Members

Class 1 (Re-appointment for 1 year):

Duke Marshall

Class 3 (Appointment for 3 years):

Toni Keiser, Susan Trimble, Carrie Steers, Melissa Reid, Brian Shockley, Kristie Fogle, Victoria O'Neill

2. Officers of the Board for a 1-year term:

Chair: Ray Thompson

Vice Chair: Greg Shockley

Treasurer: Chad Vent

Secretary: Lou Taylor

Executive Member: Toni Keiser

Executive Member: Susan Trimble

3. Appointment of Ex-Officio Board Members:

Superintendent: Lou Taylor

Assistant Superintendent: Dee Shorts

Assistant Superintendent: Annette Wallace

4. Appointment of Honorary Board Members

BOE Member: Bill Gordy

BOE Member: Todd Ferrante



Worcester County Education Foundation

Board Meeting

November 17, 2022

In Attendance:

WCPS Members:

- Louis H. Taylor
Dee Shorts, Ex-Officio Member
- Annette Wallace, Ex-Officio Member

Community Members:

- Todd Ferrante
- Duke Marshall
- Greg Shockley, Vice Chair
- Carrie Sters
Chad Vent, Treasurer
- Brian Shockley
Kim Jones

- Hope Palmer
Sara Hambury
- Melissa Reid
- Lee Chisholm
- Ray Thompson, Chair
- Bill Gordy
- Chris Woodley
- Hondo Handy
- Susan Trimble
- Toni Keiser
- Bobby Hammond
- Eric Fiori
- Jessica Scott
- Olivia Momme

Welcome - R. Thompson

Thank you all for taking the time out of your day to join us.

L. Taylor

Mr. Taylor welcomed and updated them on the state of the schools. It is important to refill your buckets- lately, Mr. Taylor has been doing that by seeing the accomplishments within the schools. From watching young students sing at PES, cheering on Snow Hill volleyball team & PHS who just won their 21st state championships in field hockey noted that all fall sports teams did great), and connecting with other professionals in the field and seeing how great Worcester County is performing in the state. He went on to thank WCEF for their time and dedication to WCPS, but also for being an ambassador to our school system, especially through the last few years.

Mr. Taylor also went on to congratulate Eric Fiori for his win for the County Commissioner seat.

Minutes– R. Thompson

Motion to approve financials made by Ray Thompson, seconded by Annette Wallace. This was unanimously accepted.

WCEF Updates - O. Momme

- Celebration Event
 - The event was a huge success. Everyone seemed like they enjoyed themselves and Olivia received multiple calls after the event to say how much guests appreciated it.
 - Currently raised \$5,250 from the event and have multiple follow up's in the works
- Hale Harrison Memorial Donations
 - As many of you know, the legendary Hale Harrison has passed, and WCEF was lucky enough to be named as one of the two nonprofits for individuals to donate to in his memory.
 - Lou Taylor - Hale Harrison never made a production about his donations. He has been a very well-respected leader in our community & this is an honor.
 - Ray Thompson- I'm sure everyone here can share their own Hale story. As Hale was on the board at CBT, we knew each other well. Additionally, he was a great friend. He was a trusted advisor, a bright mind, and a strategic thinker - just a wonderful person all around. As his obituary came to print I was astonished that he had named us alongside of the hospital. But when I thought about it, he had been a long-time supporter and there was never a time when we couldn't have called him to ask for something and he would have shown up. Donations have come in so far, and this will be a nice boost to our income. There have been inquiries about starting a fund to support students who want to follow the

hospitality path and his family fully supports whatever we want to do. For now, we will wait and see how much comes in, and then see how we can best connect those dollars.

- Hale served on our board at CBT for 47 years, as a board member and the president of our board. We discussed what we wanted to do at the bank, and decided to honor the years he served on our board, we decided to donate a total of \$50,000 split evenly between WCEF and AGH.

- **Strategic Plan Update**

- Operational Optimization: As everyone remembers from the Annual Meeting last year, we have updated our bylaws, and we are in the process of establishing an annual budget.
- Rebranding: We successfully designed the new logo and updated all of our public-facing material to reflect the new logo and updates to our mission and focus. The only item we still have to work on is a short video to highlight the foundation.
- Board Growth and Development: We have brought on new members to the board and supplied everyone with a board manual to help them be better stewards of the foundation. We have established new roles for the committees and gotten them back on track as they were pre-COVID. While we are working on our board succession process, we need to better plan for the eventual replacement of our leadership.
- Donor Relations: Our board has successfully helped to create a potential donor list to make educated asks of our community members who are most likely to give. We have expanded our donor recognition program and celebrated the achievements we have accomplished since the foundation was established.

- **Giving Tuesday**

- Last year we surpassed our goal and raised over 14k
- This year we have upped our goal to 16k, and we are thrilled to announce we have a 10k match. A select group of very generous donors has come together to donate funds to provide us with that incentive for the public.
- This year GT is on November 29th and while you can give all day long, we are encouraging everyone to give between 8 and 9 am so we can win an additional \$1,000.
- Please like and share our social media posts to try to get as much community involvement as possible.

New Business

- **Teacher Grants:** We had discussed at the previous meeting changing this program to a rolling process from the annual one in place, upping the funding amount they can request, and upping the funds we provide to cover all grants.
 - We came to an agreement that teachers may apply for grants on a rolling basis until we run out of funds. They may ask for up to \$1000 in grant funding for their project and the pool of funds will be raised to \$10,000.

Motion to approve updates to the Teacher Grant process made by Ray Thompson, seconded by Bobby Hammond. This was unanimously accepted. (We lost quorum at the end, but extra votes were collected after the meeting to pass this with necessary board support)

- **MD Blueprint**

- L. Taylor- There have been a lot of questions regarding the blueprint, and just a brief overview. Dee Shorts is the one from our leadership committee who is really handling this. The Blueprint itself is being driven by MSDE & the State Superintendant.
- B. Gordy - What we are dealing with is a national teacher shortage and the Blueprint is trying to help with that. The concept is nice if we can actually do it as proposed. One of the key points that it makes is equality is everyone having the same resources, and equity is realizing every person has their own individual need. This is an opportunity for WCEF to help make a true impact that others will see in turn want to support.

Board Meeting adjourned at 4:10 pm.



