



FOUNDATION FOR TACOMA STUDENTS

Foundation for Tacoma Students
In-Person Board Meeting
January 18th, 2023 | 1:30 – 3:30 PM
[Zoom Meeting Link](#) (optional)

BOARD AGENDA

Welcome <i>Cassandra Mitchell</i>	Happy New Year! Result: Board is ready to kickstart the 2023 calendar year, welcome new board members, and hear our mission moment.	1:30 PM - 1:55 PM
Standing Governance & Business <i>Motion & Approval Required</i>	Approval of Minutes. Result: Board has reviewed board minutes from November and will offer comments/discussion as needed before motion an action.	1:55 PM - 2:00 PM
Active Governance & Business <i>Motion & Approval Required</i>	Fiscal Year 2023 Budget! Result: Board will hear from the Executive Director on FY23 projections, review, discuss, and motion an action.	2:00 PM - 2:30 PM
New Business <i>No Motion Required</i>	Directors' Report. Result: Board will hear about the focused strategies for 2023, budget considerations for mid-year review, legislative session, reflect on the 2022 Year In Review , and staffing updates.	2:30 PM - 3:00 PM
Ongoing Business & Governance <i>No Motion Required</i>	Re-establishing Governance! Result: Board will review past committees and structures and discuss the future of said committees. Board will also discuss.	3:00 PM - 3:15 PM
Announcements	Open Call for Announcements	3:15 PM - 3:20 PM
Executive Session <i>(Board Only)</i>	Executive Director Annual Review Process. Result: In an executive session (without staff) the board will discuss the annual review process for the ED.	3:20 PM - 3:30 PM

MISSION: Building and strengthening the community-wide movement to help every child achieve success, cradle to career.

We, the Foundation for Tacoma Students, acknowledge that we are located on the ancestral territory of First Nations peoples. The Puyallup tribe, a member of the Coast Salish tribal peoples, have called this area home since time immemorial. In 1854, the Medicine Creek Treaty forcibly removed them from their lands and onto the Puyallup reservation.

The state of Washington has the 7th largest Native American population in the U.S. with 29 federally recognized tribes represented, as well as several unrecognized tribes.

We recognize that the privilege of our organization being on this land comes at great cost to the Coast Salish peoples.

We gather knowing that our presence is part of an ongoing invasion and that these lands were and continue to be forcibly and unlawfully taken from their original indigenous inhabitants.

We acknowledge that these injustices are true here and also for indigenous communities around the globe.

We also pause to recognize and acknowledge the labor upon which our country, state, and institution are built.

We remember that our country is built on the labor of enslaved people who were kidnapped and brought to the US from the African continent and recognize the continued contribution of their survivors.

We also acknowledge all immigrant labor including voluntary, involuntary, trafficked, forced, and undocumented peoples who contributed to the building of the country and continue to serve within our labor force.

We acknowledge all unpaid care-giving labor.

Finally, we acknowledge that many institutions relies on hourly, student, contingent, and unpaid labor and we recognize those contributions.



2023 FFTS BOARD OF DIRECTORS

OFFICERS & LEADERSHIP

Cassandra Mitchell, Chair
SVP, Diversity, Equity, Inclusion Strategy & Engagement, Key Bank of Washington

Dr. Ivan Harrell, II, Vice Chair
President, Tacoma Community College

Joshua Knudson, Treasurer
Consultant, Advancement Enterprises

Tanisha Jumper, Secretary
Chief Communications Officer, Tacoma Public Schools

Katie Condit, At-Large
President/CEO, Workforce Central

DIRECTORS

Andrea Cobb
Arielle Flesher
Carrie Prudente Holden
Brooke Johnson
Patty Rose
Victoria Woodards

Senior Program Officer
Administrative Assistant, Parent
President/CEO
Managing Member, Attorney
Secretary - Treasurer
Mayor

Bill & Melinda Gates Foundation
City of Tacoma
Boys & Girls Club of South Puget Sound
North X Northwest Law Group
Pierce County Central Labor Council
City of Tacoma

Elizabeth Bonbright
Dr. Joshua Garcia
Dr. Lance Goodpaster

School Board President
Superintendent
Superintendent

Tacoma Public Schools
Tacoma Public Schools
Franklin Pierce School District

Holly Bamford Hunt
Dr. Sheila Edwards Lange
Dr. Joyce Loveday
Ben Withworth
David Jones

Executive Director
Chancellor
President
Chief Operating Officer
Owner/Operator

Bamford Family Foundation
University of Washington, Tacoma
Clover Park Technical College
MaryBridge Children's Hospital
Windermere Abode

*Stuart Young, past board vice chair

Tacoma - Pierce County **SHARED SERVICES ALLIANCE**

ABOUT

Tacoma/Pierce County Child Care Shared Services Alliance is a consortium of child care-focused organizations and providers coordinating the delivery of business and programmatic support in order to increase the sustainability and quality of programs, ultimately leading to improved outcomes for our children and families.





