



Mansfield ISD Education Foundation Systems Report

Jennifer Kurecka
Director, Mansfield ISD Education Foundation

System Description

The Mansfield ISD Education Foundation serves as the philanthropic partner of Mansfield ISD, supporting teachers, students, and district priorities through grants, scholarships, and strategic initiatives. While the Education Foundation does not traditionally operate under a formal PDSA cycle, its work is guided by a Board-developed a multi-year strategic plan that emphasizes continuous improvement, fiscal stewardship, and measurable impact.

Vision: Every MISD student has the tools and opportunities to succeed.

Mission: The MISD Education Foundation funds innovative classroom ideas and learning opportunities by connecting MISD schools with community support.

Tagline: Investing in Learners, Impacting Tomorrow

STRATEGIC PLAN

As a separate entity—501(c)(3)—the MISD Education Foundation does not follow the district’s Vision 2030 “plan on a page” process. It operates under a Foundation Board-directed, multi-year strategic plan that aligns Foundation priorities with district needs while maintaining independent governance and fiduciary responsibility. (See attached strategic plan.)

MOU

The MISD Education Foundation operates as a 501(c)(3) non-profit organization following a Memorandum of Understanding with Mansfield ISD, outlining roles, responsibilities, and operational alignment between the district and the Foundation. (See attached MOU.)

ORGANIZATIONAL STRUCTURE

The Mansfield ISD Education Foundation consists of a volunteer Board of Directors made up of business, community, and educational leaders committed to supporting MISD students and educators.

The Board meets regularly and functions as a working board through specialized subcommittees. Board members collaborate closely with Education Foundation staff to ensure fiscal responsibility, strategic alignment, and responsiveness to district priorities.

Executive Board

Hamilton Walker (*President*)
Brett Ginn (*Treasurer*)
Trent Tucker (*Secretary*)
Elena Fernandez (Immediate Past President)
Dr. Kimberley Cantu (*MISD Superintendent*)

Board of Directors

Crystal Brown
Kevin Covington
Ali Crocker
Kerry Gonzalez
Ann Jewell
Angie Johnson
Beth Light
Lee Osborne
Florence Salazar
Lindsey Trook
Paul Thompson
Curtina Wilson

Education Foundation Staff

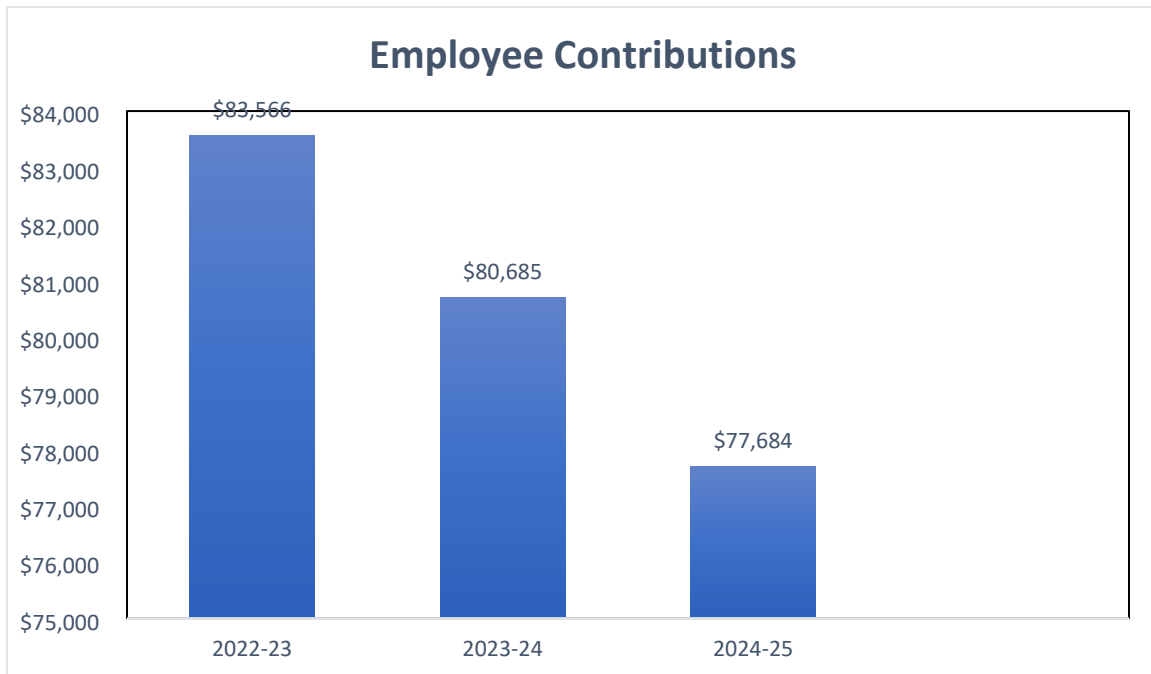
Jennifer Kurecka, Director
Toni Glendenning, Education Foundation Specialist

