



**FRIENDS FOUNDATION FOR THE AGING
ANNUAL TRUSTEE MEETING
MAY 6, 2023**

Present: Eric Andrews, Tyler Hoff, Joan Malin, Abigail Meletti, Nikki Mosgrove, Lisa Ogletree, Emily Sandusky, Jim Whitely, Susan Hoskins (ED)
Excused: Beth Hudson Keller, Conrad Person

Jim welcomed everyone to the first in-person meeting in 3 years, and asked for feedback on the education sessions. These sessions and the mid-year conversation are a great way to know the grantee partners and their work. Trust gets built so they can share their challenges. We get to meet direct service staff which is unusual for traditional grantmaking. Also helps development staff and administration hear about the work. Zoom helps make these possible. Montessori and supportive housing programs have potential as models for others. It helps for them to know we will support them for a period of time to get established.

Governance

Lisa presented: The Governance Committee met on May 2, 2023. Members are Nikki Mosgrove, Beth Hudson-Keller, Lisa Ogletree, Jim Whitely and Susan Hoskins.

We discussed trustee terms of service. The Bylaws do not set a maximum number of terms one may serve. But the Board Handbook has a policy written in 2014 that says that three terms of three years each should be the expectation unless there are "extraordinary circumstances". According to the Bylaws, a board member could return after a one year break. We have not adhered to that policy, and there is concern that nine years may not be long enough for a board that needs a strong institutional memory. We have not assigned new board members to classes based on their entry date but rather placed them to balance the numbers in each class. We also don't have terms of service for officers, but we expect that it will be much easier to recruit new officers if they know the extent of their commitment. So we have a lot of work to do this next year to get policies in place that we all agree are workable.

We worked on the assignment of duties that we present today. Officer and committee assignments are for one year. We are faced with the situation that the President and Vice President/Treasurer positions will be changing. Right now the Vice President and Treasurer positions are combined. Jim has informed us that he will leave the board when his term ends in 2025, so we want to get a Vice President in place by next year to prepare to take over as President. Eric has agreed to serve one more three-year term on the board but it may be his

last. As this becomes more clear, we would appoint an Assistant Treasurer to learn this fairly challenging job. Susan Hoskins plans to remain in her Executive Director position until 2026, when she may consider retirement. So there are a lot of transitions for which we need to plan over the next year. We will do this in conjunction with our work on policies.

Emily and Joan will be added to the Class of 2025 to balance classes, as is our custom. They will be invited to meetings of both the Governance and Finance committee meetings so that they can determine where they would like to be appointed to serve in another year.

We prepared the meeting schedule for the upcoming year to be approved today by the full board.

Annual Meeting- Jim opened the annual meeting and Lisa led through:

1. Board appointments: officers: James Whitely, President; Eric Andrews, Vice President and Treasurer; Beth Hudson Keller, Secretary **approved.**
2. Emily Sandusky and Joan Malin were nominated to the board, entered in the class of 2025. **Approved.**
3. Class of 2026 Eric Andrews, Tyler Hoff, Nikki Mosgrove were reappointed to another term. **Approved.**
4. Committees were reappointed: Governance: Lisa, Beth, Nikki, with Jim and Susan ex officio. Finance: Eric, Lisa, Conrad, Tyler, Abigail, with Jim and Susan ex officio. Emily and Joan have a year to decide where they want to serve.
5. Trustee disclosure forms were collected.
6. Board self-evaluation forms were collected.
7. The calendar for the year was reviewed and **approved.** It is posted on the website. Appreciation was expressed for the mix of virtual and in-person.
8. The board staff contact list was reviewed and a few corrections made. The revised version is on the website.

The annual meeting was closed.

Finance

Eric led trustees through a review of the profit and loss to budget and balance sheet, both of which are in the expected range. The investment losses of last year have partially recovered.

He then reminded the board that last month they approved the revision to the investment policy and making a commitment to move to having 15% of the JP Morgan funds in sustainable (ESG) funds. The recommendation has been received from the JP Morgan advisor, which will be reviewed by Finance. It was agreed that the finance committee can authorize the necessary changes and report at a future board meeting.

