



# **Team Pennsylvania 2025 Board Retreat**

*Hotel Hershey, 100 Hotel Road, Hershey, PA 17033*

## **Welcome Reception & Dinner**

**October 16, 2025 - 6:15 PM Welcome, 7:00 PM Dinner**

*Garden Terrace West*

## **Board Retreat**

**October 17, 2025 - 8:00 AM - 9:00 AM Breakfast, 9:00 AM - 3:00 PM**

*Garden Terrace West*

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## **Board Retreat Agenda**

**October 17, 2025 - 8:00 - 9:00 am Breakfast - 9:00 am - 3:00 pm**

*Garden Terrace West*

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|----------|--|
| 9:00 am  | Welcome & Framing<br>Tiffany Wilson, President & CEO, Science Center (Co-Chair)                                      |
| 9:15 am  | Introductions & Warm-Up Activity<br>Abby Smith, President & CEO, Team Pennsylvania<br>Janine Kaiser, Facilitator     |
| 9:45 am  | Team Pennsylvania Strategy Refresher<br>Krista Johnson, U.S. President, Johnson Matthey (Vice Chair)                 |
| 10:00 am | Strategic Impact Initiatives Deep Dive & Discussion<br>Rachel Phillips, Senior Vice President of Impact & Innovation |
| 10:45 am | Break  |
| 11:00 am | Discussion: How the Board Can Amplify Impact   |
| 12:00 pm | Lunch  |
| 12:45 pm | Fiscal Sponsorship Updates & Talking Points  |
| 1:15 pm  | Rolling Up Sleeves: Telling Team Pennsylvania's Story for Sustainability & Impact                                    |
| 2:15 pm  | Looking Ahead & Closing Reflections  |
| 3:00 pm  | Adjourn  |

# Board Retreat Objectives & Norms

## Objectives

- Refresh memories on Team Pennsylvania's overarching strategy, which has shifted from the “concept” to “commercialization” stage. Following the approval of the original strategic plan in 2022 and its refinement in early 2025, Team Pennsylvania has been implementing significant changes to the organization’s strategic, financial, and operational approach. We’ll revisit Team Pennsylvania’s unique role and why this strategy meets the moment.
- Delve into Team Pennsylvania's *Strategic Impact Initiatives (SII)*s, which are now a critical vehicle to advance Team Pennsylvania’s work, drive impact, and strengthen organizational funding. Using a few examples, discuss the framework for how Team Pennsylvania explores, selects, and builds SII, so that board and staff are aligned and confident in this important strategic lever for advancing Team Pennsylvania’s goals and impact.
- Discuss practical ways for Board members to help advance Team Pennsylvania’s SII and goals, including through visibility, expanded partnerships, and funding connections.
- Check in on Team Pennsylvania’s fiscal sponsorship role, including reviewing key talking points and clarifying questions.
- Roll up our sleeves to dig in practically on telling Team Pennsylvania’s story to bolster sustainability and impact. In recent months, Team Pennsylvania has strengthened its messaging toolkit. Discuss what resonates most, compare notes on answers to common questions, and leave ready to promote Team Pennsylvania’s mission and work, in service of the organization’s longer-term sustainability and impact.
- Reconnect and network with board colleagues throughout the day.

## Norms

- Put on your Pennsylvania & Team Pennsylvania hats!
- Be present
- Stay focused on the topic at hand
- Speak candidly and respectfully
- Remain open to the ideas of others
- Return on time from break + lunch

## Team Pennsylvania’s Theory of Change

In June 2022, Team Pennsylvania’s Board of Directors adopted a strategic plan predicated on Team Pennsylvania pursuing an independent portfolio of work regardless of Administration. In 2025, Team Pennsylvania further developed the core tenets of this plan to solidify strategic pillars and make key organizational shifts.

