



**WASHINGTON TOWNSHIP
SCHOOLS FOUNDATION**

Elevating Impact



Washington Township Schools Foundation
Strategic Plan | 2025 - 2028



A Message from Leadership Connecting Community, Empowering Students, Securing the Future

Dear Washington Township Community,

Public education is the foundation of a strong, thriving community. It shapes future leaders, fuels innovation, and creates opportunities that extend far beyond the classroom. At Washington Township Schools Foundation (WTSF), we know that every student deserves access to the tools, resources, and experiences that will help them reach their full potential.

As a donor, volunteer, staff member, and now as executive director, I have seen firsthand how this foundation serves as a bridge—connecting community support with student success, connecting donor passion with lasting impact, and connecting today's resources with the long-term sustainability of our schools. Over the last several years, WTSF has expanded our direct support to schools by 17%, strengthened our community partnerships, and significantly grown our endowed assets to ensure that our impact endures. Yet, we know there is more to do.

The landscape of public education continues to shift, and our students, teachers, and district leaders need us to be agile, bold, and unwavering in our support. As I write this letter, there is unprecedented uncertainty surrounding public education funding at the federal and state levels. This strategic plan represents our shared commitment to evolving alongside the needs of Washington Township Schools, ensuring that we continue to remove barriers, open doors, and create lasting opportunities for all students.

The future of our foundation, and more importantly, the future of our students, depends on all of us. Whether you are a longtime supporter or learning about WTSF for the first time, I invite you to be a part of this work. Together, we can continue building a stronger and more vibrant future for every Washington Township student. I'm excited about this plan and I hope you are too.

With gratitude,

A handwritten signature in black ink, appearing to read 'Emily Kaiser', written in a cursive style.

Emily Kaiser
Executive Director
Washington Township Schools Foundation



Our Story

FOUR DECADES OF CONNECTION, INNOVATION, AND IMPACT

Since 1985, Washington Township Schools Foundation has been a trusted partner in public education—connecting donor generosity with student opportunity. What began as a small, community-led effort to support local schools has grown into a dynamic, independent foundation fueling innovation, equity, and excellence across Washington Township Schools.

We exist to ensure every student has access to the opportunities, resources, and experiences they need to thrive, today and for generations to come.

BY THE NUMBERS

\$9 million+ invested in Washington Township Schools over the life of the Foundation

46 endowed funds supporting long-term impact

17% growth in direct support to schools over the last three years

40% of donors are Washington Township Schools staff who give through payroll deduction, proof of district-wide belief in WTSP's mission

66% growth in endowed assets since 2019



KEY MILESTONES

- **1985** – Community members founded WTSP, dedicating themselves to enriching public education in Washington Township.
- **1990s–2000s** – The organization professionalized with the hiring of its first executive director, Ginny Hacker; expanded alumni and parent engagement efforts; and created its first endowment.
- **2015** – WTSP and the NC Alumni Association merged to better support students, past and present.
- **2020** – The Foundation responded rapidly to pandemic-related needs, supporting students and educators with expanded community partnerships.
- **2021** – The organization entered its most recent strategic plan as a new energy and vision began to take shape.
- **2021–2024** – The organization achieved record-setting growth in endowment and program support, leading to stronger alignment with district strategic goals.
- **2025** – A new strategic plan is launched to deepen impact, expand reach, and ensure long-term sustainability.

WHAT SETS US APART

- Stewardship of 46 endowed funds—supporting everything from language services to arts and athletics
- Unique partnership with PTOs, holding and managing endowments for every school's parent organization
- A model of listening and responsiveness—turning grant trends into actionable insights for the district
- Deep community roots: staff, board members, and donors who live, work, and learn right here in Washington Township



WASHINGTON TOWNSHIP
SCHOOLS FOUNDATION

Our Work in Action

TURNING COMMUNITY SUPPORT INTO STUDENT SUCCESS

Every day, Washington Township Schools Foundation transforms generosity into real impact—supporting educators, inspiring students, and fueling programs that make a lasting difference. From classroom grants to career-readiness initiatives, our work touches every school and every corner of the district.