Worcester
County
Education
Foundation

BOARD INFORMATION PACKET

2023



TABLE OF CONTENTS

WCEF Background

Mission, Vision, History, Need
Impact

Board Membership

Roles & Responsibilities of WCEF Board
Job Descriptions of Board Officers & Members
Board Committees
List of Board Members & Contact Info

Board Operations

2023 Board Meetings List

Key Documents

Bylaws
IRS Letter- 501c3
Strategic Plan
Most Recent 990

MISSION

Our mission is to enhance achievement, both inside and outside of the classroom, and prepare each Worcester County Public School student, for current and future success through the effective utilization of innovation, relationships, and resources.

VISION

Our vision is to maximize community investment in WCEF to insure that each WCPS student will be fully prepared for life after graduation.

HISTORY

In 2013, the Worcester County Education Foundation was established to provide a perpetual funding resource that could be used to assure that each student had equal access to a high-level education, enabling them to function in today's digital college environment and to compete in new and emerging job markets. In the years since WCEF was established, it has grown and evolved, raising in excess of 1 million dollars to support Worcester County Public Schools. Together with other community organizations, WCEF has helped to ensure each, and every Worcester County Public School student has a device and equal access to the internet in their homes despite the economic and geographical boundaries they face.

NEED

Currently, 51.6% of our students are living at or below the poverty level. According to the 2020 ALICE Report, an additional 30% of households in Worcester County are on the verge of being at the poverty level. Despite the fact that 51.6% of our students receive Free and Reduced Meals, some schools with as many as 77%, Worcester County receives the second-lowest state funding per student.

IMPACT

To date, the Worcester County Education Foundation has used their contributions to support our teachers and students in the following ways:



OVER \$240,000

to support the Board of Education's efforts within the schools. Each year the WCPS sends us a letter requesting support for various items, and our board decides if we will fund these initiatives. Previous requests include 2,175 computer cases, 4 carts of 25 Chromebooks, 200 Chromebook covers, 94 iPads, 920 mobile hotspots with 1 year of service for teachers and students to attend school virtually through the pandemic, and a robot for home/hospital distance learning with an iPad.



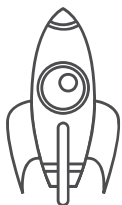
OVER 8,500 STUDENTS

impacted by our annual Teacher Grants. Teacher Grants are a max of \$500 each and are designed to help teachers develop innovative teaching methods that will inspire and engage their students.



OVER \$26,000

awarded in annual Teacher Grants. Some of these programs include new microphones for the daily student reports, a middle school after-school drone program that teaches the basics of aeronautics, coding, and flight simulation, and robots to help reluctant math students become engaged.



OVER \$800,000

placed in an endowment to fund future endeavors. Our growing endowments help the foundation to be sustainable so we can continue to serve our community and fulfill our mission.

ROLES & RESPONSIBILITIES OF BOARD

1. Update the Mission & Values

In addition to ensuring that the foundation has an up-to-date mission statement, the board should periodically review the statement's adequacy, accuracy, and viability.

An adequate statement of mission and values should serve as a guide to organizational planning, board and staff decision-making, volunteer initiatives, and setting priorities among competing demands for scarce resources. It sets the state for developing fund raising strategies and strategic planning as well as the board's many other responsibilities.

2. Support the Manager of Operations & Community Relations

The Manager of Operations & Community Relations has to be able to come to the board for moral and substantive support he/she consistently needs. Although this responsibility is often manifested through the board's top elected officer, it remains a board function.

3. Ensure Effective Organizational/Strategic Planning

It is key that the board should insist that comprehensive organizational planning is done and done well.

- Board members must be involved extensively in the planning process if the board is to assume proper ownership of the plan and otherwise help to implement many of the plan's goals and objectives including the acquisition of new resources.
- Their role is essentially one of asking good questions, expecting good answers, and serving as resources in areas of personal and professional expertise.
- The board should formally and enthusiastically approve the plan following an extended period of consultation and opportunity for revision. While some long-range forecasts can be made, it is probably best not to cover more than a three to five-year period. Annual progress reports by the Manager of Operations & Community Relations will provide accountability and keep the board aware of progress on priorities.

4. Ensure Adequate Resources

The performance of the board and the MO&CR is intimately linked to the board's membership and its ability to open doors, influence potentially large donors, and otherwise monitor and guide fund raising initiatives. Effective fund raising is one measure of the board's capabilities, commitment, and influence. Every board member should inventory his/her connections with potentially helpful givers and others of influence.

Board members are encouraged to make an annual donation, based on their financial means. Their personal and collective example is very important. In addition to being able to report 100 percent participation, board members are better fundraisers when they know they have done their part. The percentage of board support is also commonly requested when applying for grants. The amount of personal giving by board members is less important than the extent of their participations.

The board should periodically consider and approve a fundraising plan. This is a written statement of need that extends in more detail what is presented in the organization's statement of mission and purposes. Whether funds are being sought for a special project or program or more unrestricted purposes, the organization needs to develop a strategy. The case should clearly answer the questions of why the organization needs money and how it will be used.

While there is a Fundraising Committee, the whole board should do their part to help with this initiative whether it be through advocating for the organization, passing along information about fundraisers, events, and programs, or helping to make connections.

5. Manage Resources Effectively

An important part of serving the public trust is protecting accumulated assets and ensuring that current income is managed properly.

The board has the principal responsibility for fulfillment of the organization's mission and the legal/fiduciary accountability for its operations. Annually, we approve the Worcester County BOE Funding Request, Teacher Grant totals, and 990. Generally, every meeting we discuss and approve a financial report and comparison for the last two years.

Going forward the board will review and adopt an annual budget. This is one of the board's most significant policy decisions because it sets in motion a host of programmatic, personnel, and other priorities.

6. Monitor the Organization's Programs and Services

It is important for the board to determine whether current and proposed programs and services are consistent with the organization's stated mission and vision. Given limited resources and unlimited demands on them, the board must decide among competing priorities.

Financial and programmatic decisions should not be made independently. The board should have a good sense of its monitoring and oversight role by seeking a balance between the board's responsibility to ensure quality, cost-effective programs and services, and the staff's responsibility to creatively initiate and conduct them.

7. Enhance the Organization's Public Image

The board serves as a link between the foundation and the general public. All board members should be strong stewards of WCEF and have a clear understanding of the foundation's mission, accomplishments, programs, and goals.

8. Assess Board Performance

The board should conduct substantive review of their own performance.

Every year the board should reflect on their contribution, advocacy, and impact and reflect on the challenges and accomplishments. They should also fill out a candid anonymous survey, to see how each feel individually regarding their board experience and expectations.

