NCECF’s mission is to marshal North Carolina’s great people, ideas and achievements to build a foundation of opportunity and success for every child by the end of third grade.

Via Zoom; Meeting ID: 863 1582 9180

11:30 am ..........Welcome, Call to Order and Establish Quorum – Action Easter Maynard

11:35 am ..........Approve Minutes from November 17, 2020 – Action Attachment A Easter Maynard

11:40 am ..........Bylaw Change for Officer Terms – Action Attachment B Easter Maynard

11:55 am ..........Manage Process for ED Evaluation – Discussion Attachment C Easter Maynard

12:20 pm ..........Review March Board Agenda Items – Discussion Attachment D Easter Maynard

12:30 pm ..........Adjourn
North Carolina Early Childhood Foundation
Executive Committee
November 17, 2020, 10:00 AM to 11:00 AM

DRAFT MINUTES

Members Present: Easter Maynard, Sheresa Blanchard, Peggy Wang, Patti Gillenwater, Banu Valladares
Members Absent: Tracey Greene-Washington
Others in Attendance: Muffy Grant, Sumera Syed

Welcome, Call to Order and Establish Quorum
The Executive Committee of the Board of Directors (Board) of the North Carolina Early Childhood Foundation (NCECF) met on November 17, 2020. Easter Maynard called the meeting to order and a quorum was established.

Approve Minutes from September 3, 2020 Meeting
A motion to approve the minutes as written from the September 3, 2020 Committee meeting was duly made, seconded and passed unanimously.

Election of Officers
The Committee members discussed the plan for who would serve as chair in the upcoming year. The Committee decided that the current chair and vice chair will continue to serve out their role until December 2021 and Sheresa Blanchard will have a conversation for serving as chair beginning in 2022. Staff will be responsible for building out a leadership plan in the upcoming year in order to allow a smooth transition of board chairs. Committee members also recommended changing the officer terms from three consecutive two-year terms to two consecutive two-year terms.

In order to keep consistency in board succession, a vote took place to retroactively approve the second term for Chair (Easter Maynard) Vice-Chair (Patti Gillenwater) – second term would end December 2021. The motion was seconded and approved unanimously.

Action Items:
• Staff will develop a leadership transition plan for Chair and Vice chair of the board
• The Governance Committee will pursue changing officer term length in the bylaws in 2021.

Review Board Meeting Agenda
Muffy Grant discussed the meeting agenda items for the December board meeting. For the board member recruitment section, committee members suggested adding:
• Someone at RTI International (Patti)
• Kathryn Black from Bank of America (Patti)
• Susan Patterson former Executive Director of the Knight Foundation (Banu)

Adjournment
Having no further business, the meeting was adjourned at 11:00 AM.

Minutes submitted by:

___________________________________
Banu Valladares, Secretary
BACKGROUND:
Article III, Section II of the by-laws of the North Carolina Early Childhood Foundation (NCECF) states:
  • All board members shall serve three-year terms but are eligible for re-election for up to three consecutive terms. [3 year term x 3 terms = 9 years as member]
  • The Chair of the Board may serve additional terms with a maximum of five terms. [3 year term x 2 extra terms = 6 additional years as member if serving as Chair]

Article IV Section I of the bylaws state:
  • There shall be five officers of the board, consisting of a chair, past chair, vice-chair, secretary and treasurer who shall be elected for terms not to exceed three consecutive two-year terms. [2 year term x 3 terms = 6 years as officer]

ISSUE:
Article III Section II and Article IV Section I allow the Board Chair to serve up to 15 years as a member and Chair while limiting non-officer members to a maximum of 9 years.

RECOMMENDATION:
Approve the below amended language and present for a full vote at the March 25th board meeting.

Article III Section II:
All board members shall serve three-year terms but are eligible for re-election for up to three consecutive terms. The Chair of the Board may serve additional terms with a maximum of five terms.

Article IV Section I:
There shall be five officers of the board, consisting of a chair, past chair, vice-chair, secretary and treasurer who shall be elected for terms not to exceed three consecutive two-year terms.