WHERE YOUR SUPPORT GOES

Student Opportunity

Scholarships, field trips, and enrichment programs that expand learning beyond the classroom

Teacher Innovation

Classroom grants that bring creative ideas to life—tailored to student interests and needs as well as incubating and expanding ideas

Well-Being & Belonging

Funding for social-emotional learning, student wellness programs, and inclusive environments

Future Readiness

Support for STEM, language access, artistic programming, college credit, and career-readiness initiatives

Alumni & Community Engagement

Connecting past and present through alumni outreach, community partnerships, and storytelling

Real Stories, Real Impact

“WTSF has provided grants that have benefited hundreds of students at my school!”

—Washington Township Schools teacher

"Being a part of the Foundation and continuing to see the legacy of Washington Township thrive is really important to me."

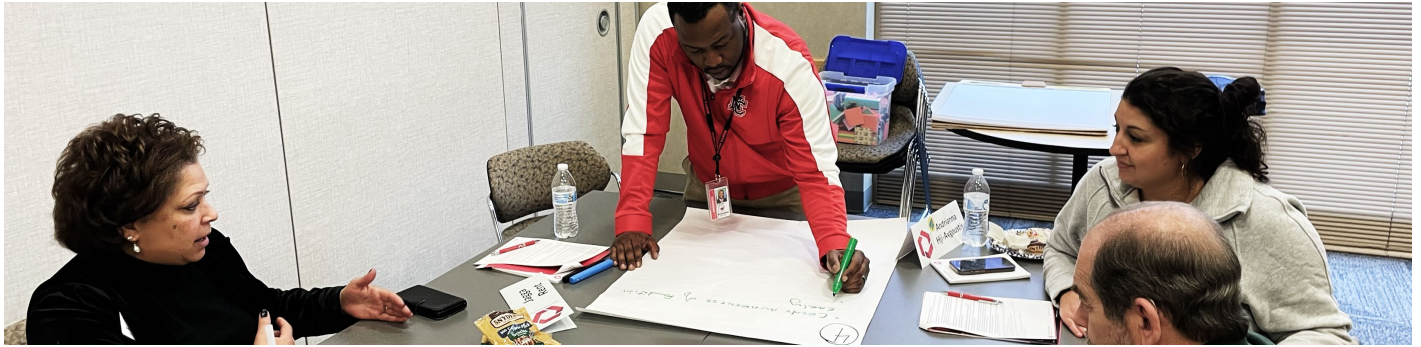
—Washington Township alum

“The Foundation does a really good job of thinking about opportunities that maybe we are not thinking about. They are a proactive partner.”

—Washington Township Schools leader

“Teachers, families, and the community all know that we’re here to help deliver more opportunities.”

—WTSF board member



From left to right: Aimée Scheuermann, WTSF board president, Jagga Rent, NCHS principal, and committee members Adrianna Moehle and Paul St. Angelo during a strategy session.

Our Planning Process

Washington Township Schools Foundation engaged in a thoughtful, community-centered process to shape a strategic plan that builds on our strengths and prepares us for the future.

WHAT WE DID:

- Interviewed school leaders, educators, donors, alumni, and partners
- Surveyed teachers to gather direct feedback on needs and impact
- Facilitated planning workshops with board and staff
- Reviewed internal operations, staffing, and fundraising
- Benchmarked against peer education foundations

WHAT WE HEARD:

WTSF is a trusted and valued partner, and there is a clear desire to see the foundation grow its impact across four key dimensions:

Deepen Program Alignment: Educators voiced a clear desire for WTSF programs and grants to reflect classroom realities—especially around student mental health, equity, college and career readiness, and teacher-led innovation. Closer alignment will amplify the foundation’s impact where it’s needed most.

Elevate Awareness and Engagement: WTSF has a powerful story, and stakeholders see an opportunity to share it more widely. From alumni to community partners, WTSF will want more ways for people to engage with the foundation’s work, celebrate its impact, and be part of what’s next.

Strengthen Internal Capacity: WTSF must continue building its internal infrastructure, through staff, systems, and governance, to support its growing role in the district. Strengthening day-to-day operations will ensure the foundation remains agile, effective, and prepared for long-term success.

Grow and Diversify Funding: There’s strong energy around growing WTSF’s fundraising reach—not just in dollars raised, but in deepening relationships with individual donors, building sustainable endowment support, and expanding corporate and community partnerships.

"I'm just really glad the Foundation is doing this and I am honored to have had this opportunity to share my thoughts."

—Washington Township Schools parent

"I always feel supported and appreciate your eagerness and enthusiasm to help in all ways!"