FUNDING/REVENUE SOURCES

Employee Contributions

The Education Foundation offers an employee giving program known as Strive for 5, which invites MISD employees, if able, to contribute at least \$5 per month (\$60 annually). Participation is voluntary, and employees may give more or less based on individual circumstance. Every dollar contributed through this program is being reinvested into grants for MISD educators.

Employee contributions have declined slightly over recent years due to the effects of COVID, the retirement of long-standing contributors, and new employees entering the district with limited awareness of the Foundation. While awareness efforts are ongoing and new participation is increasing, retirements continue to impact totals. The Foundation remains deeply appreciative of employee support, recognizing that every dollar is impactful.



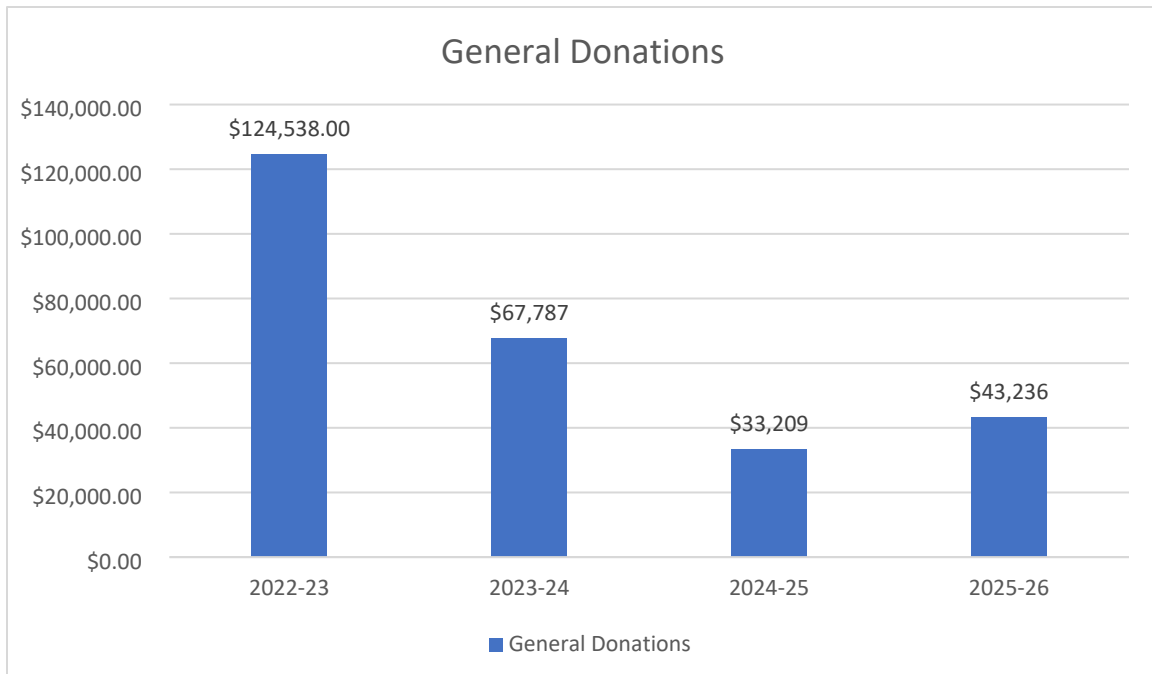
2025-26: TBD

To date for 2025-26, the Foundation has received \$43,590 in employee contributions. Additional contributions totaling \$30,794 over the next five months are anticipated, resulting in a grand total of \$74,384 in contributions.

Donations

The Foundation receives general donations from community members and business partners. These unrestricted funds support Foundation operations, including salaries and daily expenses, and contribute to grant funding across the district. In recent years, Foundation staff has worked intentionally to designate donated funds into specific categories whenever possible, minimizing reliance on unrestricted general donations and improving clarity, accountability, and alignment with donor intent.

