



**FOUNDATION FOR  
TACOMA STUDENTS**

March 15, 2023 | 1:30 – 3:30 PM

***IN PERSON***

919 South 9th Street, Tacoma, WA 98405

[Zoom Meeting Link](#) (optional)

**BOARD AGENDA**

<b>Welcome</b>  <i>Cassandra Mitchell</i>	<b>Arrival, Photos, and Welcome!</b>  Result: Board is welcomed and will take updated photos for the website before settling in to prepare for the March Board of Directors Meeting.	<b>1:30 PM - 1:40 PM</b>
<b>Standing Governance &amp; Business</b>  <i>Motion &amp; Approval Required</i>	<b>Approval of Minutes</b>  Result: Board has reviewed board minutes from January and will offer comments/discussion as needed before motioning an action for approval.	<b>1:40 PM - 1:45 PM</b>
<b>Active Governance &amp; Business</b>  <i>Motion &amp; Approval Required</i>	<b>Resolution &amp; Board Forms</b>  Result: Board will learn about board member resignation and address outstanding forms and paperwork required.	<b>1:45 PM - 2:00 PM</b>
<b>New Business</b>  <i>Motion Required</i>	<b>Strategic Refresh</b>  Result: Board members will hear of a proposal to engage in a strategic refresh process and determine next steps.	<b>2:00 PM - 2:25 PM</b>
<b>New Business</b>  <i>No Motion Required</i>	<b>District Report   College Report</b>  Result: Board will hear district and college updates from the present superintendents and college presidents as a grounding to deepen the board's understanding of the challenges and opportunities connected to achieving the movement's 2030 goal.	<b>2:25 PM - 2:45 PM</b>
<b>New Business</b>  <i>No Motion Required</i>	<b>Director Report</b>  Result: Board will hear about organizational updates from the Executive Director and be called to support the marketing and awareness of the third annual Charting Our Future Conference.	<b>2:45 PM - 3:05 PM</b>

***MISSION: Building and strengthening the community-wide movement to help every child achieve success, cradle to career.***

<b>Ongoing Business &amp; Governance</b> <i>No Motion Required</i>	<b>Re-establishing Governance!</b> Result: Board will review past committees and structures and prepare to restart regular committee governance.	<b>3:05 PM - 3:20 PM</b>
<b>Executive Session</b> <i>Motion Required</i>	<b>Board Governance</b> Result: Board members will discuss governance matters without the staff.	<b>3:20 PM - 3:30 PM</b>

**Foundation for Tacoma Students**  
**In-Person Board Meeting**  
**January 18th, 2023 | 1:30 – 3:30 PM**  
**[Zoom Meeting Link](#)(optional)**

**MEETING RESULTS**

- 2022 Financial Review
- Affirm Legislative Agenda
- 2022 Year End Review
- Welcome Board Members
- 2023 Budget Adoption
- 2023 Strategic Plan

**Board Members Present:**

Cassandra Mitchell, Patty Rose, Carrie Prudente Holden, Josh Knudson, Holly Bamford Hunt, Katie Condit, Joshua Garcia, Brooke Johnson, Dr. Ivan Harrell, Tanisha Jumper, Elizabeth Bonbright, Victoria Woodards, Lance Goodpaster, Sheila Edwards Lange, Joyce Loveday, David Jones

**Board Members Not Present:** Andrea Cobb, Arielle Flesher

**Staff Present:** Dr. Tafona Ervin, Devin Rydel Kelly, Ben Mitchell, Rodney Wolfenbarger, Kennadi Bouyer, Rosia Ayala, Elvin Bucu, Rodney Wolfenbarger



**Welcome:** Board Chair Cassandra Mitchell welcomed the board members to the first board meeting of 2023! She then opened up for a moment to reflect on the land and labor acknowledgments. We then welcomed the new board members.

**Standing Business and Governance:** Katie Condit made a motion to approve the minutes from the November 2022 Board Retreat. Josh Knudson seconded. All board members voted to approve, none opposed, and none abstained.

