North Carolina Early Childhood Foundation
Executive Committee Meeting Agenda
March 4, 2022 2:00 – 3:00 PM
Via Zoom; Meeting ID: 852 5196 4855

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

2:00 PM .......... Welcome, Call to Order, and Establish Quorum – Action  
Patti Gillenwater

2:05 PM .......... Approve Minutes from November 16, 2021 – Action  
Patti Gillenwater
Attachment A

2:10 PM .......... Strategizing for the Future – Discussion  
Open Discussion
Attachment B Executive Director’s Report
Attachment B1 Future Financial Sustainability
Attachment B2 Committee Overview and Composition
  * High-level overview on what each of the committees will focus on this year

2:50 PM .......... Review Board Meeting Agenda – Discussion  
Open Discussion
Attachment C Draft March Meeting Agenda

Adjourn
North Carolina Early Childhood Foundation
Executive Committee Minutes
November 16, 2021, 10:30 am - 11:30 am

Members Present: Easter Maynard, Peggy Carter, Patti Gillenwater, Munro Richardson, Banu Valladares, Peggy Wang
Members Absent: Sheresa Blanchard, 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 16, 2021. Easter Maynard called the meeting to order and a quorum was established.

Approve Previous Meeting’s Minutes
A motion to approve the minutes as written from the September 2, 2021 Committee meeting was made and seconded unanimously.

Election of Officers
Committee members discussed Patti Gillenwater take on the role of Board Chair for two years and Rashidah Lopez Morgan as Vice-Chair. Patti left the meeting as the committee discussed the proposed candidates. Committee members were supportive of this proposal and felt that it would make and easy transition to keep the continuity of the Vice-Chair becoming in the Chair. Patti entered back into the meeting and said she was planning to meet will all board members individually before the end of the year to ask questions around engagement, committee structure, and alignment.

Election of Board Members with Expiring
Banu Valladares and Eric Bracy are up for re-election at the end of this year. Banu expressed interest in serving another term on the board. Muffy will reach out to Eric before the board meeting to see if he is interested in serving another term.

Action Item:
- Muffy will reach out to Eric about serving another term on the board.

Review Board Meeting Agenda
Muffy Grant reviewed the board meeting agenda for the December meeting. She shared that there will be a QR code provided during the meeting so that board members can donate during the meeting.

Adjournment
Having no further business, the meeting was adjourned at 11:15 am.

Minutes submitted by:

Banu Valladares, Secretary
LETTER FROM THE EXECUTIVE DIRECTOR

Fearless Leaders,

Please enjoy reading about all of our important work below. Holding this space for peace.

Onward in hope and solidarity, Muffy

MAJOR PROGRAM ACTIVITIES

NCECF’s work is grounded in and advances our three core strategies:

1. Promoting public understanding
2. Convening and spearheading collaboration
3. Advancing policy

All of the core strategies inform our Birth-through-eight Policy Center.

Blog Posts and Media: NCECF staff published 17 blogs since December 1, 2021. Highlights include:

- NC Early Childhood Foundation Announces New Board Chair and Vice-Chair
- The Build Back Better Act, State Budget, and Leandro: Opportunities for Young Children in 2022
- Pathways to Grade-Level Reading: A Whole Child Approach to Literacy
- Who We Are at the North Carolina Early Childhood Foundation
- Local Government Funding for Early Learning on the Rise
- Imagining What’s Possible with the Pathways Action Map
- Supporting Young Children and Families with Home-Visiting and Parenting Education
- Join the Listening Tour: Care and Learning
- Overlooked Diaper Need for NC Families

Media Hits:

- Rocky Mount Telegram, 12.18.21, Child Care: The workforce behind the workforce (FFNC mention)
- North Carolina Medical Journal, 1.3.22, Pathways to Grade-Level Reading: A Whole Child Approach to Literacy (authored by Muffy Grant)
- Inside Philanthropy, 1.12.22, COVID Underscored the Need for Early Childhood Education - Are Funders Seeing More Support? (Muffy Grant interviewed)
- ABC11, 2.18.22, Daycare costs exceed college tuition in North Carolina (NCECF cited)
- WWAY News, 2.18.22, Daycare Costs Exceed College Tuition in North Carolina (NCECF cited)
- Smart Start of Mecklenburg County, 2.8.22, Smart Start of Mecklenburg County Formally Adopts New Policies Which Reinforce Values of Equity and Inclusivity (FFNC mention)