Team Pennsylvania’s strategic approach centers around the notion that Pennsylvania’s long-term economic future demands a long-term and sustained partner, regardless of how political tides ebb and flow. Team Pennsylvania adopted a clear theory of change, built on its unique strengths. By combining intentional, sustained strategic public-private collaboration with intentional, sustained strategic investment, Team Pennsylvania can achieve its mission of accelerating economic growth in the commonwealth.

In 2023, Team Pennsylvania put the first part of its theory of change into action through the launch of **Cross-Sector Collaboratives** and the integration of key staff to form the Impact & Innovation team. Each Cross-Sector Collaborative focuses on a high-growth economic opportunity in the commonwealth and supports incubating and ground-truthing strategic actions, outlined in more detail in the pages that follow.

The second part of the theory of change – activating the work through strategic investment – is also now active. At the 2023 Board Retreat and during subsequent years, the board and Team Pennsylvania staff developed a framework for project based investment, known as **Strategic Impact Initiatives (SIIs)**. The 2025 Board Retreat will include delving into the approach Team Pennsylvania now uses to explore, select, and build SIIs, using current examples to equip and activate the board to amplify the impact of these kinds of initiatives, which are now a critical way that Team Pennsylvania takes action and boosts its organizational funding to accelerate economic growth.

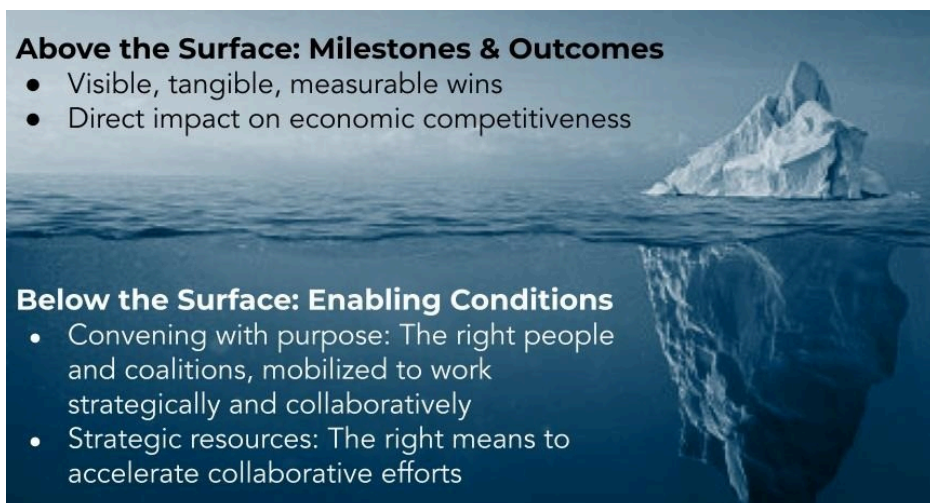


## Team Pennsylvania's Unique Role: *A Framework for Understanding*

Team Pennsylvania's strength and impact lies in the unique role it plays in accelerating the commonwealth's economic future. Whereas many public and nonprofit organizations deliver programs and initiatives aimed at economic growth and opportunity, Team Pennsylvania is uniquely positioned to focus on the long-term enabling conditions that make the difference in Pennsylvania's economic trajectory. Maintaining focus on this unique and distinctive role is essential for maximizing the organization's impact.