**Active Governance and Business:** Dr. Ervin reflected with the board the projected income for 2023. This includes the over \$3.3M that was awarded to the foundation just this past December. Dr. Ervin also notes that there is an unclear timeline for the actual securing of these projected funds. Due to this, Dr. Ervin proposed a midyear review of the 2023 budget. Dr. Ervin asked the board to secure two things: Revenue from Pierce County Council will make up for the projected deficit shown in this budget. However, there are reserves to cover all 2023 projected finance

needs. Dr. Ervin then opened up the discussion with the board. Elizabeth Bonbright inquired about the projected ELO funding and where this will go. These funds will be directed to our partners that apply. Dr. Harrell noted that the Pierce County funding would also raise operating costs. If operating under a projected deficit, Dr. Edwards Lange is the norm for FFTS. Dr. Ervin noted that this had been the case over the last few years due to the nature of grant cash flow. Dr. Ervin also noted that the payroll line item is \$250,000 more than in 2022 due to the need to grow the staff for upcoming projects. Joshua Knudson noted that the foundation is taking a risk, but a very small one in the grand scheme of the financial forecast. Because we are dealing with grants, the accounts receivable will move much slower than spending. Dr. Joyce Loveday moved to approve this budget as is and revisit midyear. Dr. Edwards Lange seconded the motion. All members voted to approve, and no members opposed or abstained.

### **Director's Report:**

- Dr. Ervin shared the finalized 2023 FFTS Org Chart. However, Dr. Ervin noted that it is not 100% likely in 2023 due to capacity/ need. FFTS is engaging with TGA to hire multiple executive roles.
- 2023 Focus Strategies - Cradle to Career
  - Shared Services -  EB-Shared Services PPT Elvin shared that this project is 2 years in the making and are still a work in progress. Business and programmatic support. After the presentation, Joshua Garcia inquired whether these funds would be coming through the office of education, but Ben Mitchell noted that this would come from Health and Family Services. Elizabeth Bonbright noted that she is so joyous of the element that removed the tedious business activities that come with running these services. However, due to its complexity, she was curious about how the family support element will flow into this.
  - ELO - Dr. Ervin shared the ELO dashboard and database of possible partners. Tanisha Jumper told the board that our children are in crisis and need motion now. She felt that there was not enough urgency in the space. Dr. Ervin noted that the city/state/county does not move quickly, crisis or not. The reason for the data is so that we can be more intentional with our efforts.
  - PCPW - Staff took the feedback given during the board retreat and worked tirelessly to create the narrative about how we speak about the work. What FFTS is doing is changing systems.  PCPW Board Meeting PPT 1/18 . We cannot program our way to systemic change, but we cannot do it without programs.
- Announcements:  
<https://www.newsweek.com/2022/11/18/teen-loneliness-rates-soar-schools-may-making-it-worse-scientists-say-1758013.html>
- 2023 FFTS Advocacy Day - Registration Email Sent

This meeting was adjourned at 3:30PM.

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Tanisha Jumper, Board Secretary

Minutes prepared by Kennadi Bouyer, Operations Manager and Executive Assistant, Foundation for Tacoma Students





**FOUNDATION FOR  
TACOMA STUDENTS**

**Foundation for Tacoma Students Board Resolution  
Termination of Andrea Cobb, Effective February 1, 2023**

**WHEREAS** the Foundation for Tacoma Students seeks to build and strengthen the Graduate Tacoma community-wide movement to help every child achieve success.

**WHEREAS** the Foundation for Tacoma Students Board of Directors serves as the organization's governing body supporting the direction of the organization in realizing its vision and mission, and holds the values of equity, accountability, boldness and courage, innovation, transparency, collaboration, inclusion, and optimism in all it does.

**WHEREAS** the Foundation for Tacoma Students Board of Directors is committed to operationalizing best practices as the governing body of the organization and strives to memorialize its governing practices in resolutions for diligence and fidelity.

**WHEREAS** the growing depth of work of the Foundation for Tacoma Students becomes more complex and requires focused attention to adequately support the organization through Board of Directors' participation and guidance.