Historically, the Foundation conducted an annual giving campaign that generated a significant portion of these funds. Since COVID, both participation and totals from that campaign have declined. Since the Director joined in November 2023, efforts have focused on rebuilding community awareness and strengthening relationships throughout Mansfield, Arlington, and Grand Prairie to reestablish donor engagement and understanding of the Foundation's impact on MISD students and educators.



Fundraising Events

Leadership Context: When the Director joined in November 2023, the Foundation was operating with limited staffing capacity. Immediate priorities included execution of the annual Golf Tournament and long-range planning for the 25th Anniversary celebration. Event diversification and expansion occurred incrementally as systems and staffing were stabilized. The Foundation has intentionally diversified its fundraising portfolio to reach broader segments of the community.

System Requirements

KEY REQUIREMENTS OF GRANT APPLICANTS AND STAKEHOLDERS

The organization's strategic priority is to grow awareness of the MISD Education Foundation by actively engaging community partners, resulting in increased participation and fundraising to support student learning.

Community engagement is the primary driver of Foundation sustainability. Increased participation in Foundation events leads to strong partnerships, expanded donor bases, and increased capacity to fund grants and strategic initiatives that directly benefit MISD teachers and students.

Expectations for Board Members

All Board members sign an Expectations Agreement upon joining. (See attached Board Commitment Form.) While there is no required minimum contribution amount, every Director provides a personal donation and assists with securing or purchasing raffle and silent auction items, reinforcing the Board's role as active financial stewards and advocates.

Minimum Annual Funding Need

Each year, Foundation staff members develop a proposed budget based on anticipated fundraising and donation revenue. The Finance Committee reviews and recommends adjustments before presenting the budget to the full Board for approval, including the total amount available for grant funding.

Grants

Contributions to the Education Foundation make a difference in education through our long-standing grant program. Since 1998, through the generosity of our donors, the Foundation has provided over \$5 million to fund creative, innovative learning opportunities that go well beyond what tax dollars alone can provide.

Grants are awarded in all shapes, sizes, and subject matter. From literacy to math, history to science, fine arts to STEM, and athletics to social-emotional health, each grant application is read and evaluated by a committee of educators and Foundation board members.

Grant Types

- **Traditional Teacher Grant:** Individual teachers may apply for grants up to \$1,000.
- **Collaborative Grant:** Teachers, coordinators, grade levels, campuses, and teachers may collaborate and apply together for Collaborative Grants up to \$5,000.
- **Think Big Grant:** This application is reserved for grants that impact the entire district and awards up to \$10,000.
- **Building on Success Grant:** Building on Success grants are designed to replicate proven, previously funded grants. Educators may apply individually for up to \$1,000 or collaboratively for up to \$5,000 to adapt successful grant models for new settings or student populations.

System Integrity

KEY PROCESSES

All grant applications require appropriate approvals prior to submission:

- **Principal:** Applications must be approved and signed by the campus principal before submitting. For those not on a campus, approval is required from a director or supervisor.
- **Technology:** Grants with technology must be approved by the MISD Technology Department.
- **Construction:** Grants that require construction must be approved by Associate Superintendent for Facilities & Bond Programs Jeffrey Brogden.

Once these approvals are met, the applicant may submit the application, and it will move through the remaining processes.

- **Department Directors (Special Education, SEL, Curriculum, etc.):** All applications, once submitted, will move on to approval from department directors to ensure alignment with curriculum guidelines.
- **Purchasing:** Purchases must meet requirements from the Purchasing Department by acquiring quotes from MISD-approved vendors and providing completed budget worksheets for each vendor.
- **Grant Committee:** A grant committee comprised of 4 Board members and 3 community members, along with the Director of the Foundation, reviews each grant independently and evaluates/rates it according to a rubric. All committee members and the Director then meet to determine which grants will be awarded.

RECENT REPORTS OR AUDITS

The Foundation is currently undergoing an audit. Results will be available prior to the close of the fiscal year. Financial integrity is ensured through multiple layers of review and oversight by the Finance Committee, Board, external accounting firm, and audit.

RISKS, EXPOSURE, LEGAL ISSUES

The Foundation has not experienced any known security breaches. As outlined in the Memorandum of Understanding with MISD, Foundation technology systems are supported by district infrastructure. Board members are granted access to Foundation documents via Google Drive, and access is removed upon completion of Board service.