This allows for members to serve up to 9 years and a member to serve as officer for up to 4 years. Upon adoption, the current officers terms would be as below:

<table>
<thead>
<tr>
<th>2021 Board Members</th>
<th>Elected (First Term)</th>
<th>Current Term Ends</th>
<th>Number of Terms Served (including current)</th>
<th>Officer</th>
<th>Date Elected</th>
<th>Term Ends</th>
<th>Number of Terms Served (including current)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banu Valladares</td>
<td>1/1/19</td>
<td>12/31/21</td>
<td>1</td>
<td>Secretary</td>
<td>12/10/20</td>
<td>12/09/22</td>
<td>1</td>
</tr>
<tr>
<td>Peggy Wang</td>
<td>5/1/19</td>
<td>4/31/22</td>
<td>1</td>
<td>Treasurer</td>
<td>5/1/19</td>
<td>4/31/21</td>
<td>1</td>
</tr>
<tr>
<td>Easter Maynard</td>
<td>2/24/15</td>
<td>12/31/23</td>
<td>3, Serving final term on board</td>
<td>Chair</td>
<td>12/7/17</td>
<td>12/31/21</td>
<td>Serving final term as Chair</td>
</tr>
<tr>
<td>Patti Gillenwater</td>
<td>10/1/14</td>
<td>12/31/23</td>
<td>3, Serving final term on board</td>
<td>Vice-Chair</td>
<td>12/7/17</td>
<td>12/31/21</td>
<td>Serving final term as Vice-Chair</td>
</tr>
</tbody>
</table>
March 12, 2021

ACTION ITEM: Manage Process to Evaluate the Executive Director

BACKGROUND:
According to the NCECF employee handbook:

- Generally, performance evaluations of employees shall be conducted every March by an employee’s supervisor; and for new employees, an evaluation shall also be conducted at the end of the first three months of employment. Performance reviews are intended to identify both those aspects of the job that are being performed well and those aspects that need attention.

Staff (not including the Executive Director), completed the SOAR assessment in April 2020 of last year. A review of the Executive Director’s performance has not taken place since beginning the position in June 2019. Below is a suggested process and timeline to review the performance of the Executive Director facilitated by the Executive Committee.

<table>
<thead>
<tr>
<th>TASK</th>
<th>SUGGESTED COMPLETION DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Committee attends meeting (having already reviewed the timeline and familiarized themselves with the list of questions before the meeting) for the Executive Director’s Performance Review.</td>
<td>March 12 Committee Meeting</td>
</tr>
<tr>
<td>If there are no outstanding questions, then the Committee will vote to approve the process and the final slate of questions/forms for the Executive Committee and staff to complete.</td>
<td></td>
</tr>
<tr>
<td>If there are any questions or changes to the process, the Committee will give time to send any final additions to a Committee appointed point person. NCECF staff can set up Survey Monkey account with the questionnaire, if needed.</td>
<td>March 19</td>
</tr>
<tr>
<td>A Committee appointed person will send the Executive Director, the Executive Committee, and staff members the appropriate forms to complete for the ED evaluation.</td>
<td>Week of March 29</td>
</tr>
<tr>
<td>An Executive Committee appointed person will tally all responses, followed by a discussion of the results with the Executive Committee, and make a report back to the full Board of Directors.</td>
<td>April 12</td>
</tr>
<tr>
<td>Board Chair review results of evaluation with Executive Director. Board Chair and Executive Director agree on any follow up needed resulting from the evaluation.</td>
<td>April 30</td>
</tr>
</tbody>
</table>

MATERIALS FOR REVIEW:

- Attachment C1 ED Performance Review Form #1
  - Please note: Staff added two additional questions to the form (Questions 7 and 9: Question 7 is related to racial equity in the organization, Question 9 is related to actionable next steps after completing the evaluation)
- Attachment C2 ED Performance Review Form #2
- Attachment C3 Executive Director’s Job Description
ED Performance Review Form #1

Performance Review for Executive Director Survey Form

Period under review: _____

Name: ________________________________ Signed by ________________________________

All members of the NCECF Board’s Executive Committee and the Chair of the Governance, Nominating and Human Resources Committee should answer the questions. The Executive Director should also answer the questions and bring to the discussion with the Executive Committee with the Board Chair.

The form uses descriptive terms (such as "highly satisfied") rather than numerical ratings to help prevent potentially misleading averages.

- **Outstanding**: Performance over a sustained period of time clearly and consistently exceeds expectations and is outstanding. Both results and how they are achieved are outstanding.
- **Very good**: Performance clearly meets and sometimes exceeds job requirements and significant contributions are made well beyond job demands.
- **Fine**: Solid and occasionally impressive performance.
- **Improvement needed**: Performance is frequently unsatisfactory
- **I don’t know**.