**WHEREAS** the Foundation for Tacoma Students Board of Directors commits to fully participating in board meetings, workgroups, or other necessary settings to support and guide the organization toward realizing its mission/vision and when they cannot, will volunteer for an early termination of their board term.

**WHEREAS** the Foundation for Tacoma Students appreciates the contributions and support that board members are able to make and we acknowledge that sometimes circumstances require terms to come to an end prematurely.

**NOW, THEREFORE, BE IT RESOLVED** that the Foundation for Tacoma Students Board of Directors approve the early voluntary termination of Board Member Andrea Cobb, effective February 1st, 2023, due to scheduling conflicts of bi-monthly board meetings.

**ADOPTED** on this date: \_\_\_\_\_.

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Board President

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Board Secretary



**FOUNDATION FOR  
TACOMA STUDENTS**

**Foundation for Tacoma Students Board Resolution  
Temporary Release of Reserves, Effective March 1, 2023**

**WHEREAS** the Foundation for Tacoma Students seeks to build and strengthen the Graduate Tacoma community-wide movement to help every child achieve success.

**WHEREAS** the Foundation for Tacoma Students Board of Directors serves as the organization's governing body supporting the direction of the organization in realizing its vision and mission, and holds the values of equity, accountability, boldness and courage, innovation, transparency, collaboration, inclusion, and optimism in all it does.

**WHEREAS** the Foundation for Tacoma Students Board of Directors is committed to operationalizing best practices as the governing body of the organization and strives to memorialize its governing practices in resolutions for diligence and fidelity.

**WHEREAS** the Foundation for Tacoma Students Board of Directors recognizes that the cashflow for the organizations' strategic efforts and outputs will not always align well against revenue in and expenses out.

**WHEREAS** the Foundation for Tacoma Students Board of Directors understands that reimbursements for government and federal contracts can take more time to process and that other secured and projected income happens at various points throughout the year.

**WHEREAS** the Foundation for Tacoma Students has nearly \$200,000 in outstanding invoices as of March 14, 2023 demonstrating the varying cashflow cycles of the organizations revenue.

**NOW, THEREFORE, BE IT RESOLVED** that the Foundation for Tacoma Students Board of Directors' approves the temporary release of the organizations' reserves in the amount of \$500,000, effective immediately, to cover expenses of today and projected re-granting expenses for the next three months. Beginning June 1, 2023, the finance team will begin repayment to the reserves account pending the availability of operating capital.

**ADOPTED** on this date: \_\_\_\_\_.

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Board President

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Board Secretary



## FOUNDATION FOR TACOMA STUDENTS

### **Executive Committee** **Role and Function**

The **Executive Committee** comprises a group of directors appointed to act on behalf of, and within the powers granted to them by, the Board of Directors.

- The executive committee consists of the following:
  - A chairperson
  - A vice-chairperson
  - A secretary
  - A treasurer, and
  - Two at-large members.
  
- The executive committee provides organizational direction for the Executive Director and the full board, but serious issues may reach the board. In these types of situations, the executive committee hears matters first and decides which issues stop there and which require moving up to the board level.
  
- Notification of the meeting is sent by email one or two weeks in advance by the FFTS executive assistant. Once the agenda is finalized, the EA will send a meeting reminder that includes the agenda and minutes of the last meeting prior to the meeting. The EA is responsible for updating the Chair and FFTS Executive Director on the number of confirmed attendees to make sure a quorum is present for the meeting.





## **Board Governance & Sustainability Committee**

### **Role and Function**

The **Board Governance & Sustainability Committee** is a standing committee that serves two functions:

1. The committee supports a review of board governance items, including legal documents such as articles, bylaws, and resolutions, as well as supporting the board's governance practices that contribute to board member onboarding, responsibilities, and engagement.
2. The committee supports board sustainability by identifying, vetting, and recruiting new board members for FFTS in consideration of needed expertise and representation of community voice on the board.