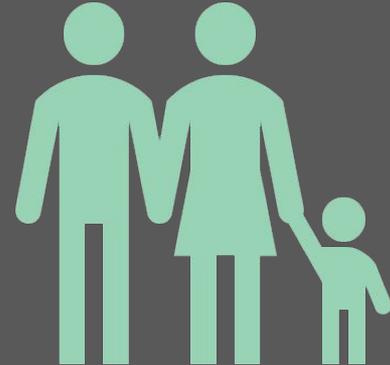
MISSION

Empower the **community** to provide equitable child care programming for those who need it most.

Empower **place-based providers** with wages and professionalization in order to provide equitable programming to folks who share their backgrounds.

CONNECTION TO THE MOVEMENT

Based on current research, both locally and nationally, accessible child care has a positive correlation to post-secondary access and persistence rates for parents looking to complete their degrees. This is especially true for families of color and those impacted by poverty.



SHARED SERVICES DESIGN TIMELINE

Summer 2020

FFTS partners with Tacoma Housing Authority and Child Care Resources to start design on a Shared Services model for Tacoma's Eastside & South End neighborhoods

Winter 2022

Congress passes a bill that includes \$1.6 million for implementation of our Shared Services pilot



Spring 2020

FFTS is accepted into a design cohort with StriveTogether to address Kindergarten Readiness

Summer 2022

Core design concept is completed; FFTS approaches Sen. Murray's office to propose our pilot for congressionally directed funding

Summer/Fall 2023

Phase 1 of our Shared Services pilot projected to launch

Core Design Team

OUR CHARGE

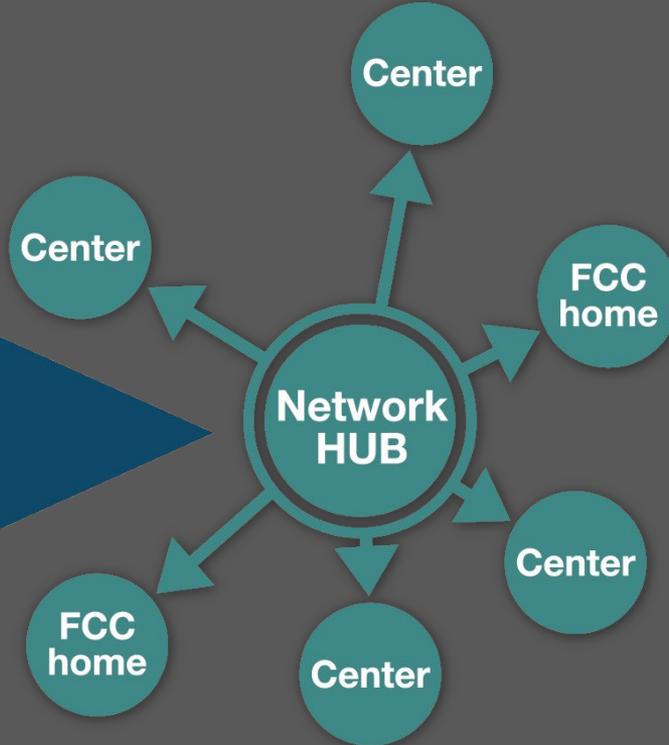
Define the specific problems we are trying to solve (ex. staff shortages, wage increases, access for BIPOC families, etc.) ensuring family and provider voice is directly informing the way forward.

- Child Care Resources
- First 5 Fundamentals
- Foundation for Tacoma Students
- Tacoma Housing Authority
- Workforce Central



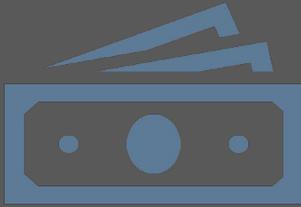
SERVICES EXAMPLE

- Marketing + Enrollment
- Tuition Collection (private + subsidy)
- P+L - Business Metrics
- Automation + Technology support
- Accounting + Tax Prep Support for
Licensing + quality rating
- Professional Development
- Family Supports
- Child Assessments + screening
- Fundraising and Development
(from government + philanthropy)