Every three to five years, the board and its MO&CR should stand back from their usual preoccupations and reflect on how the board is meeting its larger responsibilities. This process should include a look at how its membership composition, membership selection process, organizational structure, and overall performance can be strengthened.

JOB DESCRIPTIONS OF BOARD OFFICERS & MEMBERS

Board Chair

- Serves as the Chief Volunteer of the foundation
- Is a partner with the MO&CR in achieving the foundation's mission
- Provides leadership to the Board of Directors, who sets policy and to whom the MO&CR is accountable.
- Chairs meetings of the Board after developing the agenda with the MO&CR
- Encourages Board's role in strategic planning
- Appoints the chairpersons of committees, in consultation with other Board members.
- Discusses issues confronting the organization with the MO&CR
- Helps guide and mediate Board actions with respect to organizational priorities and governance concerns
- Reviews with the MO&CR any issues of concern to the Board
- Monitors financial planning and financial reports.
- Formally evaluates the performance of the MO&CR and informally evaluates the effectiveness of the Board members.
- Evaluates annually the performance of the organization in achieving its mission
- Performs other responsibilities assigned by the Board

Vice Chair

- Performs Chair responsibilities when the Chair cannot be available (see Chair Job Description)
- Reports to the Board's Chair
- Works closely with the Chair and MO&CR
- Participates closely with the Chair to develop and implement officer transition plans.
- Performs other responsibilities as assigned by the Board

Board Treasurer

- Reconciles bank accounts and produces financial statements, which they present at board meetings
- Ensures tax-related documents and legal forms are filed on time, such as the documents required to maintain the organization's tax-exempt status
- Serves as chair of the finance committee and financial officer of the organization
- Manages, with the finance committee, the board's review of and action on its financial responsibilities
- Reviews the annual audit and answers board members' questions

Board Secretary

- Maintains records of the board and ensures effective management of foundation's records
- Is sufficiently familiar with legal documents (articles, by-laws, IRS letters, etc.) to note applicability during meetings

Committee Chair

- Sets tone for the committee work
- Ensures that members have the information needed to do their jobs.
- Oversees the logistics of committee's operations.
- Reports to the full Board on committee's decisions/recommendations.
- Works closely with the MO&CR
- Assigns work to the committee members, sets the agenda and runs the meetings, and ensures distribution of meeting minutes

Board Member

- Regularly attends board meetings and important related meetings
- Makes serious commitment to participate actively in committee work
- Volunteers for and willingly accepts assignments and completes them thoroughly and on time
- Stays informed about committee matters, prepares themselves well for meetings, and reviews and comments on minutes and reports
- Gets to know other committee members and builds a respectful working relationship that contributes to consensus
- Is an active participant in the committee's annual evaluation and planning efforts
- Participates in fund raising for the foundation



WCEF COMMITTEES

EXECUTIVE COMMITTEE

- Acts as the steering committee for the larger board
- They vet the issues and help narrow the board's agenda down to the most important ones
- The committee meets every other month, opposite full board meetings
- The executive committee consists of the Board Chair- Ray Thompson, Vice Chair – Greg Shockley, Secretary – Lou Taylor, Treasurer – Chad Vent, Immediate Past President – Todd Ferrante, Toni Keiser, Susan Trimble, Annette Wallace, and Olivia Momme.

TEACHER GRANT COMMITTEE

- The committee is responsible for reviewing the Teacher Grant application, rubric, and guidelines
- Reviews completed grant applications blindly (they are aware of which part of the county they are from, but not the teacher applying or the school)
- Makes recommendations to the board as to which grants should be funded
- Meets via Zoom on a monthly basis, if needed to review grant applications

SPECIAL EVENTS COMMITTEE

- Help make the events stay fresh and exciting
- Appoints sub-committees for fundraising and marketing as needed
- Maintains communication with board and staff
- Meets as needed depending on the events (Preakness, Gala, etc)

CURRENT BOARD MEMBERS

EXECUTIVE COMMITTEE

Chair, Ray Thompson, Calvin B. Taylor Bank

Vice-Chair, Greg Shockley, Shenanigan's

Past-Chair, Todd Ferrante, Park Place Jewelers & WCBOE Board Member

Treasurer, Chad Vent, Faw Casson CPA

Secretary, Lou Taylor – Superintendent of Schools, WCPS

Toni Keiser, Atlantic General Hospital

Susan Trimble, Bank of Ocean City

Annette Wallace, Asst. Superintendent of Schools, WCPS

BOARD MEMBERS

Lee Chisholm, Calvin B. Taylor Bank

Eric Fiori, Bayside Jet Drive

Kristie Fogle, Worcester County Public Schools

William Gordy, Community Member & WCBOE Board Member

Sara Hambury, West O Bottle Shop

Bobby Hammond, Atlantic Physical Therapy

Al (Hondo) Handy, National Alliance for Youth Sports

Kimberly Jones, Maryland Department of Health

Duke Marshall, Nationwide Insurance

Victoria O'Neill, Ayres Jenkins Gordy & Almand, P.A.

Hope Palmer, Blue Water Development

Melissa Reid, Worcester County Public Schools

Jessica Scott, Salisbury University

Brian Shockley, Combined Benefits Group, LLC

Dee Shorts, Asst. Superintendent of Schools, WCPS

Carrie Sterrs, Worcester County Public Schools

Chris Woodley, Williams, Moore, Shockley, Harrison, LLP

BOARD & STAFF CONTACT INFO

NAME	CELL	EMAIL
Lee Chisholm	443-614-0222	lchisholm@taylorbank.com
Todd Ferrante	410-430-6284	todd@parkplacejewelers.com
Eric Fiori	443-497-3909	eric@baysidejetdrive.com
Kristie Fogle	443-235-8439	kristiefogle@me.com
William Gordy	410-430-5269	wgordy07@comcast.net
Sara Hambury	410-430-9459	sara@westobottleshop.com
Bobby Hammond	443-944-7607	bobbybove1823@gmail.com
Al "Hondo" Handy	410-422-1542	hondohandy@aol.com
Kimberly Jones	443-366-4471	mskjones32@gmail.com
Toni Keiser	410-713-2223	tkeiser@atlanticgeneral.org
Duke Marshall	410-957-3298	duke1856@hotmail.com
Olivia Momme	410-726-3934	oamomme@worcesterk12.org
Victoria O'Neill	443-366-5219	voneill@ajgalaw.com
Hope Palmer	443-944-5780	hpalmer@bwdc.com
Melissa Reid	443-365-0014	MMReid@worcesterk12.org
Jessica Scott	443-235-5112	jlscott@salisbury.edu
Brian Shockley	443-880-0360	bbshockley@rocketmail.com
Greg Shockley	443-235-2707	irishat4th@aol.com
Dee Shorts	410-726-2456	DRShorts@worcesterk12.org
Carrie Sterrs	732-773-5780	CNSterrs@worcesterk12.org
Lou Taylor	410-726-4265	LHTaylor@worcesterk12.org
Ray Thompson	410-251-8084	rthompson@taylorbank.com
Susan Trimble	410-726-2219	strimble@bankofoceancity.com
Chad Vent	410-251-0746	ctvent@fawcasson.com
Annette Wallace	443-235-4335	AEWallace@worcesterk12.org
Chris Woodley	410-726-5312	cwoodley@whmsh.com