Website traffic: From December 2021 to February 2022, the website had 5,940 visitors to the website. The highest number of visitors were from North Carolina, more specifically the Raleigh, Durham, and Charlotte areas, followed by Illinois and Virginia. The most visited pages include the homepage; COVID-
19 State Guidance and Information on Early Childhood, the First 2000 Days Initiative; The Build Back Better Act, State Budget, and Leandro: Opportunities for Young Children in 2022; and the Promotion to Next Grade Issues page. Our most popular resources included the Pathways to Grade-Level Reading Action Framework, Pathways Data Dashboard, NC Early Childhood Data Sources, Pathways Measures for Success Framework, and the EarlyWell Family Voice Report.

1. NC Campaign for Grade-Level Reading (NC CGLR):

**Spearhead Collaboration** - As a part of our work to support collaboration, we hosted the first of our 2022 bi-monthly calls for NC CGLR community leads and partners in January. These calls typically have strong attendance with nearly all of our 13 communities represented. On this call, communities shared their top areas of opportunity for 2022 and provided updates on their work. We also summarized the results of a community survey NCECF conducted in the fall to better understand our campaigns’ priorities and interests. These results, and one on one conversations we had with each community in January, will inform our work as the state lead for the NC CGLR this year. We aim to be responsive to community needs, especially where there are commonalities of work and interests.

We are also working to support more cross-communication and collaboration among communities through an NC CGLR community listserv and shared folder. This will help them easily share information and make resources more readily available, especially when new staff and partners come on board.

**Promote Understanding** - To help promote understanding around the importance of summer learning and family engagement in early literacy, we are working with our Marketing and Communications Leader to update our Summer Learning Toolkit in light of the pandemic, in celebration of Summer Learning Week in July, and for NC program providers to inspire parents and caregivers to support their child’s learning all summer long. Our toolkit, available in both English and Spanish, gives providers simple ways to give families tips to support reading through social media, texting, a fact sheet and a template for summer learning buttons.

2. Every Student Succeeds Act (ESSA):

In partnership with DCDEE, the Serve Center at UNCG, NCPC/SmartStart, DPI, and Head Start, regional meetings have begun in the eight regions of NC. We are halfway through as of 2/28. The remaining four regions will meet in March. The goal of these meetings is to better coordinate systems for more supportive and supported kindergarten transitions.

3. Family Forward NC (FFNC):

The 2020/2021 Biennial Report was published in January. Family Forward NC barely missed a beat during the pandemic. Workplaces have forever changed and supporting working parents and caregivers is a key part of the new normal. We are in high demand! Check out this [infographic](#) about our work.

**Promote Understanding** - An update to the Guide to Family Forward Workplaces is complete, but not yet released. It focuses on two new policies – a family-sustaining wage and an Employee Assistance Program. We have also updated the child care section to reflect changes in the landscape due to the pandemic.
Three case studies have been published in the past three months. A Place at the Table is the first pay-what-you-can community café in downtown Raleigh. The case study highlights paid parental leave and paid short-term disability leave benefits, both of which are rarities in the hospitality industry. The others are The Redwoods Group in Cary and the NC Department of Agriculture.

Spearhead Collaboration - Our licensing program is well underway. We secured a contract with the Pennsylvania Early Learning Investment Commission to further develop its work to move employers to action in supporting their workforce’s child care needs. We also have two pending licensing contracts for How to Build a Family Forward Community and we have already sold one to the Missoula Economic Partnership in Montana. This collaboration is propelling action for more family-friendly workplaces in faster and more efficient ways as out-of-state organizations are anxious to begin or enhance their work without reinventing the wheel.

Advance Policies - Our workplace certification procedure is nearly in place, including the application questions, scoring and weighting of policies, levels of certification, the fee structure, verification methods, and the rationale for scoring and weighting. Scoring and weighting is based on the Pathways to Grade-Level Reading Measures of Success and Action Frameworks and best practices recognized by medical organizations and early childhood experts as well as service providers. The next step is for our Advisory Council to review the procedure.