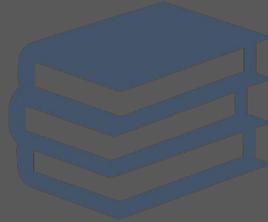
TACOMA-PIERCE COUNTY SERVICES

THREE CATEGORIES



Business Supports

Staff/Workforce Recruiting,
HR Services, Insurance & Tax
Support, Business Plan
Development



Program Supports

Professional Development &
Training, Play to Learn
Program Groups, Supply
Ordering



Family Supports

Family, Friend & Neighbor
Groups, Mental Health
Supports, Local Program
Navigators

CONTACT FOR QUESTIONS

Elvin Bucu, Project Manager

ebucu@graduatetacoma.org



Annual Board Retreat

November 16-17, 2022

Annual Board Retreat Results:

- I. Ground and recommit to the vision, mission, and values of the organization.
- II. Gain deeper understanding of the strategies to support the Graduate Tacoma 2030 goal.
- III. Discuss and approve the 2023-2024 legislative agenda.
- IV. Discuss and approve the board class of 2023.
- V. Review and discuss budget implications for 2023.
- VI. Review and approve staff personnel manual changes.

Board of Directors Pre-Work:

- [Board Survey](#)
- [Strategic Framework](#)
- [Strategic Framework Accountability Measures](#)
- [Goal and Indicators](#)
- Proposed FY22 Budget
- [Nomination Bios](#)

Welcome: Cassandra Mitchell

Cassandra Mitchell welcomed the board, went over our intended results, and facilitated a check in to get the board started for the work! She had board members finish the statement “If you really knew me.....”

Grounding: Stuart Young

Stuart Young then took the board through a review of the strategic framework! This consisted of the Vision, Mission, and Values. Stuart opened questions up to the board for any curiosities in relation to the framework. Holly Bamford Hunt noted that the commitment to antiracism is not as prevalent as it should be in the framework. Ivan Harrell noted that it may be prudent to revisit the vision and mission, as it was written in 2010. A lot has changed since. Elizabeth Bonbright recommended a direct call out to the community, by replacing Tacoma with the word community. as Rick Remmert noted that that theme is only implied. Melannie Denise Cunningham noted that equity/antiracism should be added to the values as well. Tanisha stated that we do not

explicitly state what we are doing, and the mission should be revised to do so. We need to have a specific niche that is clear. Richard Remmert stated that the term racism is "loaded" and can make some uncomfortable. Melannie responded that that "discomfort" is only for white residents. Dr. Harrell also noted that not speaking out about racism has not worked in the past, and the correct step of action is to call it out. Dr. Ervin then recentered the conversation, stating that these conversations are the sort of thoughts that the board should be having today and tomorrow. The board and staff must work together to reconcile these questions/concerns/ideas.

Leaning In: Tanisha Jumper

Tanisha implored the board members to take a moment to reflect on why they are spending time/resources/etc with the FFTS board. Then, board members were asked to share with a partner and compare. Then, the board shared their conversations. Notes below:

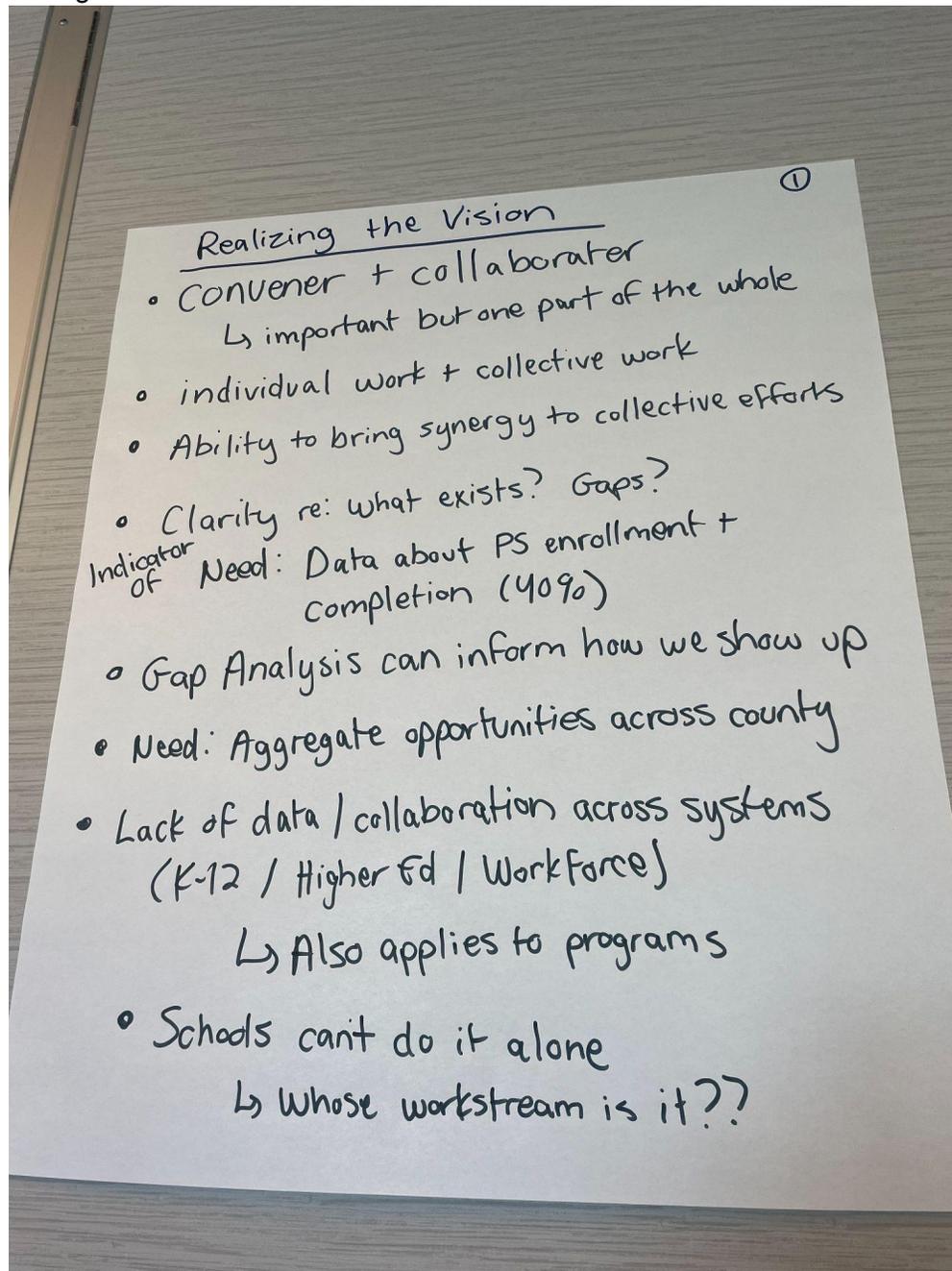
Why are you here?	What's your contribution?
<p>Josh → UWT - Higher Ed Connection Elizabeth → Father in TPS Care about Tacoma → TPS School Board - asked to be on FFTS Board</p>	<p>→ Higher Ed & Consulting → Elected official / aligning work w/ FFTS policy / JMAC national early learning champ</p>
<p>Cassandra → Hearing about GT work, wanting to be a part of movement / energy / cause / the people / impact</p>	<p>Business Leadership</p>
<p>Ivan → When researching TCC position, heard about GT & nationally recog. work / impact</p>	<p>→ Community College / Higher Ed Leadership</p>
<p>Melannie → Supporting Anti-Racist work of GT & Tacoma's leadership</p>	<p>PLU, Higher Ed, Anti-Racist Peace Queen</p>
<p>Katie → Staying involved & passionately committed to equity / workforce.</p>	<p>Workforce - Business Community Connections / workforce dev.</p>
<p>Stuart - Commitment / Passion / Movement / Brad Cheney</p>	<p>- Community Partnerships - Extended Learning</p>
<p>Carrie - Development of Young People</p>	