BOARD MEETINGS 2023

EXECUTIVE COMMITTEE MEETINGS

Wednesday, Jan 4, 2023 @ 3 pm
Thursday, February 16, 2023 @ 3 pm
Thursday, April 20, 2023 @ 3 pm
Thursday, June 22, 2023 @ 3 pm
Thursday, August 10, 2023 @ 3 pm
Thursday, October 19, 2023 @ 3 pm
Thursday, December 14, 2023 @ 3 pm

FULL BOARD MEETINGS

Tuesday, January 31, 2023 @ 3 pm – Annual Meeting
Thursday, March 16, 2023 @ 3 pm
Thursday, May 18, 2023 @ 3 pm
Thursday, July 20, 2023 @ 3 pm
Thursday, September 21, 2023 @ 3 pm
Thursday, November 16, 2023 @ 3 pm
Thursday, January 18, 2024 @ 3 pm - Annual Meeting

BY-LAWS
OF
WORCESTER COUNTY PUBLIC SCHOOLS' EDUCATION FOUNDATION
PROPOSED REVISIONS 01/25/22

ARTICLE I

Mission and Offices

1. Mission Statement

Our mission is to enhance achievement, both inside and outside the classroom, and prepare each Worcester County Public School Student for current and future success through effective utilization of innovation, relationships, and resources.

2. Offices

The Foundation shall receive its mail and share space at Worcester County Board of Education, Newark, MD 21841, and it may have other offices at such locations as selected by the Foundation's Board of Directors (hereinafter "Board of Directors" or "Board").

ARTICLE II

Board of Directors

1. Number and Qualifications for Office

The Board of Directors shall consist of not less than twelve (12) no more than twenty-five (25) elected persons, as may be fixed by resolution of the Foundation. All elected Directors shall serve the

term of office as provided below. In addition, the Superintendent and Vice Superintendent(s) shall serve as ex-officio members of the Board of Directors during their respective terms of office and/or employment with the Worcester County Board of Education. Ex-officio members may participate in open discussion on any matters that come before the Board of Directors. Ex-officio members may vote on all matters, excluding any decisions directly impacting funding of the Worcester County Board of Education or any individual school within the Worcester County education system.

2. Term of Office

The elected Directors shall be divided into three (3) classes, as closely equal in number as is mathematically possible. Class I shall be elected for a period of one (1) year, Class II shall be elected for a term of two (2) years and a Class III shall be elected for a term of three (3) years. Thereafter, all Directors shall be elected at each annual meeting, or at a special meeting held in lieu thereof, for extended terms or to fill the unexpired term of any vacant position. No elected Director may serve more than nine (9) consecutive years. A board member may not continue to serve as a non-officer member of the board beyond nine (9) years total Board service. However, years served in any elected Officer capacity are not counted toward the nine (9) year term limit.

3. Meetings

Regular meetings of the Board of Directors shall be held at such times and such places as the Foundation Chair shall designate. Special meetings of the Board of Directors shall be called upon the written request of the Secretary or upon the written request of a majority of the Board of Directors. Notice of all meetings shall be given by mail, email, facsimile, or telephone and need not state the meeting's purposes. The notice of any regular meeting and shall be given at least three (3) days before date of the meeting. The notice of each special meeting shall be given at least two (2) days before the date of the meeting. Any and all business may be transacted at any special meeting. The notice requirements for any meeting may be waived by any Director.

4. Quorum

Fifty-one percent (51%) or more of the Board of Directors shall constitute a quorum. A majority of those present, though less than a quorum, may only adjourn the meeting and set the date for the next meeting.

5. Powers

The Board of Directors shall manage the business and affairs of the Foundation. Except as may be from time to time delegated to the officers of the Foundation, the Board of Directors may exercise the powers of the Foundation and do all lawful acts and things as are not by statute, by these By-laws prohibited or required to be done by the members.

6. Board Compensation

No elected Director shall receive any compensation for serving as a Director of the Foundation.

7. Director Emeritus or Honorary Member

The Board of Directors may appoint or award Director Emeritus or Honorary Member status to any Board member or non-Board member as deemed appropriate. An honorary office is in fact not an office but like honorary membership, it is a complimentary title that is bestowed upon Board members or non-Board members of the Worcester County Public School's Education Foundation. A Director Emeritus or Honorary Member title is perpetual unless rescinded by a majority of the Board of Directors or the title becomes unqualified by the by-laws. Rights carried with the honor include the right to attend meetings and to speak, but not to make motions or vote unless the person is also a regular member of the Board of Directors. Board of Education members, should any serve on the Worcester County Education Foundation Board, are automatically considered Honorary Members.

ARTICLE III

Officers

1. Election and Qualification for Office

The Foundation shall have one Foundation Chair, one Vice Chair, and a Treasurer each of which shall be elected by the Board of Directors at the annual meeting of the Foundation, or, with respect to any vacancy in any such office, at any other regular or special meetings of the Board of Directors. Each officer shall be elected from the Board of Directors, and no one individual may hold more than one office. The Superintendent, as an ex officio member, shall at all times serve as Secretary of the Board of Directors during their respective term of office and/or employment with the Board of Education.

2. Term of Office

The Chair shall be elected for, at least, a 2-year term and thereafter serve for 1 year on the Foundation Executive Committee as Past Chair. The Vice Chair shall be elected for, at least, a 1-year term.

3. Duties and Powers

In addition to those specified below, each officer shall, subject to these By-laws, have such duties and powers as are commonly incident to their respective offices, and such duties and powers shall be performed and exercised by such individual or individuals as the Board of Directors shall appoint for this purpose.