4. NC Pathways to Grade-Level Reading (Pathways):

NC Early Childhood Data Advisory Council (ECDAC)

Spearhead Collaboration - As a part of our convening work for Pathways, NCECF planned and facilitated a quarterly meeting of the NC Early Childhood Data Advisory Council (ECDAC) on December 15th. See ECDAC goals and meeting agenda here. The meeting included updates on the NC Early Childhood Integrated Data Systems (ECIDS) and DCDEE’s new data dashboards and NC DPI’s work on PreK to K data sharing.

Promote Understanding - To promote understanding of other state-level early childhood data efforts, presentations were made on NC’s B-5 Strategic Plan Needs Assessment and NC Partnership for Children’s latest work to develop local data dashboards with Cape Fear Collective. NCECF also presented data development plans for two child care measures identified in the Early Childhood Data Development Strategy. The plans were co-created by a workgroup of experts that NCECF convened over the summer. These data can be used to support policy-making and advocacy efforts around child care.

Forty people attended the December meeting including members of the NC ECIDS Governance Council. To support efficiency and collaboration, DCDEE has invited the Governance Council to become regular attendees of ECDAC meetings facilitated by NCECF. We are currently preparing for our next meeting on March 15, 2022 with DCDEE and DPI partners.

Pathways Action Map

The Pathways Action Map in a new online tool that visualizes the Pathways Action Framework, one of two key Pathways Frameworks. The development of the Map incorporates all of NCECF’s strategies to promote understanding, spearhead collaboration, and advance policies in early childhood. NCECF will begin releasing portions of the Action Map in March/April 2022. We will start by sharing initiatives for
Expectation 4, focused on social-emotional health, and promoting the prioritized actions in this area. We have convened a smaller team of social-emotional health leaders to serve as formal Action Map advisors, who are currently reviewing the submitted initiatives and making suggestions. We are also engaging advisors for other Expectation areas, including intentional outreach to parents and equity leaders. Final technical revisions are also being made to the website.

We have been actively sharing our updated Action Map information page, along with various forms of outreach (e.g., individual meetings, social media) to increase collaboration and engagement in the Map. We have about 50 initiatives mapped at this time, with several others in the works, along with dissemination and implementation plans. We anticipate more engagement and excitement around the Map after it is released. We were excited to receive additional financial support from The Duke Endowment to build capacity on our team for this innovative work.

5. Rebuilding Child Care:

Spearhead Collaboration - This month, Care and Learning (CandL) is prioritizing listening to families, providers, and communities with the plan of building an inclusive and equitable vision. Enjoy learning more about our progress. The countdown is on!

5 Phases of CandL Initiative

- **Phase 1**: Data collection and intense family and community engagement "9 Month Listening Tour" - January 2022 - September 2022 (We are here!)
- **Phase 2**: Completing the vision for the campaign - approximately six months.
- **Phase 3**: Policy Analysis and policy gap analysis - approximately six months.
- **Phase 4**: Priorities - approximately six months.
- **Phase 5**: Launch the CandL Campaign - it'll take years!

CandL Working Timeline

- **June 2021 - 2022**: State Planning with stakeholder engagement, building grassroots base and power, policy/communications research, campaign vision and agenda, advocacy roadmap, fundraising
- **Summer 2022**: State campaigns launched
- **Fall 2022**: Campaign implemented (e.g., legislative/administrative advocacy)

What's Next? We have had meetings to determine geographic, demographic, and financial equity for outreach to grassroots organizations for early 2022 participation in Phase One: The Listening Tour at 17 remaining locations.

6. EarlyWell Initiative:

Spearhead Collaboration - NCECF is partnering with NC Child on EarlyWell; a multi-year initiative to create a robust social-emotional health ecosystem for infants, toddlers, and young children, which will implement Expectation 4 of the Pathways Action Framework. Our primary role is to support facilitation and convening for EarlyWell, as well as centering racial equity and family voices in the work. NC Child is currently drafting their action plan for the next eight years including recommendations made by workgroups that met last year with our support. NCECF is currently writing portions of the EarlyWell
report and strategizing with NC Child to plan a structure for coalition development and sub-committee meetings once the action plan is released in May.

State Organizations, Boards, Commissions, and Councils

B-3rd Interagency Council: The Council has not met in 2022, however, Muffy represents NCECF on the family engagement subcommittee. This group has met twice, once in January and once in February, to craft policy recommendations for the Council. These recommendations will be sent to the Council in March/April for discussion at the next full meeting.