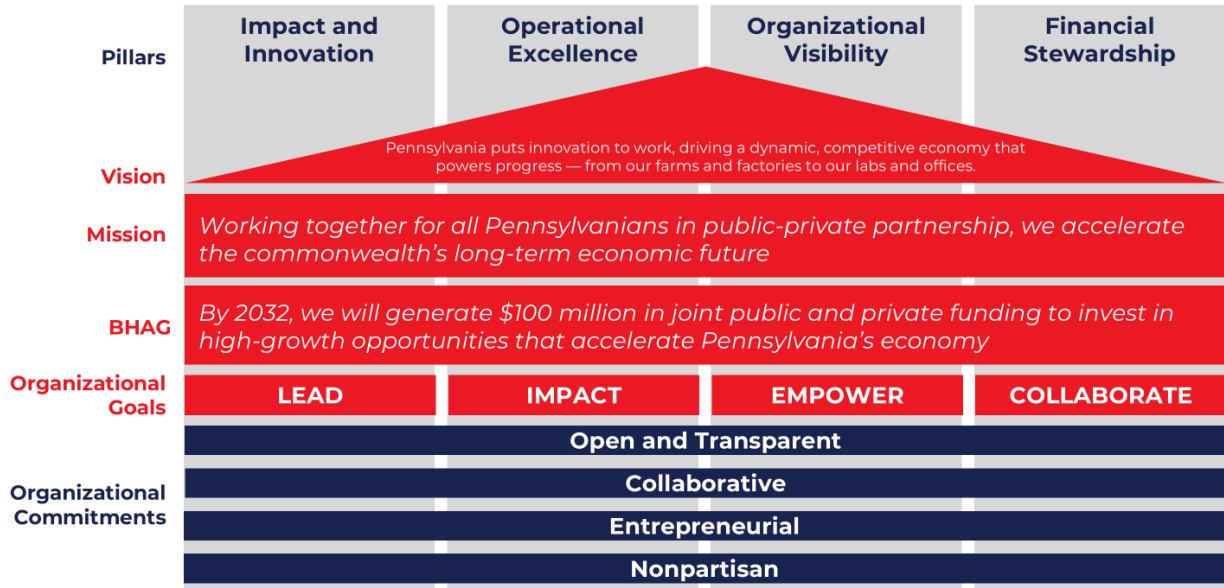
To clarify these distinct levels of action, consider the metaphor of an iceberg. Above the surface are the visible, tangible outcomes that are easy to recognize as signs of progress. These are the new initiatives, the ribbon-cuttings for a new facility, the new grant fund, or announcement of a major new development. A plane flying overhead can see the top of an iceberg; likewise, these achievements are easy to recognize and connect to tangible impact on economic competitiveness, growth, and opportunity.

But under the surface of the water is a much larger, albeit less visible, block of ice. This sub-surface iceberg represents the enabling conditions that made those tangible outcomes possible. These conditions can be harder to measure and easy to overlook, but are essential in achieving meaningful and lasting outcomes. Consider the coalition that worked behind-the-scenes to advocate for and design the new research facility, the flexible funding that came just-in-time to bridge the gap when the public funds ran out, or the ten-years of convening academic and government partners that attracted the necessary attention and leadership to support a big, new idea. Without these efforts, the new initiatives, ribbon cuttings, or big announcements would never have come to fruition.



# Team Pennsylvania’s Strategic Pillars

**Team Pennsylvania aims to accelerate Pennsylvania’s economy through four pillars grounded in our organizational commitments**



1. **Impact & Innovation:** Leverage and capitalize on the unique strengths and assets of Pennsylvania and Team Pennsylvania as an organization in service of our four goals of accelerating economic growth. This involved transitioning legacy projects, events, and behaviors that no longer aligned with the mission; strengthening and clearly articulating our fiscal sponsorship role where work does align with our mission; and identifying and advancing new work through **Cross-sector Collaboratives** and **Strategic Impact Initiatives** to help achieve Team Pennsylvania’s four organizational goals.
2. **Operational Excellence:** Devote organizational resources to people, processes, and systems in an effort to be an excellent, innovative, and people-centered employer. This includes aligning organizational resources to execute this new strategy with new job descriptions and positions based on organizational priorities.
3. **Organizational Visibility:** Elevate awareness of both Team Pennsylvania and Pennsylvania as a whole, aligned with the brand promise: *Set the Standard for Progress*. This involves becoming a more externally-facing organization to engage new partners, including via a new brand, public relations, and the generation of new content.
4. **Financial Stewardship:** Grow the organization’s operational resources while simultaneously growing the sustainability fund for long-term growth opportunities, including securing new funding sources to support these major organizational shifts.