(a) Foundation Chair

The Foundation Chair shall preside at all meetings of the Foundation and of the Board of Directors and shall be a member of all committees. The Foundation Chair shall have general supervision, direction, and control of all the business and affairs of the Foundation.

(b) Vice Chair

If the Foundation Chair for any reason vacates the chair or is absent, the Vice Chair should preside unless he/she also, because of involvement in the debate or for any other reason, should disqualify himself/herself from presiding in the particular case. If the Vice Chair is absent or must disqualify himself/herself, the duty of presiding falls on the Secretary.

(c) Secretary

The Secretary shall give, or cause to be given, notice of all meetings of voting members and of the Board of Directors and all other notices required by the By-laws, and, in case of his/her absence or refusal or neglect to do so, any such notice may be given by any person as directed by the Chair, or by the director upon whose request the meeting is called as provided in these By-laws. The Secretary shall assure the recording of all proceedings of the meetings of the members and of the Board of Directors in books provided for that purpose, and he/she shall perform such other duties as may be assigned to him/her by the Board of Directors.

(d) Treasurer

The Treasurer shall consult with the Foundation's appointed financial officer or external auditor regarding the financial status of the Foundation. The Treasurer and/or financial officer or external auditor shall regularly review and report the current status of the Foundation's financial condition to the Board of Directors. The Treasurer and/or, financial officer or external auditor shall review Foundation expenditures, recommend audits as deemed appropriate or necessary, and in the event that the Treasurer and/or financial officer or external auditor believe in good faith, that there has been fraud or defalcation regarding Foundation

funds, shall immediately report the facts to the Executive Committee and/or Board of Directors with a recommended course of action.

4. Officer Compensation

No officer or assistant officer shall receive any compensation for serving as an officer of the Foundation.

ARTICLE IV

Committees

1. Executive Committee

The Executive Committee shall consist of the past Foundation Chair, the current Foundation Chair, Vice Chair, Treasurer, Secretary, ex-officio members of the Board of Directors, and any other member as deemed appropriate and appointed by the Board of Directors. The Foundation Chair or one of the Members of the Executive Committee shall serve as Chair of the Committee. The Executive Committee shall have power to transact all regular business of the Foundation between meetings of the Board of Directors, provided any action taken shall not conflict with the written policies and directives of the Board of Directors. The Executive Committee shall meet as required by the business of the Foundation.

2. Nominating Committee

The Nominating Committee shall consist of at least three (3) members of the Board of Directors who shall be responsible for facilitating the policy and process of identifying and recommending for Board approval, nominees for election of new and re-election of existing Board members. All nominations shall be made at least thirty (30) days before the meeting at which Directors will be elected unless this time provision is waived by the Board of Directors.

3. Committee Appointments

The Chair, with approval by the Board of Directors, is responsible for appointing Chairs of designated committee(s). The Board of Directors may establish other committees as it deems necessary or desirable to facilitate the business of the Foundation.

ARTICLE V

Board of Directors Resignations, Removals and Vacancies

1. Resignations

Any Director may resign at any time by written notice thereof to the Secretary. Any such resignation shall take effect at the time specified therein or, if the time be not specified, upon receipt thereof, and unless otherwise specified therein, the acceptance of any resignation shall not be necessary to make it effective.

2. Removals

The Board of Directors by a majority vote of the total authorized number of Directors, at a meeting called for such purpose, may remove from office any officer of the Foundation with or without cause and may elect his successor at the same meeting. Additionally, four (4) or more unexcused absences from regular meetings of the Board of Directors in one year may result in removal from the Board of Directors

3. Vacancies

When the office of any Director or officer becomes vacant, the remaining Directors, although less than a quorum, may elect a successor for such office who shall hold the same for the unexpired term.

ARTICLE VI

Fiscal Year

The fiscal year of the Foundation shall end on June 30th in each year, unless otherwise provided by the Board of Directors.

ARTICLE VII

Waiver of Notices

Any Director or officer may waive any notice or other formality required by statute or these By-laws. Such waiver of notice, whether given before or after any meeting, shall be deemed equivalent to notice. The presence of any Director at any meeting of the Board of Directors shall constitute a waiver of such notice as may be required by a statute or these By-laws.

ARTICLE VIII

Indemnification of Officers and Directors

The Foundation shall indemnify each and every Director and officer of the Foundation against all expenses (as hereinafter defined) necessarily or reasonably incurred by or imposed upon him in connection with the defense of any action, suite or proceeding to which he may be made a party, or with which he may be threatened, by reason of his being or having been a Director or officer of the Foundation, whether or not he continues to be a Director or officer at the time of incurring such expenses.

As used herein “expenses” shall include amounts of judgments against, or amount paid in settlement by, such Director or officer together with all costs, legal, accounting or other expenses reasonably incurred by or otherwise imposed upon him, but shall not include any expenses incurred or imposed in connection with any matters as to which such Director or officer shall be finally adjudged

in such action, suit or proceeding, without such judgment being reversed, to be liable by reason of his gross negligence or willful misconduct in the performance of his duty as such Director or officer. In the event of a settlement of any such action, suit, or proceedings or of any threatened action, suit or proceeding, indemnification shall not be provided in connection with such matters covered by the settlement as to which the Foundation is advised by an opinion of legal counsel that the person to be indemnified was liable for gross negligence or willful misconduct in the performance of his duty. Such counsel may be general counsel regularly employed or retained by the Foundation or may otherwise be selected by or in the manner designated by the Board of Directors, and their opinion shall be final and conclusive upon all parties.

The foregoing right of indemnification shall not be deemed exclusive of any other rights to which those indemnified may be entitled by law, vote of members, By-laws, agreement or otherwise.

ARTICLE IX

Amendments

These By-laws may be amended by the Board of Directors at any regular or special meeting, by an affirmative majority vote of the Board of Directors then in office.

Approved Foundation Board of Directors _____

Revisions Approved Foundation Board of Directors _____

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: JUN 4 2015

WORCESTER COUNTY PUBLIC SCHOOLS
EDUCATION FOUNDATION INC
C/O CHAD T VENT
9748 STEPHEN DECATUR HWY 103
OCEAN CITY, MD 21842

Employer Identification Number:
47-1221617
DLN:
17053274320024
Contact Person:
JOANNA YAWNEY ID# 95078
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
June 30
Public Charity Status:
170(b)(1)(A)(vi)
Form 990 Required:
Yes
Effective Date of Exemption:
June 10, 2014
Contribution Deductibility:
Yes
Addendum Applies:
No

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. We determined that you are a public charity under the Code section(s) listed in the heading of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Letter 947

WORCESTER COUNTY PUBLIC SCHOOLS

We have sent a copy of this letter to your representative as indicated in your power of attorney.