— Washington Township Schools teacher



Future Goals

Public education is evolving—and WTSF is ready to grow with it. This strategic plan builds on our strong foundation and outlines key priorities to expand our reach, deepen our impact, and sustain meaningful support for Washington Township students and schools.

Deepen District Partnership

Align efforts with evolving district needs and student priorities

Enhance Awareness

Grow visibility, engagement, and community support

Strengthen Internal Systems

Build internal capacity to support long-term growth and sustainability

Elevate Fundraising

Expand and diversify resources to fuel innovation and impact

These focus areas provide a clear roadmap to strengthen our mission and ensure every student has the opportunities they need to thrive.





GOAL 1

Deepen District Partnership

To maximize impact, WTSF must align its programs with the district's most pressing needs. Strengthening collaboration, expanding educator support, and advancing student-centered initiatives will drive meaningful, lasting outcomes.

STRATEGY 1: ALIGN FUNDING AND PROGRAMS WITH DISTRICT PRIORITIES

- Build strong, consistent relationships with district leadership to align WTSF initiatives with district strategic goals, academic priorities, and evolving student needs.
- Increase investment in initiatives that support students navigating multiple stressors, including language access, school-based response networks, and family resources.

STRATEGY 2: ENHANCE SUPPORT FOR STUDENT WELL-BEING AND ACADEMIC SUCCESS

- Grow enrichment opportunities with increased funding for arts, STEM, and extracurricular programs that foster creativity, engagement, and student leadership.
- Expand funding for mental health and social-emotional learning initiatives by supporting counseling services, trauma-informed training, and wellness programs.
- Provide funding and relationship resources that strengthen WTS career readiness and workforce development initiatives.

STRATEGY 3: INCREASE EDUCATOR SUPPORT AND INNOVATION

- Create a dedicated funding stream to support bold ideas from teachers and schools, while continuing to fund creative, student-centered classroom initiatives at current levels.
- Strengthen professional development opportunities for teachers by supporting continuing education, leadership training, and workshops that empower educators.
- Provide annual resources for district-led teacher retention and recognition initiatives, ensuring educators feel valued, supported, and equipped to succeed.





GOAL 2

Enhance Awareness

To expand support and investment, WTSF must elevate awareness of our mission and impact. Strengthen storytelling, engaging alumni and donors, and building community partnerships will inspire deeper involvement and long-term commitment to the well-being of our students and school communities.

STRATEGY 1: AMPLIFY STORYTELLING AND CONTENT ENGAGEMENT

- Enhance storytelling by sharing compelling student and educator impact stories through social media, email campaigns, multimedia, and other outlets as dictated by changing content engagement trends.
- Improve donor communication and transparency with regular impact reports, testimonials, and behind-the-scenes insights into how contributions are making a difference.
- Expand WTSF's brand visibility by coordinating marketing strategy with WTS communication initiatives to increase recognition and engagement.

STRATEGY 2: STRENGTHEN ALUMNI AND COMMUNITY ENGAGEMENT

- Expand alumni outreach by creating new and enhancing existing engagement opportunities such as reunions, mentorship programs, and spotlights on alumni success stories.
- Support North Central and WTS archival initiatives that foster expanded Panther identity and pride.
- Strengthen volunteer opportunities by providing clear pathways for alumni, parents, and local businesses to contribute their time, expertise, and resources to support the unique educational experiences of Washington Township students.

STRATEGY 3: GROW STRATEGIC PARTNERSHIPS AND ADVOCACY

- Strengthen advocacy efforts by positioning WTSF as a thought leader in education philanthropy, leveraging data and success stories to reinforce the importance of community investment in public education.
- Build partnerships with local businesses, civic organizations, and educational groups to increase networking opportunities for our students and educators.
- Engage community leaders and advocates to champion WTSF's mission, expanding our network of supporters and amplifying our influence around the importance of strong public education.





GOAL 3

Strengthen Internal Systems

WTSF must continue strengthening its internal foundation to sustain and grow its impact. By investing in people, technology, and infrastructure, we can operate more efficiently, respond to evolving needs, and maximize donor engagement, while continuing to deliver the high level of support our schools and students count on.