Governor’s Early Childhood Advisory Council: The Governor’s ECAC has not convened since Q1 of 2020.

NC Healthy and Resilient Communities Data Advisory Council: Based on NCECF’s data leadership with Pathways and other PDG-funded data work, a NCECF staff member currently sits on the data advisory council for the NC Healthy and Resilient Communities Initiatives led by NCPC. The Council is currently identifying 30-40 indicators to be included on data dashboards that can be used by community-based collaboratives across the state to help inform and measure their work. Some of the measures being discussed are ones that focus on structural racism.

InCK Early Childhood Innovation Committee: An NCECF staff member currently participates on this committee guiding planning and implementation of NC Integrated Care for Kids (InCK). InCK focuses on improving systems for children and youth ages birth to 21 who are insured by Medicaid or CHIP and live in five NC counties: Alamance, Durham, Granville, Orange, and Vance lead by Duke, UNC, NC DHHS and various partners.. It aims to be a pilot that can be scaled to other NC counties in the future. They have developed an innovative “kindergarten readiness bundle” to be used by providers. Connections are being made between InCK and other initiatives NCECF is involved with, like EarlyWell.

Leandro: NCECF is an Every Child NC coalition partner, attending coalition meetings and providing support to build awareness around Leandro, its need for funding and recommendations. The court-ordered funding will help to support important early education and K-12 education strategies in NC, several of which are also prioritized by Pathways. The NC Court of Appeals blocked Judge Lee’s order for state finance officials to move the appropriate funds toward public education in November 2021. The plaintiffs are now asking for a review of the appellate decision. The case will likely be before the Supreme Court soon. Every Child NC is continuing to build its coalition to lead grassroots advocacy. NCECF is supporting Leandro and partnering with Every Child NC as a part of its commitment to centering racial equity, collaboration, and advancing policies that benefit all NC children.

North Carolina Preschool Development Grant (PDG): Co-led by the NC DHHS, the NC DPI, and NCECF, the NC Early Childhood Data Advisory Council (ECDAC)—described above under Pathways—was formed to provide strategic direction to improve the quality and scope of early childhood data collection. In December, NCECF provided a year-end report and was re-contracted by NC DHHS’ DCDEE to lead the ECDAC and other data-related efforts in 2022. An NCECF staff member also serves on the NC B-5 Needs Assessment Advisory Council and State Family Engagement and Leadership Coalition Accelerator Team, both funded by PDG.

Major Administrative Activities:

We have engaged BRC for our 2021 audit. The Audit Committee will meet in Q2.
**Funding Proposals and Opportunities:**

**The Duke Endowment:** we have passed the preliminary grant approval from TDE for $75K this year and $37.5 K (with a match requirement) in 2023. The full request will go to their Board of Trustees in early May for a late May award.

**BCBS Foundation:** NCECF was unanimously voted as the fiscal agent of the CandL phase one work. As a result, we expect over $60K from BCBS Foundation in the coming weeks. NOTE: we will receive indirect (10%) and communications support funding from this amount.

**Preschool Development Grant (PDG):** We have been approached to conduct the strategic plan refresh of the PDG. We contracted with Forthright Advising in 2019 to produce the report with us. The plan must be revised due to COVID-19. We will be responding to the Request for Applications (RFA) by March 18th. The total award will not exceed $120,000 dollars.

**Wells Fargo:** We have been invited to submit an application on behalf of Family Forward NC (FFNC) in early 2022.

**Truist Foundation:** We will be submitting a grant application to Truist by the end of March for General Operating and/or FFNC for $100,000 dollars.