## Cross-Sector Collaboratives Overview

**Cross-Sector Collaboratives** (CSCs) bring together diverse stakeholders across industry, government, academia, nonprofit, and labor to identify the issues we must collectively contend with and to build a more connected, statewide ecosystem. Rather than seeking consensus, we focus on aligning around shared priorities, surfacing opportunities for coordinated action, and catalyzing impact across sectors.

Team Pennsylvania convenes CSCs in agriculture, manufacturing, energy, and robotics & technology, accelerating these sectors as economic drivers for Pennsylvania.

What do Cross-Sector Collaboratives Do?

- **Align around shared priorities:** Build coalitions around shared priorities and connect dots among complementary initiatives and activities across the state.
- **Elevate & amplify** promising practices and ripe opportunities that merit coordinated attention or are ready to scale.
- **Educate & inform** on critical topics, developing a common set of facts that support shared understanding.
- **Nurture ecosystems:** Connect stakeholders who share common interests and goals, encouraging collaboration and connectivity, especially among unlikely partners.

Participants play multiple, strategic roles depending on their skills and expertise, including:

- **Expert advisor.** Provide perspective and expertise, understanding industry trends and opportunities to accelerate economic growth.
- **Connector.** Facilitate connections across organizations and initiatives, creating a connected, fertile network across the commonwealth.
- **Implementer.** Organize around specific opportunities for action — Strategic Impact Initiatives — led by Team Pennsylvania with a defined scope and set of objectives.
- **Contributor.** Financially contribute to Team Pennsylvania and its work as a convener and neutral broker.

Each Collaborative meets quarterly, and participation is open and dynamic. Anyone who shares our priorities to strengthen Pennsylvania in these sectors is welcome to join us. We leave space for different perspectives while aligned on common goals, recognizing that to tackle these challenges requires partnership and collaboration.

## Strategic Impact Initiatives Overview

**Strategic Impact Initiatives** are project-based efforts designed to unlock high-potential opportunities through a discrete group of coordinated stakeholders. These initiatives align with organizational priorities, include support from committed partners, attract diverse funding sources, and deliver measurable economic impact.

While Cross-Sector Collaboratives provide an open forum for convening partners, sharing knowledge, and generating ideas, Strategic Impact Initiatives are action-oriented projects driven by a core group of stakeholders to advance targeted outcomes that accelerate broader economic growth.

Team Pennsylvania has identified the following Strategic Impact Initiatives for the near term:

- [AgTech](#): With a robust agricultural research ecosystem and world-class AI and robotics infrastructure, Pennsylvania is well-positioned to lead in innovations that improve efficiency across farming, processing, and manufacturing.
- [Energy, Data Centers, and AI](#): Capitalizing on Pennsylvania's position as leader in artificial intelligence and increased demand for supercomputing power; opportunity to bridge the rural-urban divide by positioning smaller data centers in rural communities and piloting innovative energy technologies to power them.
- **AI Scaling Initiative for Manufacturers**: Boosting competitiveness of small and mid-sized manufacturers, retaining good manufacturing jobs and improving the attractiveness of manufacturing jobs to scarce talent, Team Pennsylvania and our large network of industry partners will connect manufacturers with resources and technical assistance to scale artificial intelligence (AI) in their manufacturing operations.
- **AI/Robotics Value Chain**: Accelerating AI, robotics, and manufacturing in Pennsylvania by supporting component manufacturing growth across the supply chain to maintain competitive advantage and capitalize on Pennsylvania's AI and industrial strengths.
- [Pennsylvania Forestry](#): Advancing innovation across the hardwood value chain by expanding markets and strengthening infrastructure to enable scalable, demand-driven use of low-value wood and mass timber.
- **Nuclear**: Pennsylvania has the energy assets, the infrastructure, and the opportunity to invest in our nuclear industry for the sake of our energy security, with a growing domestic and global market for clean power and nuclear technologies.