Additional safeguards include:

- Four authorized check signers, with annual verification and removal of signers as Board members roll off.
- Directors & Officers (D&O) insurance and general liability coverage.
- Event-specific insurance secured as needed.
- Quarterly financial reviews by PSK to ensure proper accounting and reporting.

System Measures the Matter

Success for the Foundation is measured primarily by educator engagement and demonstrated need, rather than a fixed number of grants awarded, as award totals vary based on grant size and scope.

Each year, Foundation staff members develop a proposed budget based on anticipated fundraising and donation revenue. The Finance Committee reviews the full budget, recommends adjustments, and presents it to the Board for approval. At that time, the Board also votes on the total amount available for grant funding.

In addition to budgeted grant funding, the Director seeks alternative funding sources, including external grants and individual sponsors, to increase the total amount awarded. The Foundation's goal is to reinvest 50% of total income into grants annually.

At the conclusion of each fiscal year, the Board evaluates:

- Event performance and participant feedback
- Net revenue and return on investment
- Grant application trends and impact data
- Alignment with district priorities

Based on these findings, adjustments are made to event structures, sponsorship strategies, grant focus areas, and operational processes. This annual review ensures continuous improvement and responsible growth.

ADJUSTMENTS MADE BASED ON FINDINGS

The Foundation incorporates feedback and data to improve systems and outcomes.

- **Golf Tournament:** Participant feedback indicated a desire for a shorter event day. Adjustments included reducing the number of teams, pulling raffle tickets earlier, posting winners for immediate pickup, initiating food service upon arrival, and adding servers to expedite lines. Feedback reflected improved efficiency and satisfaction.
- **Gala:** Feedback led to the addition of silent auction items, expansion of food service lines from one to two, and a streamlined program focused on teacher stories. Three teachers will now speak, with additional remarks reduced.
- **Grant Process:** Incomplete budgets and missing quotes prompted revisions to the application, requiring full documentation for consideration. Applicants who failed to meet requirements after one reminder were removed from consideration. All unfunded applicants receive feedback.
- **Grant Follow-Up:** A required spring follow-up survey was implemented to collect data on grant usage and impact, as well as supporting photos.

System Performance

Fundraising performance is tracked annually as Goal 6.3.2 on the Communications & Marketing Department Scorecard.

Baseline Data 2022-23

In 2022-23, the Foundation utilized only one fundraising event – a golf tournament with 225 participants. This single event, along with general donations from community and business partners, supported \$172,000 in awarded grants for 2022-23.

NOTE: 2022-23 serves as the baseline prior to current leadership and expanded fundraising strategy. The Director began in November 2023, after grant funding decisions for 2023-24 had already been finalized.

Expansion of Fundraising Events

Leadership Context: When the Director joined in November 2023, the Foundation was operating with limited staffing capacity. Immediate priorities included execution of the annual Golf Tournament and long-range planning for the 25th Anniversary celebration. Event diversification and expansion occurred incrementally as capacity and systems were rebuilt. The Foundation has intentionally diversified its fundraising portfolio to reach broader segments of the community.

| 2022-23 | 2023-24 | 2024-25 | 2025-26 |
|---|---|--|--|
| <ul style="list-style-type: none"> • Golf Tournament | <ul style="list-style-type: none"> • Golf Tournament | <ul style="list-style-type: none"> • Golf Tournament • Gala • Pickleball Tournament | <ul style="list-style-type: none"> • Golf Tournament • Gala • Pickleball Tournament • Clay Shoot |

Expanded Community & Partner Engagement

Since January 2024, the Director has expanded community and partner engagement through the following actions:

- One-on-one cultivation meetings with business and civic leaders
- Active participation in Chambers of Commerce (Mansfield, Arlington, Grand Prairie)
- Increased collaboration with MISD Communications
- Enhanced sponsorship structures and stewardship efforts

Reinstatement of Frances Brownlie Scholarship Program

The Frances Brownlie Scholarship Program was launched in 2019 and previously supported 16 paraprofessionals in becoming certified teachers within MISD. The original partnership with Tarleton State University concluded in May 2024.

The Frances Brownlie Program was reinstated in March 2025 in partnership with the University of Texas at Arlington Alternative Certification Program. The purpose of the program is to support MISD paraprofessionals in obtaining teacher certification, providing career advancement, financial stability, and increased teacher retention while addressing district staffing needs.