**Individual Giving:**

- **Board Giving** $6,875 dollars
- **Individual Giving** $5,894 dollars
### NCECF Financial Summary

As of January 31, 2022

#### NET INCOME and NET ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Revenue</td>
<td>$19,465</td>
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<tr>
<td>Expenses</td>
<td>- $53,726</td>
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<tr>
<td>YTD NET INCOME</td>
<td>= ($34,261)</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Assets Jan 1, 2022</td>
<td>$1,109,910</td>
</tr>
<tr>
<td>Net Income</td>
<td>+ ($34,261)</td>
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<tr>
<td>YTD NET ASSETS</td>
<td>= $1,075,649</td>
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</tbody>
</table>

#### WHEN CAN WE USE ASSETS?

- Current Year: $467,756, 43%
- Future Years: $607,892, 57%

#### HOW CAN WE USE ASSETS?

- Initiative: $935,317, 87%
- General Operating: $140,331, 13%

### REVENUE FORECAST

<table>
<thead>
<tr>
<th>Donor</th>
<th>50%</th>
<th>75%</th>
<th>Granted¹</th>
<th>Purpose</th>
<th>Deposit Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>NC Dpt of Health &amp; Human Services: PDG²</td>
<td></td>
<td></td>
<td>$124,296</td>
<td>Pathways</td>
<td>March 2022-23 &amp; monthly</td>
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<tr>
<td>NC Dpt. Of Health &amp; Human Services: RPE</td>
<td></td>
<td></td>
<td>$40,000</td>
<td>Family Forward</td>
<td>May 2022 &amp; monthly</td>
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<tr>
<td>NC Institute of Medicine</td>
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<td></td>
<td>$50,000</td>
<td>Family Forward</td>
<td>Quarterly</td>
</tr>
<tr>
<td>PA Early Learning Investment Commission</td>
<td></td>
<td></td>
<td>$34,650</td>
<td>Family Forward</td>
<td>February &amp; July 2022</td>
</tr>
<tr>
<td>The Duke Endowment²³</td>
<td></td>
<td></td>
<td>$112,500</td>
<td>Pathways</td>
<td>June 2022 &amp; 2023</td>
</tr>
<tr>
<td>Pacific Western Bank²</td>
<td></td>
<td>$10,000</td>
<td></td>
<td>Family Forward</td>
<td>July 2022</td>
</tr>
<tr>
<td>Board Member Donations</td>
<td></td>
<td>$10,000</td>
<td></td>
<td>GenOp</td>
<td>Q4 2022</td>
</tr>
<tr>
<td>Individual &amp; Other Donations</td>
<td></td>
<td>$10,000</td>
<td></td>
<td>GenOp</td>
<td>Q4 2022</td>
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<tr>
<td>Invest Early NC</td>
<td>xx</td>
<td></td>
<td></td>
<td>CandL</td>
<td>2022</td>
</tr>
<tr>
<td>Program Revenue</td>
<td></td>
<td>$10,000</td>
<td></td>
<td>GenOp</td>
<td>2022</td>
</tr>
<tr>
<td>Truist Foundation</td>
<td></td>
<td>$100,000</td>
<td></td>
<td>GenOp</td>
<td>2022</td>
</tr>
<tr>
<td>Pritzker Family Foundation</td>
<td></td>
<td>$20,000</td>
<td></td>
<td>GenOp</td>
<td>2022</td>
</tr>
<tr>
<td>Dogwood Health Trust</td>
<td>xx</td>
<td></td>
<td></td>
<td>GenOp/FFNC</td>
<td>2022</td>
</tr>
<tr>
<td>Oak Foundation</td>
<td>xx</td>
<td></td>
<td></td>
<td>GenOp</td>
<td>2022</td>
</tr>
<tr>
<td>The Anonymous Trust</td>
<td>xx</td>
<td></td>
<td></td>
<td>GenOp</td>
<td>2022</td>
</tr>
<tr>
<td>Wells Fargo</td>
<td>xx</td>
<td></td>
<td></td>
<td>GenOp/FFNC</td>
<td>2022</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$120,000</td>
<td>$40,000</td>
<td>$361,446</td>
<td></td>
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<tr>
<td><strong>Grand Total</strong></td>
<td></td>
<td></td>
<td>$521,446</td>
<td></td>
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</tr>
</tbody>
</table>

1 - Funds in the Granted column are booked on an accrual basis and according to the type of contribution. Therefore, these funds may have been booked previous to the current year or have yet to appear as revenue in the Budget vs Actual report or as a cash deposit.

2 - Indicates a multi-year grant.

3 - The Duke Endowment: $75,000 for 2022 with a $37,500 matching grant in 2023 for Pathways Action Map work.
NCECF Financial Summary
As of January 31, 2022

CASH FORECAST

CASH ACCOUNT BALANCE
Projected balance includes cash coming in and cash going out.