STRATEGY 1: EXPAND STAFF CAPACITY AND OPERATIONAL EFFICIENCY

- Assess and adjust current workload distributions, processes, and staffing to expand administrative, programming, and development support.
- Provide staff with ongoing skill development opportunities.
- Evaluate and align salaries and benefits with industry standards to maximize talent attraction and retention.

STRATEGY 2: STRENGTHEN BOARD ENGAGEMENT AND GOVERNANCE

- Provide ongoing opportunities for training and development that enhance director engagement and efficacy.
- Evaluate and define clear roles, expectations, and committee structures to align board engagement with strategic priorities.

STRATEGY 3: INVEST IN ENVIRONMENT AND INFRASTRUCTURE

- Upgrade the physical work environment to better reflect the organization's mission, values, and strategic goals while accommodating employee well-being, creating a welcoming space for visitors, and positioning the organization for long-term growth.
- Streamline and append donor management data to improve fundraising analytics, communication reach, and engagement of new affinity groups.
- Implement expanded quantifiable data collection and retention around mission and strategic goal impacts





GOAL 4

Elevate Fundraising

To sustain long-term impact and meet evolving needs, WTSF must expand and diversify its funding. Strengthening donor engagement, growing our endowment, and building new partnerships will ensure financial stability and increase support for students, educators, and district priorities.

STRATEGY 1: GROW AND DIVERSIFY DONOR ENGAGEMENT

- Expand outreach to empty nesters, younger alumni, families, and underrepresented donor groups by developing targeted engagement strategies, including digital campaigns, networking events, and personalized giving opportunities.
- Strengthen donor stewardship by enhancing recognition programs, increasing touchpoints through personalized communications, and demonstrating impact through compelling storytelling.
- Establish development-related growth strategies and goals specific to board members and provide necessary training and resources.

STRATEGY 2: STRENGTHEN CORPORATE AND COMMUNITY PARTNERSHIPS

- Engage the board of directors, local businesses, and community organizations to expand sponsorship and in-kind opportunities
- Strengthen and expand strategic partnerships with local businesses and organizations to improve access to resources that enhance the educational goals and initiatives of Washington Township Schools.
- Collaborate with parent organizations such as PTOs and booster clubs around shared goals.

STRATEGY 3: GROW ENDOWMENT AND SUSTAINABLE FUNDING SOURCES

- Expand endowment growth through targeted fundraising efforts, major gift campaigns, and donor matching initiatives to ensure future sustainability.
- Seek new grant opportunities by identifying and applying for state, national, and private foundation grants that align with WTSF's and Washington Township Schools priorities.



The Impact: What Success Will Look Like

WTSE will track progress and ensure accountability through a board-reviewed quarterly dashboard assessing measurable goals in fundraising, program impact, community engagement, and operational growth. At the end of three years, success will look like this:

Overall Goal:

Expand WTSE's reach and resources to increase direct support for Washington Township Schools by 20% over three years.

DEEPER DISTRICT PARTNERSHIP

- Alignment with district priorities – WTSE's supports aligned with and having positively impacted District strategic initiatives.
- Number of students and educators impacted – WTSE increased support opportunities for students and teachers.
- Program growth – The grant program expanded to include a big idea opportunity.

ENHANCED AWARENESS

- Alumni and donor engagement – Offered new, creative engagement opportunities for North Central alumni and WTSE donors.
- Consistent communications – Provided compelling stories around WTSE's impact and the power of Public Education.
- Community and corporate champions – Sustained and fostered new collaborations with businesses, civic groups, and public education advocates.

STRENGTHENED SYSTEMS

- Board of Directors – Streamlined and documented committee structures that enhanced director engagement and mission participation.
- Staff and operational growth – Adequate staffing and professional development that sufficiently support operational needs.
- Operational efficiency – The physical office space is welcoming and there have been measurable efficiencies gained in workflows, program administration, and impact documentation.

ELEVATED FUNDRAISING

- Total funds raised – There has been annual growth across all revenue streams.
- Donor base expansion – New donors increased annually throughout the plan, while maintaining the same donor retention rate of existing donors annually.
- Strategic partnerships – New and expanded partnerships with increased access to educational resources for students and teachers.

