



Resolution of the Board of Directors of Champions For Learning Adopting the Strategic Roadmap for January 2026 through June 2027

Whereas Champions For Learning exists to serve as a catalyst for educational success by investing in Collier’s students and educators; and

Whereas the Board of Directors previously approved a process on September 23, 2025 for the development of a Strategic Roadmap to guide the organization during a transitional period and to serve as a bridge between the 2023–2025 Strategic Framework and a comprehensive, multi-year strategic plan; and

Whereas the Board recognizes that the existing 2023–2025 Strategic Framework is no longer actively guiding the organization’s work and that a clear, Board-adopted roadmap is needed to align leadership, staff, resources, and partners around shared priorities; and

Whereas the Strategic Roadmap for January 2026 through June 2027 is intended to be a focused, actionable document that points the organization in the right direction without serving as a full-scale strategic plan, and that emphasizes a limited set of meaningful key performance indicators to monitor progress, promote alignment, and support effective Board oversight; and

Whereas the Strategic Roadmap affirms the organization’s mission, retains its core focus on student programs and educator programs, and adds a more explicit emphasis on engaging volunteers and donors as champions for learning while fulfilling their passions and interests; and

Whereas the Strategic Roadmap reflects increased collaboration with Collier County Public Schools and other community partners, is informed by analysis of projected actual FY26 revenues and expenses, and is grounded in the organization’s financial statements and overall financial position; and

Whereas the Strategic Roadmap calls for expanded impact to address significant unmet needs among Collier County students and educators, including expanding the number of students supported in pathways to postsecondary success, strengthening educator recognition and grantmaking, reemphasizing college and career access support, and advancing more coordinated, scalable approaches to program delivery; and

Whereas the Board has reviewed external analysis, including the Krupa program audit, and has previously communicated to the President and Chief Executive Officer its desire to responsibly expand the organization’s reach and deepen its impact;

Now, therefore, be it resolved that the Board of Directors of Champions For Learning hereby adopts the Strategic Roadmap for January 2026 through June 2027, as recommended by the President and Chief Executive Officer following an iterative and collaborative process with the Board, as the guiding framework for the organization during this period, effective January 20, 2026.

Be it further resolved that the Board affirms its governance role in setting strategic direction, approving budgets, and monitoring organizational performance, and delegates to the President and Chief Executive Officer responsibility for operational planning, implementation, staffing, and day-to-day execution of the Strategic Roadmap consistent with Board-approved policies and financial parameters.

Be it further resolved that the Board authorizes the President and Chief Executive Officer to implement the Strategic Roadmap, to allocate staff time and organizational resources consistent with Board-approved budgets, and to make reasonable adjustments to tactics and timelines in response to changing conditions, provided that such adjustments remain aligned with the intent, priorities, and guardrails established by the Board.

Be it further resolved that, in support of the program expansion envisioned in the Strategic Roadmap, the Board authorizes the use of up to \$450,000 of unrestricted cash reserves and up to \$568,453 of unrestricted endowment cash reserves during FY26 through FY28 to help fund program expansion, subject to ongoing Board oversight and alignment with approved budgets and long-term financial sustainability.

Be it further resolved that the Board authorizes the President and Chief Executive Officer to initiate recruitment for a Chief Program Officer position in advance of FY27, including advertising and candidate outreach, and, subject to Board-approved budgets, to establish and fill the position during FY27 to provide senior leadership for program expansion, program innovation, and the use of data and evaluation to inform continuous improvement across student and educator programs.

Be it further resolved that the Board expects regular reporting on progress toward the Strategic Roadmap's key performance indicators to support accountability, learning, and continuous improvement.

Adopted by the Board of Directors of Champions For Learning on January 20, 2026.