#### **Actions of the committee may include:**

- The committee identifies and cultivates potential board members along a timeline and prepares a final recommendation for approval at the November Annual Board Meeting.
- The committee conducts a board composition demographic and expertise survey annually to support board member recruitment.
- The committee reviews policies and documents related to board member onboarding and ongoing support, Board member responsibilities and engagement, and board self-evaluation.
- The committee reviews legal documents such as articles, bylaws, resolutions, and other items related to board governance.
- The committee reviews relevant organizational policies and procedures requiring board review prior to board approval.
- The committee reviews board subcommittees and functions every other year.



## **Cradle to Career Committee**

### **Role and Function**

The **Cradle to Career Committee** is a combined group of community leaders and board members, both past and current. By convening multiple community roles and perspectives and focusing on the historical context of the Graduate Tacoma movement, this committee uniquely works to support the current and future goals of FFTS.

#### **Committee members will be expected to:**

- Actively listen to various C2C topics of focus at each meeting (presented by level of importance based on the calendar, strategic plan, etc.).
- Utilize their diversity of perspectives to provide thought leadership, feedback, and contextual considerations for FFTS goals and initiatives across the C2C continuum.
- Review and inquire about various FFTS strategies, including but not limited to Collaborative Action Network (CAN) work, policy and advocacy efforts, current and potential funding streams, communication tactics, and community events.
- Serve as a review committee for our Teacher Impact Awards (as needed).
- Provide community connections in service to FFTS strategies (as needed).



## **Development Advisory Committee**

### **Role and Function**

The **Development Advisory Committee** (DAC) consists of past and present board members.

**The committee's priorities are:**

- Providing thought partnership, experience, and expertise
- Providing overview, knowledge, and access to the local/regional funding landscape
- Supporting outreach and engagement with key opportunities e.g. introductions, setting up and attending occasional meetings, etc.
- Maintaining the existing profile of local, regional, and national funding within a multi-year framework
- Maintaining existing annual funding relationships
- Developing matching fund opportunities
- Developing a multi-year sustainability plan through 2025
  - Increasing sponsorship relationships



## FOUNDATION FOR TACOMA STUDENTS

### **Finance Committee Role and Function**

The **Finance Committee** is a standing committee that primarily provides financial and operational oversight for the organization. The Board Treasurer chairs the FFTS Finance Committee as the primary representative of the Board and communicates to the Board the key points of the Finance Committee meetings.

#### **The role and function of the committee include the following:**

- Reviewing and enquiring about the organization's financial statements to ensure FFTS financials are prepared in accordance with FASB (Financial Accounting Standards Board).
- Providing guiding recommendations for improving the organization's financial reporting so that the information is easily digestible for the board and management.
- Providing guiding recommendations for the organization's reserve funding and long-term financial health.
- Reviewing and vetting FFTS's operational practices and policies and making recommendations to ensure FFTS is operating within industry standards.
- Providing mentorship and connecting the Finance & Operations Manager to professionals in the industry who can be resources for professional development.
- The Executive Director and Finance & Operations Manager will set the meeting agenda and solicit feedback from the committee as a sounding board regarding budget and financial planning.



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## **Policy Advisory Committee Role and Function**

The **Policy Advisory Committee** is a small strategic thinking, guiding, and facilitating work group established to guide the development of the Graduate Tacoma policy and advocacy agenda. This group also meets to strategize, inform, and guide the advocacy capacity of the Foundation for Tacoma Students. The group serves as the leadership team for the Graduate Tacoma Advocacy Network (GTAN). It serves as a Network member to the movement's existing Collaborative Action Networks, plus one Foundation board member.

### **The committee is expected to:**

- Meet monthly to inform and influence the direction of the annual Graduate Tacoma policy agenda.
- Offer guidance and wisdom on policy initiatives to best support the position the movement takes.
- Be an avid supporter and echo chamber for the advocacy work established by this committee and the Foundation for Tacoma Students.
- Sign on, testify, support, and champion (as permissible) the annual agendas and support agenda of the organization



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**.Strategic Planning Committee**  
**Role and Function**

The **Strategic Planning Committee** convenes as needed to provide support to the strategic plan review and revision.