### 1. Overall organizational performance

<table>
<thead>
<tr>
<th>Work with the board and management staff to develop strategies for achieving mission, goals and financial viability and implementation of the Strategic Plan.</th>
<th>Outstanding</th>
<th>Very Good</th>
<th>Fine</th>
<th>Improvement Needed</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appropriately provides both support and leadership to the board.</td>
<td>Outstanding</td>
<td>Very Good</td>
<td>Fine</td>
<td>Improvement Needed</td>
<td>Don't know</td>
</tr>
<tr>
<td>Demonstrates quality of analysis and judgment related to progress and opportunities, and needs for changes.</td>
<td>Outstanding</td>
<td>Very Good</td>
<td>Fine</td>
<td>Improvement Needed</td>
<td>Don't know</td>
</tr>
<tr>
<td>Identifies and acts upon personal professional development needs and maintains and utilizes a working knowledge of significant developments and trends in the field</td>
<td>Outstanding</td>
<td>Very Good</td>
<td>Fine</td>
<td>Improvement Needed</td>
<td>Don't know</td>
</tr>
</tbody>
</table>
| Builds respect and profile for the organization in its various constituencies. Supports the overall field/movement in which the organization works. | ✔ Outstanding  
  ✔ Very Good  
  ✔ Fine  
  ✔ Improvement Needed  
  ✔ Don't know |
|---|---|
| Establishes ambitious goals for excellence and impact and initiates, maintains, and adapts programs with excellence and impact | ✔ Outstanding  
  ✔ Very Good  
  ✔ Fine  
  ✔ Improvement Needed  
  ✔ Don't know |

Comments on overall organizational performance:

| 2. Community leadership | ✔ Outstanding  
  ✔ Very Good  
  ✔ Fine  
  ✔ Improvement Needed  
  ✔ Don't know |
|---|---|
| Serves as an effective spokesperson. Represents the organization well to its constituencies, including clients/members/patrons, other nonprofits, government agencies, elected officials, funders, and the general public | ✔ Outstanding  
  ✔ Very Good  
  ✔ Fine  
  ✔ Improvement Needed  
  ✔ Don't know |
| Establishes and makes use of working relationships with organizations and individuals in the field. | ✔ Outstanding  
  ✔ Very Good  
  ✔ Fine  
  ✔ Improvement Needed  
  ✔ Don't know |
| Sees that communication vehicles are developed and utilized well. | ✔ Outstanding  
  ✔ Very Good  
  ✔ Fine  
  ✔ Improvement Needed  
  ✔ Don't know |

Comments on community leadership:
<table>
<thead>
<tr>
<th>3. Administration and Human Resources</th>
<th>☐ Outstanding □ Very Good □ Fine □ Improvement Needed □ Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishes and leads an effective management team</td>
<td></td>
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<tr>
<td>Recruits and retains a diverse staff</td>
<td></td>
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<tr>
<td>Maintains appropriate balance between programs and administration</td>
<td></td>
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<tr>
<td>Ensures compliance with relevant workplace and employment laws</td>
<td></td>
</tr>
<tr>
<td>Ensures that job descriptions are developed and that regular performance reviews are completed and documented</td>
<td></td>
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<tr>
<td>Leads staff in maintaining a climate of excellence, accountability, and respect.</td>
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</tr>
<tr>
<td>Comments on administration and HR:</td>
<td></td>
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<tr>
<td>4. Financial sustainability and mission impact</td>
<td>Outstanding</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Assures adequate control and accounting of all funds, including maintaining sound financial practices</td>
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<tr>
<td>Sees that programs and activities are developed, executed, modified and dismantled to maximize mission impact</td>
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<tr>
<td>Works with the staff, finance committee and the board to prepare budgets, monitor progress, and initiate changes (to operations and/or to budgets) as appropriate</td>
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<tr>
<td>Sees that official records and documents are retained; sees to compliance with federal state and local regulations (examples: Form 990, payroll withholding)</td>
<td></td>
</tr>
<tr>
<td>Develops realistic, ambitious plans for acquiring funds</td>
<td></td>
</tr>
<tr>
<td>Jointly with the president and secretary of the board, conducts official correspondence for the organization, and jointly with designated officers, executes legal documents appropriately</td>
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<tr>
<td>Successfully involves others in fundraising and in earned income generation.</td>
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<tr>
<td>Establishes positive relationships with institutional funders such as foundations, government agencies, churches, corporations, and so forth.</td>
<td></td>
</tr>
<tr>
<td>Comments on financial sustainability and mission impact:</td>
<td></td>
</tr>
<tr>
<td>5. Board of Directors</td>
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<td>-----------------------</td>
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<tr>
<td>With the board chair, appropriately involves/does not involve board members in decisions</td>
<td>Outstanding</td>
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<tr>
<td>Provides appropriate leadership to the board</td>
<td>Outstanding</td>
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<tr>
<td>Sees that board members are kept fully informed in a timely way on the condition of the organization and important factors influencing it</td>
<td>Outstanding</td>
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<td></td>
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<tr>
<td>Sees that board committees are appropriately supported</td>
<td>Outstanding</td>
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<tr>
<td>Works with the board officers to ensure that the board is effective as a body and that recruitment, involvement and departures of individual board members are effective</td>
<td>Outstanding</td>
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</table>

Comments on the board:

6. Are there additional comments you would like to make that are not within the above categories?
7. To what extent has pursuing racial or other types of equity and inclusion been a priority in your work, and how did you approach it?
   - Why was this important to you?
   - What were some of your core challenges?
   - What have you learned from these experiences?