90-days of Cash: $210,000

CASH DEPOSIT TIMELINE

<table>
<thead>
<tr>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>2023</th>
<th>2024</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan 31 Accounts Receivable</td>
<td>$218,762</td>
<td>$313,750</td>
<td>$0</td>
<td>$0</td>
<td>$370,000</td>
<td>$100,000</td>
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<tr>
<td>Other Cash Deposits *</td>
<td>$21,510</td>
<td>$133,442</td>
<td>$68,267</td>
<td>$70,542</td>
<td>$53,500</td>
<td>$0</td>
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<tr>
<td>CASH DEPOSIT GRAND TOTAL</td>
<td>$240,272</td>
<td>$447,192</td>
<td>$68,267</td>
<td>$70,542</td>
<td>$423,500</td>
<td>$100,000</td>
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</table>

*Other Cash Deposits includes revenue that is received as reimbursement (DHHS PDG & RPE, NCIOM) and revenue expected but not yet booked in A/R (individual donations, program income, The Duke Endowment and Pacific Western Bank grants)

FINANCIAL HISTORY

Projected
Board Committee Assignments 2022

**Executive Committee**
Patti Gillenwater, Chair
Rashidah Lopez Morgan, Vice-Chair
Easter Maynard, Past Chair
Banu Valladares, Secretary
Peggy Wang, Treasurer
Sherry Franklin
Munro Richardson
Nation Hahn

**Finance Committee**
Peggy Wang, Chair
Patti Gillenwater
Harold Sellars

**Governance, Nominating & Human Resources Committee**
Nation Hahn, Chair
Rashidah Lopez Morgan
Kelli Ovies

**Audit Committee**
Jennifer Vu, Chair
Kelli Ovies

**Policy & External Affairs Committee**
Munro Richardson, Chair
Margaret Annunziata
Peggy Carter
Easter Maynard
Matty Lazo-Chadderton
Hal Kaplan
Banu Valladares

**Racial Equity Committee**
Sherry Franklin, Co-Chair
Peggy Carter, Co-Chair
Patti Gillenwater
Rashidah Lopez Morgan
Harold Sellars
Peggy Wang
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:45</td>
<td>Zoom Room Opens</td>
<td></td>
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<tr>
<td></td>
<td>Opportunity to connect casually with board members</td>
<td></td>
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<tr>
<td>1:00</td>
<td>Welcome and Meeting Begins</td>
<td>Patti Gillenwater</td>
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<tr>
<td></td>
<td>Introduce new members</td>
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<td></td>
<td>Icebreaker</td>
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<tr>
<td>1:15</td>
<td>Approve Consent Agenda - Action</td>
<td>Patti Gillenwater</td>
</tr>
<tr>
<td></td>
<td>Attachment A Executive Director's Report</td>
<td></td>
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<tr>
<td></td>
<td>Attachment A1 Executive Committee Minutes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Attachment A2 Finance Committee Minutes</td>
<td></td>
</tr>
<tr>
<td>1:20</td>
<td>Who We Are - Discussion</td>
<td>Muffy Grant</td>
</tr>
<tr>
<td></td>
<td>NCECF One-Pager</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Breakout Rooms Exercise</td>
<td></td>
</tr>
<tr>
<td>1:50</td>
<td>Financials - Action</td>
<td>Peggy Wang</td>
</tr>
<tr>
<td></td>
<td>Review 2021 End of Year Budget vs Actual - Attachment __</td>
<td></td>
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<tr>
<td></td>
<td>Approve January 2022 Financial Statements - Attachment __ Action</td>
<td></td>
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<tr>
<td></td>
<td>Approve 2022 Budget - attachment __ Action</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Approve 401k Employer Discretionary Contribution Action</td>
<td></td>
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<tr>
<td>2:20</td>
<td>Committee Rollout - Discussion</td>
<td>Committee Chairs</td>
</tr>
<tr>
<td></td>
<td>Announce new committees, new committee members, and updates</td>
<td></td>
</tr>
<tr>
<td>2:45</td>
<td>Smart Start History OR Executive Session</td>
<td>Hal Kaplan</td>
</tr>
<tr>
<td>3:00</td>
<td>Meeting Adjourn</td>
<td>Patti Gillenwater</td>
</tr>
</tbody>
</table>