Consent

Minutes of April 20 and notes from the April 25 education session were **approved.**

Strategic Planning

Susan led a discussion of strategic priorities. Trustees had been asked to review the FFA at a Glance and Implementation plan and grantmaking objectives as well as the Executive Director report. Strategic directions have changed over time, reflecting the changing world, director and trustee interests. Four areas were reviewed (comments):

- 1. Continue discernment about how FFA can have an impact.** We have impact through how we give. Do we feel good about what we do? Can be in collaboration/amplification of an idea. Pay for capacity building, introducing new ideas, helping grantee partners think differently. Expectations must align with capacity. Expecting large result from small grant is insulting. There are many types of impact: our impact on an organization, their impact on recipients, impact on the field. Some programs meet critical needs but are not (or no longer) innovative; rely on funding.
Data: Impact data is different from outcomes and evaluation of a program. What we ask of grantee partners must be useful to us and to them. If start collecting data, need additional staff. What information do we need to renew a grant?
- 2. Release the idea of innovation fund and large grant, instead focus on few key areas where we can have impact.** Yes. Grantees like multi-year and operation grants, FFA does not do yet, but does reassure them that we will fund for a few years if program is working. May have a reason in the future to revive these types of grants. Mental Health. Focus now on Montessori, ALPS, ARCH, QAR website and collaborations. Seeing results of collaborations among Quakers. How long and when do we continue funding?
- 3. Continue discernment around relationship with NYYM and FSA.** Impressed by ARCH when met with them, new for us to have “touchy-feely, spiritual” proposals not concrete services. The Friends Fiduciary fund was set up to assist residents at McCutchen, never used, could set a distribution amount, but won’t affect total awarded. ARCH is easy to access. FSA feels exclusive, not interested in lower income Friends. Does have some valuable training.
- 4. What is right balance of Quaker and community-based organizations?** There is an increased demand for care services. DEI and alignment with FFA values should continue to be part of the conversation. Easy to backslide. Don’t lose concern for less-resourced Quaker organizations and people. Be examples. Quakers used to be leaders in aging, no longer. How much do you struggle to keep organizations Quaker, what is required?
- 5. Take-aways**
 - a. Identify key issues to focus on
 - b. Many kinds of impact- on organizations, on clients, on field. Levels of impact.
 - c. Convenings are impactful
 - d. Data- if needed, must hire. Bonner Center at TCNJ does City of Trenton

- e. Multi-year: want to stay with if working. 5 years roughly. Different for NYYM- long term relationship, sharing with others. There are questions about FSA. How can they help us?
- f. Innovation and Large grants will not do at this time, but can revisit.
- g. We can have a catalyst role. See larger picture.
- h. Follow up with PYM about QAR website.
- i. We want to learn more about initiatives in NY
- j. Theme of transitions: FFA focus, leadership. Kendal and FSA changes. Greater environment.

Sticky notes:

Issue	QUESTION	IDEA	OPPORTUNITY	CHALLENGE
1	what is impact, can we measure?	Can ffa leverage other funding	FGC at Haverford 2024	Most North Am Quaker orgs are majority white
	What has impact been over past 10 years? Lessons?	Designate a % for basic needs		So many good ideas, limited \$
	Can we truly have impact			Funding for specific program not operations. How to develop trust, help them be innovative
	Other areas for impact			
	Can FFA amplify ideas or programs in Aging			
2	Why does FFA limit grants to 1 year—is it possible to think multi-year	Release innovation and large grant goals	Surgeon General focus on loneliness may have impact	Not enough \$ for all good ideas
	How to educate board on issues	Quaker collaboration in aging	Mental health services- is there a role for FFA	
3	What is FSA	Consider block grants with longer term commitment	Designate annual funds from FFA	Is there a way to help Quaker organizations in more diverse communities
	Is work needed to develop relationship		ARCH is already providing leadership in	We value diversity and Quaker orgs, which often lack

	between FSA and FFA and other orgs		reaching out to other YMs	diversity on boards and staff
	In what way has ARCH clarified its mission?		FSA could work with us to address needs of middle income Quaker communities	Changes at Kendal Corp and FSA may impact relationships with FFA
				FSA increasingly serving elite
4	Is this too narrow a mandate	We need to be concerned about Quaker Boomers		Don't forget Quaker lower income orgs.
	Specifics?			
	How do we define need? Justice? Where do the answers lead us			

Susan W. Hoskins, Executive Director