8. Are there any comments on the accomplishment of the goals established by the Executive Director for the year?

ED Performance Review Form #2

Interviewing the performance of the organization and the executive over the last year, please give us your comments in the following areas:

<table>
<thead>
<tr>
<th>Review of Executive Director</th>
</tr>
</thead>
<tbody>
<tr>
<td>Please help the Executive Committee conduct its review of the Executive Director's performance over the last year by sharing your thoughts. Your comments will be shared with the members of the Executive Committee, but your name will not be identified with specific comments.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Overall organizational performance</th>
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</thead>
<tbody>
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<table>
<thead>
<tr>
<th>Community leadership</th>
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<table>
<thead>
<tr>
<th>Administration and HR</th>
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<table>
<thead>
<tr>
<th>Financial sustainability and mission impact</th>
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<table>
<thead>
<tr>
<th>Board of Directors</th>
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<table>
<thead>
<tr>
<th>Miscellaneous</th>
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<table>
<thead>
<tr>
<th>Are there any specific suggestions for professional development or individual workplan that the Board might consider recommending to the Executive Director?</th>
</tr>
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<tbody>
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</tbody>
</table>
THE POSITION

North Carolina Early Childhood Foundation was launched in 2013 with the vision that each North Carolina child has a strong foundation for lifelong health, education and well-being supported by a premiere birth-to-age-eight system. To realize this ambitious goal, we work to promote understanding, spearhead collaboration, and advance policies to ensure each North Carolina child is on track for lifelong success by the end of third grade. We are working to create a comprehensive, equitable, aligned system for children in North Carolina. Much of this work happens through our three biggest initiatives:

- Campaign for Grade-Level Reading
- Family Forward NC
- NC Pathways to Grade-Level Reading

We are currently seeking our next Executive Director to lead this exciting and impactful effort. Over the past 5+ years we have built a strong foundation and developed excellent relationships with a diverse group of stakeholders around the state, and NCECF is on solid financial ground.

The next leader has an opportunity to build on our past achievements, continuing our commitment to collaboration and a focus on systems change and equity, while bringing his or her knowledge and creativity to the next chapter of our organization. We hope that might be you!

RESPONSIBILITIES

Leadership

The Executive Director will be tasked with continuing to evolve our strategic direction and vision while embracing our established role as a convener working across systems, disciplines, geographic regions and the political spectrum; and accelerating collaboration toward a common agenda and shared course of action in support of improving outcomes for young children and their families. This will include:

- Embedding a racial equity lens to all aspects of our work and organization;
- Embracing a culture of collaboration inside and outside the organization;
- Engaging with partnering organizations, funders and NCECF board members;
- Identifying gaps in systems and leveraging our strengths and those of our partners to prioritize and address those opportunities;
• Promoting our work around the state through speaking engagements, facilitating state-level conversations and gathering community input;
• Serving as a thought partner to staff and external partners while engaging others to participate in working toward our vision;
• Providing leadership in developing program, organizational and financial plans with the Board of Directors and staff and carrying out plans and policies authorized by the board; and
• Keeping abreast of and seeking opportunities to capitalize upon field developments and trends.

Relationship Building

The Executive Director’s role requires a focus on intentional relationship building to include:
• Identifying and developing a broad array of strategic partners;
• Continuing sound, collaborative, working relationships and cooperative arrangements with community groups and organizations;
• Using external outreach and relationships to garner new opportunities;
• Involving a broad and diverse range of people in supporting early childhood development; and
• Relating authentically to all people in the ecosystem.

Fundraising

Our primary revenue comes from grants and sponsorships. The Executive Director leads the primary fundraising efforts for NCECF, including:
• In collaboration with the Board, raising the organization’s annual budget;
• Maintaining and developing relationships with funders aligned with our work;
• Reviewing, refreshing and implementing the current fundraising model with an eye to sustainability;
• Expanding our network of funders; and
• Leading grant writing and grant reporting activities.