Certification Areas Supported

- EC-6 Bilingual
- Secondary Math (7-12)
- Secondary Science (7-12)
- Secondary Language Arts (7-12)

- Special Education (EC-12)

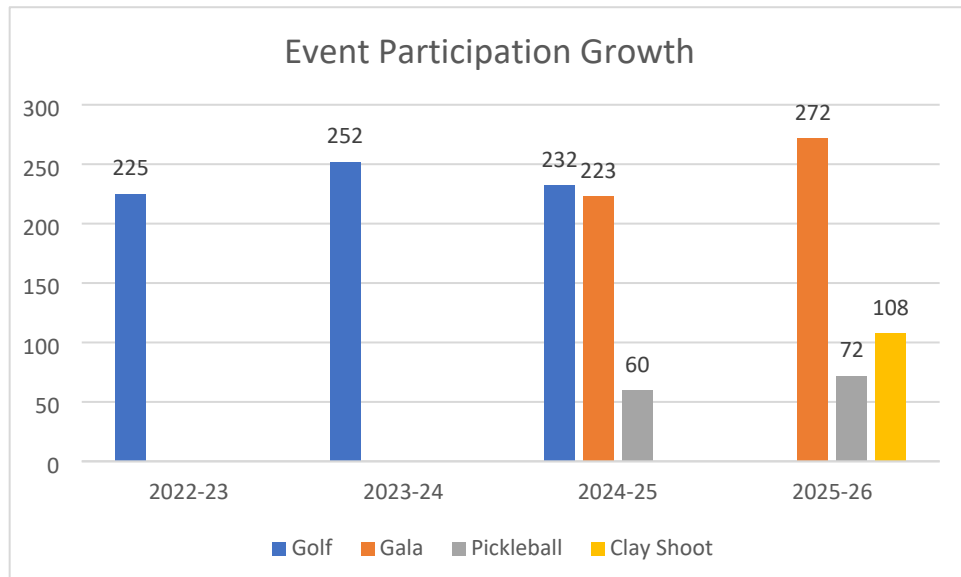
Frances Brownlie Scholarship Program Outcomes

- **Cohort 1 (May 2025):** 6 candidates
 - 2 certified
 - 1 pending results
 - 1 scheduled to test
 - 2 delayed, testing within next few months
- **Cohort 2 (November 2025):** 9 candidates
 - All participating in student teaching February-March 2026
 - Certification exams to be taken March-April 2026

Investment to Date: \$79,015 (ACP coursework, 240Tutoring, and Liaison Salary)

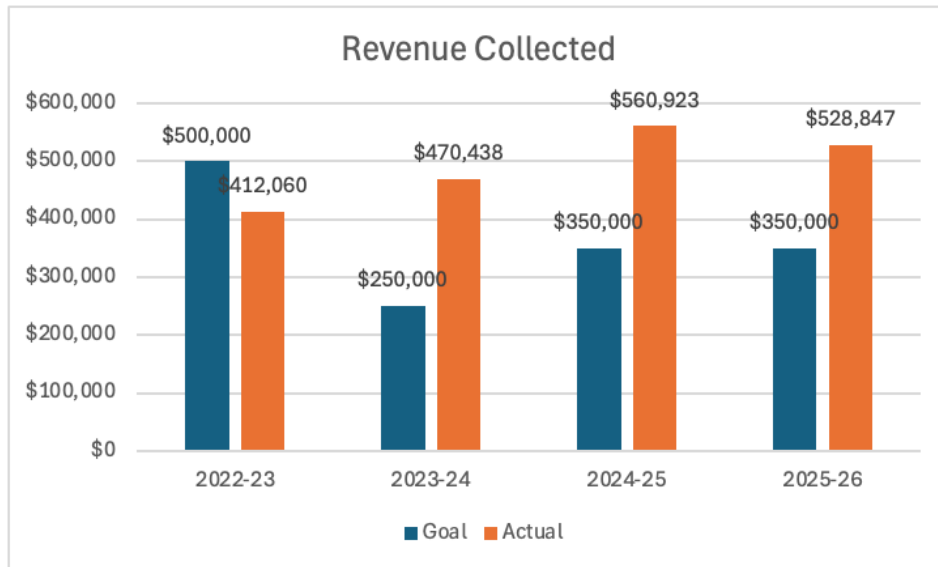
Event Participation Growth (Lead Measure)

NOTE: Golf Tournament participation for 2025-26 is TBD.