## Fiscal Sponsorship Talking Points & FAQs

### Bottom Line Talking Points

- **Private Dollars, Public Good:** Our fiscal sponsorship ensures private contributions support a public good—Pennsylvania’s economic growth—in ways that taxpayer dollars cannot.
- **Trusted Stewardship:** We provide oversight, annual reporting, and compliance, so funds are used responsibly and for their intended purpose.
- **Nonpartisan Commitment:** This structure benefits any Governor and their Administration, regardless of party, so long as the activities align with advancing Pennsylvania’s economy.
- **Proven Model:** Every Governor since our founding—Democrats and Republicans—have affirmed the unique relationship that Team Pennsylvania has with the Commonwealth through Executive Order as the state’s trusted nonprofit partner.
- **Separate from Core Operations:** Any funds connected to fiscal sponsorship are private, restricted contributions, distinct from Team Pennsylvania’s core operating budget, grants, or taxpayer dollars.

### What does it mean that Team Pennsylvania serves as a fiscal sponsor?

- Team Pennsylvania is a registered 501(c)(3) organization that provides financial and administrative support to [commissions and initiatives](#) aligned with our mission.
- Our fiscal sponsorships provide a responsible home for initiatives that advance Pennsylvania’s competitiveness but do not yet have their own nonprofit status. Current and past examples include the Pennsylvania Council on the Arts, the Pennsylvania Governor’s Advisory Commission on Latino Affairs, the Pennsylvania Commission for Women, and the Pennsylvania Growth Partnership.
- As fiscal sponsor, Team Pennsylvania manages accounts, receives private donations, pays invoices, and ensures expenses fall within the defined purpose of each initiative. Each sponsorship is governed by a written Memorandum of Understanding (MOU) outlining mission alignment, scope, governance, reporting expectations, and duration.
- Importantly, any funds connected to fiscal sponsorship are private, restricted contributions, distinct from Team Pennsylvania’s core operating budget, grants, or taxpayer dollars.

## How does this work in practice?

- Requests for reimbursement are reviewed to ensure they are consistent with both Team Pennsylvania’s mission and the scope of the sponsored initiative. Any fund expenditures would need to be aligned with the purpose established in the MOU, consistent with Team Pennsylvania’s mission, and abide by any relevant laws and regulations (i.e. funds cannot be used for political or religious purposes).
- These reimbursements are not “gifts.” Reimbursements are reported by public officials when required under the state Ethics Act if there are any expenses connected to public office.
- While Team Pennsylvania does receive public grants for certain projects and initiatives, such as the Industrial Sites Analysis work performed in partnership with the Pennsylvania Department of Community and Economic Development, funds connected to fiscal sponsorship are maintained and designated separately and distinctly from any core operational activities and grants.
- To cover administrative expenses, Team Pennsylvania assesses a modest cost recovery fee, consistent with nonprofit best practices. This ensures fiscal sponsorships are sustainable and do not draw on general operating funds.

## Is this role as a fiscal sponsor legal and compliant with nonprofit best practices?

- Yes. Team Pennsylvania meets or exceeds all legal and reporting requirements, follows nonprofit best practices, and upholds [AFP’s Donor Bill of Rights](#). Team Pennsylvania holds top ratings from independent evaluators, including [Candid’s Gold Seal of Transparency](#) and [Charity Navigator’s 4-star rating](#).
- Team Pennsylvania is not required but chooses to publish audited financial statements, as well as the required IRS form 990. These documents are publicly available on Team Pennsylvania’s [website](#).

## What is the Pennsylvania Growth Partnership (PGP)?

- The PGP is a privately funded initiative formed in 2023 that Team Pennsylvania sponsors because its mission directly supports Pennsylvania’s economic competitiveness.
- The PGP helps elevate the visibility of Pennsylvania and the Governor in ways that attract and retain businesses, strengthen our reputation, and spur economic growth.
- PGP funds are often used for events that are on a national or even global stage, including sporting events like the Super Bowl, that host key leaders of business and industry and demand the attention of the Governor. Often, these major events are expensive to attend, but it is important to Pennsylvania’s economy that the Governor as the leader of business attraction is visible and present.
- PGP activities are apolitical and nonpartisan in line with Team Pennsylvania’s mission, ensuring that the Governor is representing the interests of all Pennsylvanians on behalf of economic development—without the use of taxpayer dollars.