Sincerely,

Tamara Ripperda

Director, Exempt Organizations

Worcester County Education Foundation

STRATEGIC PLAN

Executive Summary
FY 2021 - 2026

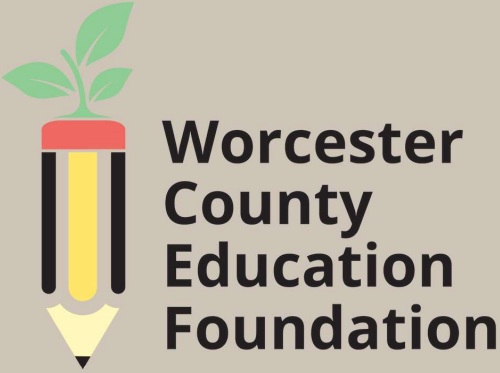


TABLE OF CONTENTS

Introduction	2
Defining Our Work:	
Mission, Vision, & History	3
Core Values	4
Focus Areas	5
The Core of our Strategy	6
Organizational Pillars	7
Strategic Planning Committee	8
SWOT Analysis	9
Linkages From SWOT	10
Driving Strategies	11
Short-Term Strategic Priorities	13
Medium-Term Strategic Priorities	15
Long-Term Strategic Priorities	17
Key Performance Indicators	19



INTRODUCTION

This document sets forth the goals and principles that guide the board and staff of the Worcester County Education Foundation (WCEF). It outlines a strategic approach to ensure recognition of Worcester County Education Foundation and its impact is synonymous with success both inside and outside of the classroom.

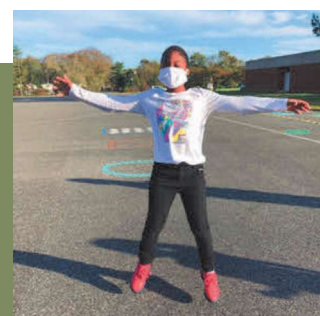
When the foundation was formed, it was clear that the future was digital, so the emphasis was on preparing Worcester County Public Schools (WCPS) students to succeed in a digital world. Now, the possibilities are limitless, and we understand the value of ensuring that all students have equitable access to and benefit from high-quality education. We believe that the Worcester County Education Foundation is well positioned to utilize innovation, partnerships, and resources to bring programs to WCPS that build the necessary skills to produce self-sustaining graduates who are committed to both life-long learning and our community.

The Strategic Plan for 2021 – 2026 was developed using the direct contributions from the Worcester County Education Foundation stakeholders, including parents, WCPS employees, donors, educators, community members, and the Board of Directors. This plan invites active participation of all of our stakeholders as we build upon our strengths, address our weaknesses, and work towards achieving our goals.

A large number of action plans will emerge from the stated goals. Some of these will be purely administrative in nature; some will require significant tactical development; some will call upon the diverse skills and talents of our community. Guided by this document, our staff and Board of Directors will develop and implement annual business plans outlining specific activities and targets, along with the necessary metrics to measure our progress. We will continually assess the effectiveness of our actions against these goals, and we will be accountable to our stakeholders for the progress made toward these goals by making regular updates.

For the purpose of this document, Worcester County Education Foundation may be referred to as WCEF and Worcester County Public Schools may be WCPS.

- The 2021 Worcester County Education Foundation Strategic Planning Committee



DEFINING WORK

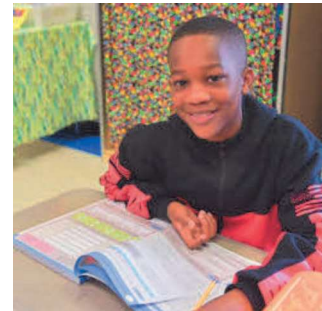
MISSION

Our mission is to enhance achievement, both inside and outside of the classroom, and prepare each Worcester County Public School student, for current and future success through the effective utilization of innovation, relationships, and resources.



VISION

Our vision is to maximize community investment in WCEF to insure that each WCPS student will be fully prepared for life after graduation.



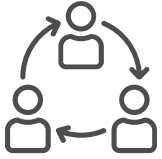
HISTORY

In 2013, the Worcester County Education Foundation was established to provide a perpetual funding resource that could be used to assure that each student had equal access to a high-level education, enabling them to function in today's digital college environment and to compete in new and emerging job markets. In the years since WCEF was established, it has grown and evolved, raising in excess of 1 million dollars to support Worcester County Public Schools. Together with other community organizations, WCEF has helped to ensure each, and every Worcester County Public School student has a device and equal access to the internet in their homes despite the economic and geographical boundaries they face.



CORE VALUES

Worcester County Education Foundation **STRIVES** to be the best as it can be. The foundation guides its decisions based on the following values:



SYNERGY

We believe in the power of working together as our success relies on strong relationships. We are committed to partnering with Worcester County Public Schools and other organizations with common goals, to amplify the impact on student success.



TRANSPARENCY

We operate in a way that creates trust by providing information pertaining to our financial position, leadership, goals, and impact. We hold ourselves accountable regarding our resource and program management, as well as taking responsibility for our performance in all of our decisions and practices.



RESPECT

We believe in a spirit of cooperation and celebrate the richness inherent in differences. We appreciate diversity in perspective, life experience, ideas, and beliefs, and strive to work together to strengthen the education of our students. We understand the importance of integrity, and we seek to not only respect each other, but respect the community through all of our decisions and actions.



INCLUSIVENESS

We respect and value human dignity by embracing everyone's differences. We feel that people deserve the same opportunities independently from their gender, race, or origins. We strive to foster an environment that is inclusive of all students having access to and equity of opportunities to benefit from high quality education.



VIABILITY

We understand the importance of our organization's sustainability and work to accomplish our goals through smart strategies, effective donor management, and successful teamwork. We strive to create lasting partnerships throughout the community and find innovative ways to serve our students to fulfill our mission.



EMPOWERMENT

We value our team members and give them the information and the tools they need to achieve results. We go beyond student engagement by offering opportunities to inspire our students with innovative teaching programs that provide them with the knowledge, skills, and values they need to dream.