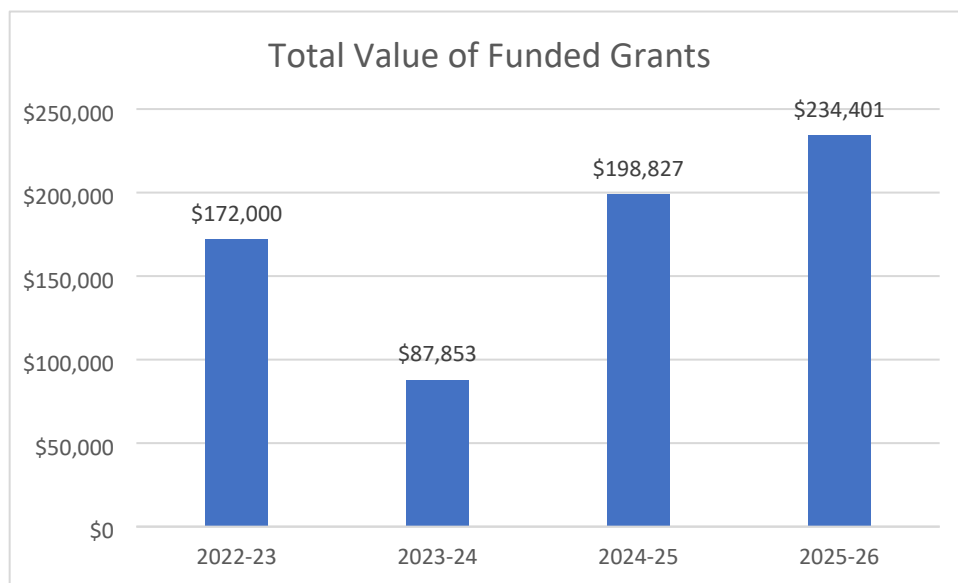
Fundraising Results (Lag Measure)

NOTE: 2025-26 numbers reflected amounts collected to date.



Grant Funding

Context Note: Grant funding outcomes for 2023-24 reflect decisions made prior to the current Director's start date and occurred during a period of reduced staffing capacity. Subsequent years reflect rebuilt systems, expanded fundraising, and strategic growth.



Recommendations for Changes in Systems and/or Policy

GAPS IN PERFORMANCE

- Continued need to grow employee and community awareness
- Long-term sustainability planning as retirements increase

CHANGES TO IMPROVE QUALITY OF SYSTEM

- Committee-based governance structure
- Pre-Read materials for efficient meetings
- Clear role descriptions, policies, and procedures
- Improved financial timing and reporting accuracy
- Elimination of pass-through funds

System Innovations

Looking ahead to 2026-27, the Foundation's priorities include:

- Expand grant-writing workshops and campus outreach
- Strategically match donors to grant initiatives
- Increase educator storytelling and impact measurement
- Sustain the growth of the France Brownlie Scholarship Program
- Explore a large-scale, districtwide legacy grant in partnership with MISD
- Continued growth in grant numbers and total funding awarded

For continued growth in grant numbers and total funding awarded, Foundation staff members:

- Initiated grant-writing workshops leading up to the submission deadline to allow staff to brainstorm and possibly write a grant with assistance.
- Reached out to principals to speak about the Foundation and grant opportunities during teacher workdays.
- Reached out to community partners individually when they believe there is a grant that would match their passion to see if they will fund it.
- Asked previous grant recipients to speak at the gala, interact with participants, and volunteer for the golf tournament to interact with attendees and tell them about their grants.

For sustained expansion of the FB Scholarship Program, Foundation staff members:

- Hold informational meetings to encourage interest and knowledge of the program.
- Invite a teacher to speak at the gala about his or her success story.
- Invite teachers to speak to the individuals who attend the informational meeting.
- Speak to other districts about this opportunity and the potential for them to use MISD's blueprint.

For Increased measurement and storytelling of grant impact, Foundation staff members:

- Are pushing out social media posts showing the Grant Patrol and follow-ups, and MISD Communications is posting about grants.

For exploration of a large-scale, districtwide legacy grant in partnership with MISD, the Director is meeting with various district administrators to explore avenues on Foundation can offer something districtwide. Staff members will also seek ideas when attending the Texas Education Foundation Network Conference and speak with other foundations about what they are doing in their districts.

The overarching goal remains consistent: to maximize community investment in MISD students and teachers while operating with transparency, fiscal responsibility, and strategic intent.