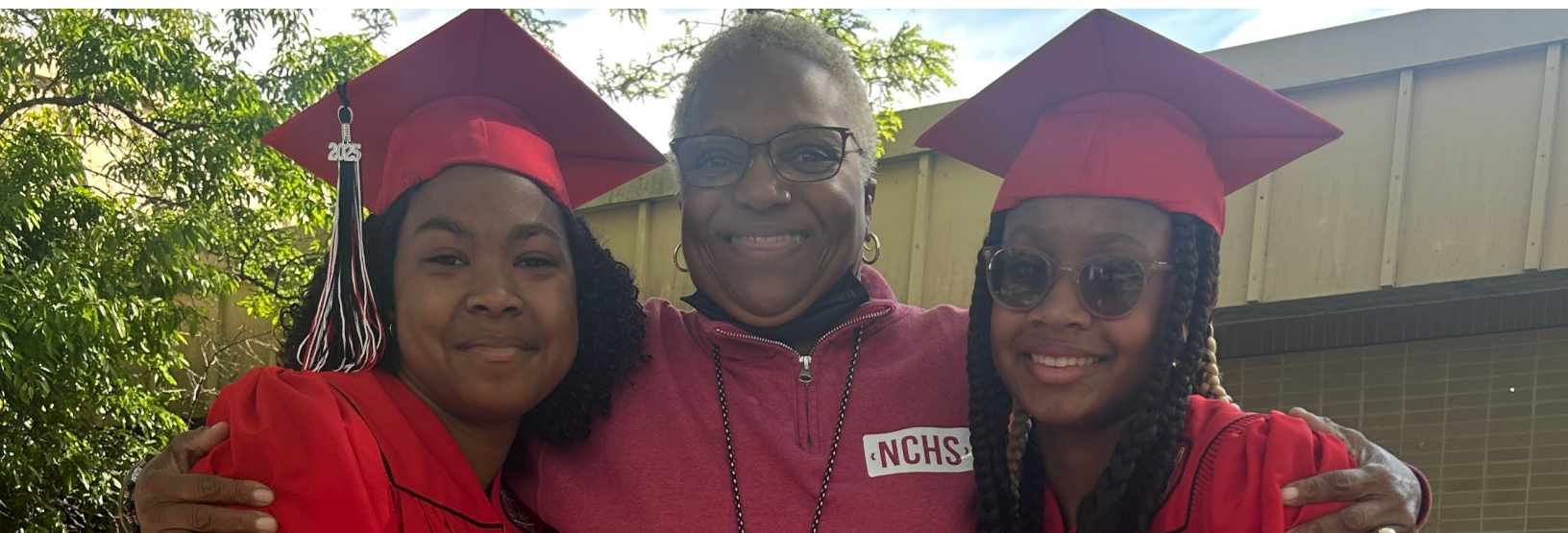
Strategic Planning Committee

This plan is the result of the collective time, insight, and expertise of our Strategic Planning Committee. Thank you to each member for helping to shape a stronger future for the students, educators, and community we serve.

WTSF STRATEGIC PLANNING COMMITTEE

Dawn Batson	<i>WTS Parent, WTSF Board Member, WT Resident, NCHS AVID Tutor</i>
Susan Brock Williams	<i>WTSF Board Member, WT Resident</i>
Yalonda Brown	<i>NCHS Alumnus, WTSF Board Member</i>
J Antonio Chapital	<i>WTS Parent, WTSF Board Member, WT Resident</i>
Caroline Dutkanych	<i>WTS Parent, WTSF Board Member, WT Resident</i>
Kenda Friend	<i>WTSF Board Member, WT Resident</i>
Andrianna Hji-Avgoustis	<i>NCHS Alumnus, WTSF Board Member</i>
Christy Jacobi	<i>WTS Parent, WT Resident, WTSF Staff Member</i>
Michael Johnson	<i>NCHS Alumnus</i>
Emily Kaiser	<i>WTS Parent, WT Resident, WTSF Executive Director</i>
Melynne Klaus	<i>WTS Parent, WT Resident</i>
Eddie Prein	<i>WTSF Board Member</i>
Jagga Rent	<i>WTS Parent, North Central High School Principal</i>
Aimée Scheuermann	<i>WTSF Board Member, WT Resident</i>
Paul St Angelo	<i>NCHS Alumnus, WTSF Board Member</i>
Sean Taylor	<i>WTS Incoming Superintendent</i>
Bill Welch	<i>NCHS Alumnus, WTSF Board Member</i>

Thank you to all who contributed in this strategic vision. Together, we are elevating impact for all Panthers.



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