FOCUS AREAS

Programs, teacher grants, and funding requests will involve one or more of the following:

S - Science

T - Technology

E - Engineering

A - Arts

M - Mathematics



**Worcester
County
Education
Foundation**



THE CORE OF OUR STRATEGY

Our strategic intent is to give each student the tools and opportunities to succeed by inspiring donors and empowering educators.

We intend to achieve this through:

Recognize

Work on making Worcester County Education Foundation a leader in the community. A foundation that educators, parents, and community members alike are familiar with. We will communicate our objectives, accomplishments, and other news effectively with the community, media, as well as within the schools.

Fundraise

In order to make a larger impact and achieve our financial goals we will need to raise more funds. We will continue our current fundraising efforts, expand our marketing, develop an annual budget, and explore new opportunities for community involvement.

Plan for the Future

We have created an endowment that we intend to expand for the foundation's sustainability. We are also planning for the future of leadership by developing plans for board growth and development. We will plan for future grant opportunities and potential programs to make a greater difference for our students.



ORGANIZATIONAL PILLARS

WCEF developed 7 distinct pillars for the foundation. These pillars will guide decisions to enhance operations, expand membership, and review opportunities for process improvement. The pillars are as follows:

Finance	Board Committee & Staff
Donor Relations	Staff
Governance	Board Committee
Teacher Grants	Board Committee
Events	Board Committee & Staff
Fundraising	Board Committee & Staff
Marketing	Board Committee & Staff



STRATEGIC PLANNING COMMITTEE

The Strategic Planning Committee is made up of 14 members who represented various industries, geographical areas, and diverse experiences and skillsets. The committee included Board Members, donors, community leaders, parents, and educators. All were familiar with the work of Worcester County Education Foundation from various perspectives.

NAME	AREA	TYPE OF STAKEHOLDER
Olivia Momme	Northern	Parent, Donor, Staff, & Board Member
Ray Thompson	Northern	Donor & Board Chair
Louis Taylor	Northern	Donor & Executive Committee Member
Annette Wallace	Central	Donor & Executive Committee Member
Toni Keiser	Northern	Donor & Executive Committee Member
Todd Ferrante	Northern	Parent, Donor & Executive Committee Member
Carrie Sterrs	Northern	Parent, Donor & Board Member
Sara Hambury	Northern	Parent, Donor & Board Member
Melissa Reid	Northern	Donor, Educator, & Board Member
Leah Cole	Southern	Educator
Traci Record	Central	Donor & Educator
Jon Andes	Northern	Donor, Past Superintendent, & CMS
Jon Tremellen	Northern	Donor & Community Member
Glenda Clarke	Central	Donor & Community Member



SWOT ANALYSIS

After analyzing input from various stakeholders and community members from Dec 2020-April 2021, the following strengths, opportunities, weaknesses, and threats were established.

Strengths

- A core group of passionate, connected board members
- Support from community & WCPS employees
- Education is something that the public would rally behind
- Mktg/messaging/communication channels are current and relevant
- Staff (Olivia Momme)
- Committee Members: Good Work Ethic
- Established endowment
- Autonomy, a separate organization from the school board
- Strong support with the school system and teacher champions
- Strong Leadership within the Board of Education

Opportunities

- Expand mission - BRANDING CAMPAIGN
- Large alumni & employee base
- Fundraising (current and new donors)
- Consider relevant, meaningful, and creative ways to engage new donors
- Focus on digital channels to get support
- Board education & advocacy
- Public awareness and promotion
- Changing demographic
- Strong support with the school system and teacher champions

Weaknesses

- The mission lacks the depth to address some needs of WCPS
- By-Laws should be reviewed and brought current
- The limited pipeline of donors
- Need to maintain autonomy with support from school staff as needed
- Limited use of data to drive donor appeals
- Grant research/application
- Absence of a Strategic Plan

Threats

- Instability of financial markets
- Tax base conflict- part of taxes go to education
- Competition with other nonprofits
- The near and long-term impact of COVID-19 on fundraising, giving, and support
- Government relations
- Inequities more evident
- Community Health Challenges

LINKAGES FROM SWOT

Using the SWOT analysis above, the following linkages were developed between the four elements (strengths, weaknesses, opportunities, and threats). These linkages serve as the foundation for the organization's driving strategies. To take advantages of the opportunities identified, WCEF needs to use its related strength. Additionally, to prevent the identified threats from significantly impacting the foundation, any related weaknesses must be addressed.

Strengths	Opportunities
Board	Fundraising Board Education & Advocacy Public Awareness & Promotion
Support from community	Large alumni & employee base Focus on digital channels to get support
Mktg/messaging/communication channels are current and relevant	Branding Campaign
Education is something that the public would rally behind	Engage new donors
Weaknesses	Threats
The mission lacks depth	Competition with other nonprofits
The limited pipeline of donors	Instability of financial markets Tax base conflict
Need to maintain autonomy with support from school staff as needed	Government relations
Grants	Competition with other nonprofits

DRIVING STRATEGIES

After analyzing input from various stakeholders from December 2020-April 2021, the driving strategies for the next five years were identified as follows:

FISCAL YEAR 2021	<h2>Short-Term</h2> <hr/> <ul style="list-style-type: none"> ■ Operational Optimization ■ Rebranding ■ Board Growth & Development ■ Donor Relations
FISCAL YEARS 2022-2023	<h2>Medium-Term</h2> <hr/> <ul style="list-style-type: none"> ■ Operational Optimization ■ Board Growth & Development ■ Donor Relations ■ Engage Next Generation of Donors ■ Grow Endowment
FISCAL YEARS 2024-2026	<h2>Long-Term</h2> <hr/> <ul style="list-style-type: none"> ■ Grow Endowment ■ Board Growth & Development ■ Increase Student Resources

Everyone within the Worcester County Education Foundation will play significant roles with the implementation of the Strategic Plan. What follows is a description of the departmental responsibilities for our short-, medium-, and long-term strategic priorities.



SHORT-TERM PRIORITIES

Including departmental responsibilities.

Short-Term (FY 21)

Operational Optimization
Rebranding
Board Growth & Development
Donor Relations

1. Operational Optimization

Action Step 1.1: Update documents and amend bylaws.

Responsible: **Governance**

Action Step 1.2: Establish annual budget so we can effectively plan our future fundraising goals.