Organization Management

The Executive Director is responsible for organizational excellence including building and supporting a team of four employees and several contractors who help support the team. In addition, they will:
• Oversee the recruitment, employment, and release of all personnel and ensure that sound, equitable human resource practices are in place;
• Maintain a climate that attracts, keeps, and motivates a diverse staff of top performers;
• Develop, maintain, and support a strong Board of Directors: serve as ex-officio of each committee, and seek and build board involvement with strategic direction;
• Develop and maintain sound financial practices, ensure NCECF operates within budget guidelines, and provide administrative oversight; and
• Working with the Board to develop the budget and ensure that adequate funds are available for the organization to carry out its work; and
• Identifying opportunities for internships with the organization and develop and implement procedures and practices for utilizing this resource.

**Programs**

The Executive Director provides a strategic, big picture perspective in leading our programs by:
• Staying up to date on current and future trends and issues, including credible research from national sources, and incorporating this knowledge into the work;
• Integrating equity, metrics and data into programs; and
• Providing oversight of strategic development and implementation of programs.

**Communications**

This Executive Director position requires an effective communicator, with strong writing, editing and media skills. Responsibilities include:
• Disseminating information to the community on strategic initiatives and developments in the field;
• Maintaining NCECF’s strong and highly visible brand and presence through the use of external relations, web and media, including social media; and
• Ensuring that all stakeholders including funders and the board are kept fully informed on the activities of the organization.

**REQUIRED KNOWLEDGE, SKILLS AND ABILITIES**

- Direct non-profit executive level experience, preferably in early childhood or related context.
- Collaborative, proactive, creative, flexible and strategic leadership skills.
- Experience leading and managing staff.
- Strong knowledge of systems-change theory, results-based accountability, organizational development, and use of an equity lens.
- Proven success in building, maintaining, and managing long-term relationships with colleagues, consultants, partners, and funders.
- Excellent business writing and grant writing skills.
- Ability to communicate confidently and effectively on complex issues.
- Ability to manage competing priorities while maintaining a long-term vision and attention to detail in a fast-paced environment.
- Ability to exercise discretion and maintain confidentiality in work.
- Functional awareness of principles and applications of good public policy.
- Ability to travel around the state.
EDUCATION, TRAINING AND EXPERIENCE

The above skills are typically acquired through:

- A Master’s degree in Early Childhood Education, Public Administration or Public Policy, or related field from an accredited college or university.
- AND a minimum of 15 years of professional experience, with a minimum of 5 years in a leadership or management role.

OR an equivalent combination of training and experience.

Salary is commensurate with experience.

To apply, please send your resume to margaret@elinvar.com. The confidentiality of all candidates will be honored. The position will be open until filled and we request that you apply by March 15, 2019.
NCECF’s mission is to marshal North Carolina’s great people, ideas and achievements to build a foundation of opportunity and success for every child by the end of third grade.

March 25, 2021 Board Business Meeting 1:00 PM – 3:30 PM

1:00 PM .......... Welcome, Call to Order and Establish Quorum

1:05 PM .......... Approve Consent Agenda – Action

1:05 PM .......... Approve Consent Agenda – Action

2021 Board Meeting Minutes – Attachment A
2021 Executive Committee Minutes – Attachment A1
2021 Governance Committee Minutes – Attachment A2
2021 Finance Committee Minutes – Attachment A3
2021 Racial Equity Committee Minutes – Attachment A4
2021 Philanthropy Committee Minutes – Attachment A5
2021 Executive Director’s Report – Attachment A6

1:10 PM .......... Welcome New Board Members!

1:15 PM .......... Strategic Plan – Presentation

Muffy Grant

1:45 PM .......... Governance Committee

Approve Updated Committee Charter – Action - Attachment B
Report Recruitment Priorities and Orientation – Attachment B1

2:00 PM .......... Share Equity Action Plan

Attachment __
Tracey Greene-Washington

2:10 PM .......... Facilitated Conversation – Discussion

Attachment C
Harold Sellars

● Book: The New Jim Crow: Mass Incarceration in the Age of Colorblindness by Michelle Alexander.

● Listen: Legal Scholar: Jim Crow Still Exists In America. NPR Fresh Air.

● Article: Ten Years after the New Jim Crow by David Remnick. The New Yorker.

2:30 PM .......... Executive Committee

Approve Bylaw Change for Officers– Action - Attachment __
Update on ED Evaluation Process and Timeline – Attachment __

3:00 PM .......... Finance Committee

Approve 2021 Budget & Employer 401k Contributions – Action – Attachment __
Approve February Financial Reports – Action – Attachment __
Approve Signature and Use of Paycheck Protection Program Round 2 Funds - Action - Attachment __

3:30 PM .......... Adjourn