- PGP funds are private, restricted contributions, distinct from Team Pennsylvania’s core operating budget, grants, or taxpayer dollars.

### **How does Team Pennsylvania establish fiscal sponsorships?**

- Team Pennsylvania can serve as a fiscal sponsor for any mission aligned activity or entity. The partnership would be codified with an MOU.
- Each potential sponsorship is assessed on the following criteria:
  - ☑ **Mission Alignment:** The initiative must directly advance Pennsylvania’s economic growth or competitiveness.
  - ☑ **Public Benefit:** Activities must serve the broader public, not individual or partisan interests.
  - ☑ **Time-Bound Structure:** Sponsorships are typically tied to a specific conclusion date, at which point an MOU can be renewed or updated.
  - ☑ **Risk and Compliance:** Legal, financial, reputational, and ethical risks are reviewed before approval.
- All fiscal sponsorships are approved by Team Pennsylvania’s management, and the Board of Directors and the Finance & Investment Committee review and approve the audited financial statements that include all fiscal sponsorships.

### **What is the Board of Director’s role related to fiscal sponsorship?**

Team Pennsylvania’s Board of Directors oversees fiscal sponsorships as part of its fiduciary responsibilities but does not direct their programmatic work. The Board’s Finance & Investment Committee ensures that all sponsored initiatives adhere to fiscal and compliance standards and that funds are properly audited and reported.

## Historical Financial Snapshot

Fund Type	6/30/2016	6/30/2021	5/31/2025
Board Designated Program Fund	\$410,412	\$464,235	\$31,645
Sustainability Fund	\$5,424,249	\$7,032,337	\$7,292,980
Public Programs	\$13,752,841	\$2,614,339	\$158,235
Privately Funded Programs	\$275,168	\$296,737	\$439,086

Expense Type	6/30/2016	6/30/2021	5/31/2025
General Admin & Fundraising	\$404,767	\$478,717	\$338,886
Impact & Innovation	\$409,630	\$383,555	\$1,473,342

An analysis of program funds from 2016 to 2025 shows a deliberate transformation in our financial structure.

In 2016, the Public Programs fund was our largest asset at \$13.7 million. Following the adoption of our 2022 strategic plan, we evolved from managing and administering large public programs to serving as a catalyst for Strategic Impact Initiatives (SIIs). As a result, the Public Programs fund decreased to \$158,235 by May 2025.

This shift enables us to focus on independent, mission-driven work and expand private sector fundraising. Administrative overhead and fundraising expenses are now a smaller percentage of overall operating expenses, while the Impact & Innovation portfolio has grown substantially.

Supporting this work is the steady growth of our Sustainability Fund, from \$5.4 million in 2016 to nearly \$7.3 million today – growth that is almost entirely due to market returns.

## Facilitator Bio

### Janine Spadafore Kaiser, Facilitator



Janine is the founder and principal of Compass Policy Strategies, LLC (CPS), an independent, woman-owned workforce, education, and economic development consultancy. She specializes in facilitating groups of leaders across organizations to shape and implement economic and talent development strategies, and has worked in a wide range of communities and states across the U.S. She joined the Team Pennsylvania team in August 2023 to support the Manufacturing Competitiveness Collaborative. Prior to launching CPS in 2015, Ms. Kaiser worked on the economic forecasting team of Eaton Corporation, implemented a randomized control trial research study in Mexico on a Fulbright grant, served in AmeriCorps, and was a senior consultant at Collaborative Economics. Ms. Kaiser holds a bachelor's degree in economics from Case Western Reserve University and a master's of public policy from the Goldman School of Public Policy at the University of California, Berkeley. She lives in Cleveland, Ohio, with her family.