Responsible: **Manager of Operations & Community Relations (MO&CR) and Finance - all board committees to be consulted as well**

2. Rebranding

Action Step 2.1: Design new logo.

Responsible: **MO&CR and Marketing**

Action Step 2.2: Update website to reflect decisions made in Strategic Planning process.

Responsible: **MO&CR**

Action Step 2.3: Launch rebranding campaign to educate schools and public about the progress and impact of the foundation.

Responsible: **MO&CR and Marketing**

Action Step 2.4: Plan and execute rebranding video to highlight WCEF.

Responsible: **MO&CR and Marketing**

3. Board Growth & Development

Action Step 3.1: Welcome new board members & prepare all board members to be effective stewards for the foundation.

Responsible: **MO&CR and Board Chair**

Action Step 3.2: Establish new roles for board committees.

Responsible: **MO&CR**

Action Step 3.3: Develop board succession planning process.

Responsible: **MO&CR, Board Chair, Superintendent**

4. Donor Relations

Action Step 4.1: Task all board members to create donor prospect list and a calendar of availability to facilitate meetings with potential donors.

Responsible: **MO&CR and Board**

Action Step 4.2: Research and steward past donors to encourage continued support and involvement.

Responsible: **MO&CR**

Action Step 4.3: Expand donor recognition program.

Responsible: **MO&CR**

Action Step 4.4: Plan a donor thank you event.

Responsible: **MO&CR and Events**

Action Step 4.5: Provide an in depth Annual Report both in print and online.

Responsible: **MO&CR**

MEDIUM-TERM PRIORITIES

Including departmental responsibilities.

Mid-Term (FY 22-23)

Rebranding
Board Growth & Development
Engage New Donors
Grow Endowment

1. Rebranding

Action Step 1.1: Re-evaluate Teacher Grant program and use that as a platform to educate teachers on WCEF priorities and efforts.

Responsible: **MO&CR and Teacher Grants**

Action Step 1.2: Increase public relations efforts, including increased media coverage for WCEF activities and events.

Responsible: **MO&CR**

Action Step 1.3: Develop an in-depth marketing plan for the foundation in conjunction with WCPS PR team.

Responsible: **MO&CR and Marketing**

2. Board Growth & Development

Action Step 2.1: Establish partnership with Executive Committee members and their successors so they can be effectively mentored to succeed when taking over.

Responsible: **MO&CR and Executive Team**

Action Step 2.2: Hold yearly board education to update board on priorities for the foundation and provide them with talking points.

Responsible: **MO&CR**

Action Step 2.3: Continue to encourage community members from all areas of the county to consider serving on our board.

Responsible: **MO&CR and Board**

3. Engage New Donors

Action Step 3.1: Create ways to engage alumni and invite them to help the school system by contributing to WCEF.

Responsible: **MO&CR and Fundraising**

Action Step 3.2: Involve family of current and past students to become involved.

Responsible: **MO&CR and Fundraising**

Action Step 3.3: Consider a new event that could include students from all schools and increase publicity.

Responsible: **MO&CR, Events, and Marketing**

4. Grow Endowment

Action Step 4.1: Review annual budget to determine how much we need to raise annually to successfully reach our endowment goal of 2.5 million in 3 years, 5 million dollars 5 years, and 7.5 million dollars 10 years.

Responsible: **MO&CR and Executive Team**

Action Step 4.2: Evaluate current events and see how we can expand upon them to increase our fundraising.

Responsible: **MO&CR and Events**

Action Step 4.3: Research employee donations at various companies in our area so their employees can give through payroll deduction or employer matching programs, thus increasing the likely hood of their giving.

Responsible: **MO&CR and Board**

LONG-TERM PRIORITIES

Including departmental responsibilities.

Long-Term (FY 22-23)

Grow Endowment
Board Growth & Development
Increase Student Resources

1. Grow Endowment

Action Step 1.1: Re-evaluate Board engagement and board experience.
Responsible: **MO&CR and Executive Team**

Action Step 1.2: Highlight impact of WCEF in a new Marketing Campaign to make sure the community is familiar with WCEF and how they can get involved.
Responsible: **MO&CR and Marketing**

Action Step 1.3: Expand upon student event to potentially bring a fundraising aspect as well. Sponsor an athlete, auction, etc.
Responsible: **MO&CR, Events, and WCPS PR**

2. Board Growth & Development

Action Step 2.1: Hold a board retreat to make sure that the board feels valued and that they are performing to the best of their abilities.
Responsible: **MO&CR and Board**

Action Step 2.2: Continue to invite new board members from each part of the county and make sure that our board diversity is where we envisioned.
Responsible: **MO&CR and Executive Team**

3. Increase Student Resources

Action Step 3.1: Encourage teachers to expand our grants program to include a school based "program" grant so they can bring influential programs to their students.

Responsible: **MO&CR, WCPS, and Grants Committee**

Action Step 3.2: Launch Student Grant program so we can help students attend the extracurricular and experiential learning programs they would not otherwise be able to afford.

Responsible: **MO&CR, WCPS, and Grants Committee**

Key Performance Indicators

A Key Performance Indicator (KPI) is a metric that measures one particular aspect of an organization. They are used to assess the health and growth of a nonprofit organization over time. We developed the following KPIs to assist us in measuring the effectiveness of WCEF, and we broke them down into key categories that generally line up with our pillars. All KPIs will be reviewed on an annual basis.

FINANCE

Donor Retention Rate

Average Donation Growth %

Grants Received

DONOR RELATIONS

Number of new major donors

Campaign Growth

Giving Tuesday

Annual Appeal

Percentage of Pledges Fulfilled

Donor Growth Rate

Donors by Type

Individual

Foundation

Corporation

Government



Key Performance Indicators

GOVERNANCE

Board Composition

- Skills
- Regions
- Stakeholders

Board Engagement

- Attendance (meetings & events)
- Connections
- Donor
- Committee involvement

Board Giving

- % of donors
- Average Donation



OUTREACH

Number of Community Events Held

Number of Students & Teachers Impacted

Number of Grants Given Out

Total Amount Awarded in Following:

- Teacher Grants
- BOE Requests
- Other Grants



Key Performance Indicators

MARKETING

Website Traffic

Social Media Activity

- Shares
- Follows
- Likes

Press Releases Published

Conversion Rate

- Social Media
- Website



FUNDRAISING & DEVELOPMENT

Event Efficiency

- Attendance
- Cost per dollar raised
- Total raised

Number of New Donors

Percentage of New BOE Payroll Deductions