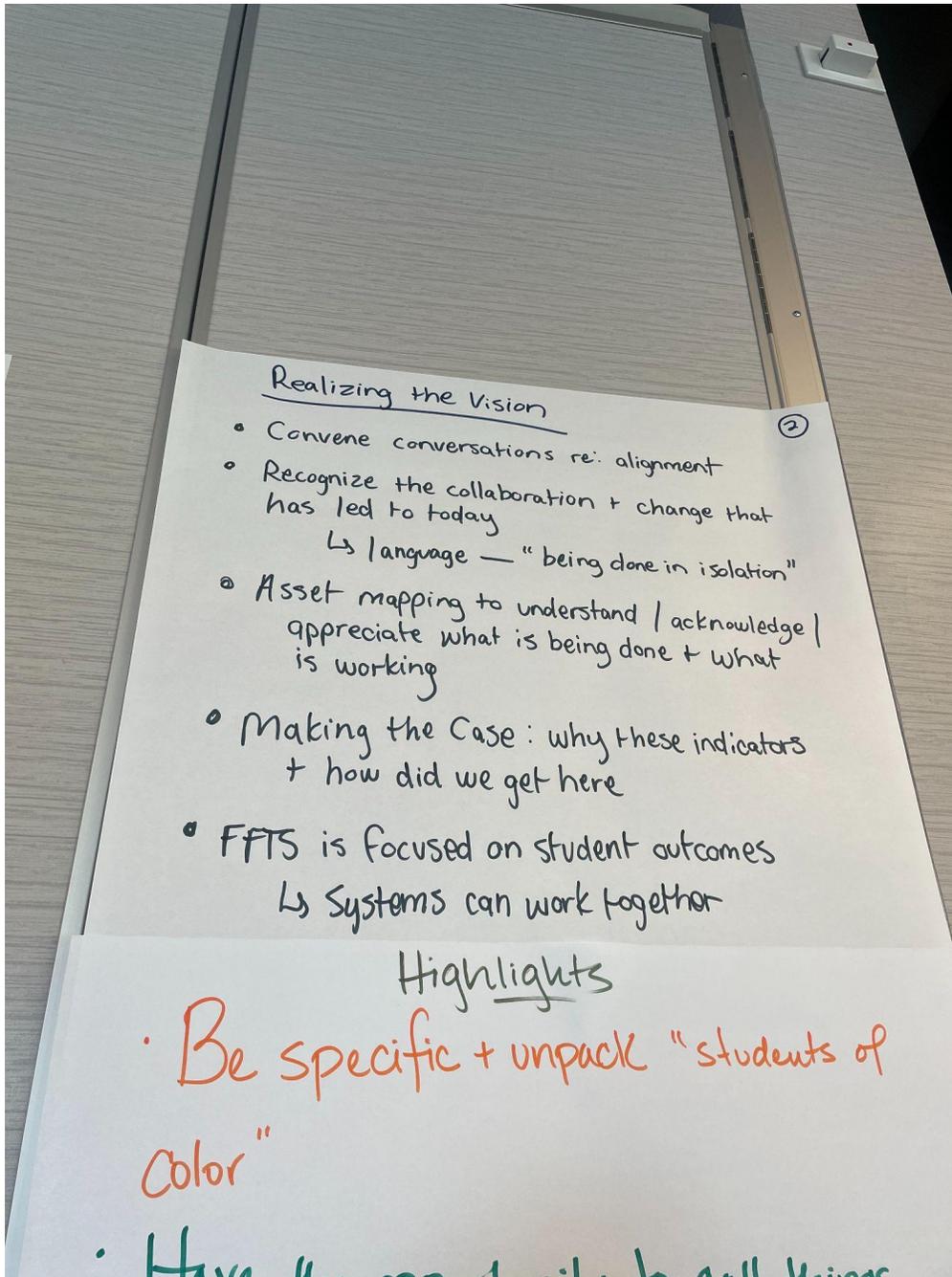
Why here?	
Brooke → Funding Attorney in GT/FFTS Rick → Parent in TPS, Commitment to Community Father's influence as a public educator/education a foundation for success	Contribution By Laws/Structure Policy - Business/ Workforce
Shaun ↳ Access to align government policy/prioritizing/ understanding how to leverage government to impact systemic change Arielle → Joined FFIS first parent advisory Council Audit of FFIS Board → advocate for student voice - Personally seeing access/ pathways for our daughters	→ policy government alignment → Parent Advocate life experiences as a parent/ teen mom
Tanisha → Part of STRIVE network in OH, Tolson brought her in / City of Toledo alignment w/ Education Success	Government Policy, Funding, Alignment Political Policy TPS Leadership

Realizing The Vision: Dr. Ivan Harrell

Dr. Harrell opened up by asking the board to reflect on the past session, and come up with concrete items that they can do so that the 2030 goal can be achieved. The board needs to lean into being a convener. Shon Sylvia noted that we need clarity/synergy on what is missing in regards to the 2030 goal. We also need a gap analysis for enrollment vs completion. What is our role, and how can all of these parties come together to complete the same goal? How can we change policy? Katie Condit and Shon Sylvia stated that a major role of the foundation needs to be asset mapping. Dr. Ervin directed the board to the Making the Care report to see how the

2030 goal was formed.





Partner Presentation: WSAC
[Presentation](#)

Phased Strategies: Dr. Tafona Ervin, and Elvin Bucu

Dr. Ervin gave the board space and time to peruse the PCPW pamphlet. She then opened the floor to questions/comments/concerns

- Katie Condit- Is this a public launch and how will that look?
 - Dr. Ervin noted that we are not abandoning Tacoma to move to Pierce County. Tafona needs the board to work to counter that abandonment narrative. There is

no communications plan at this time, but for now the board needs to be the means of communication.

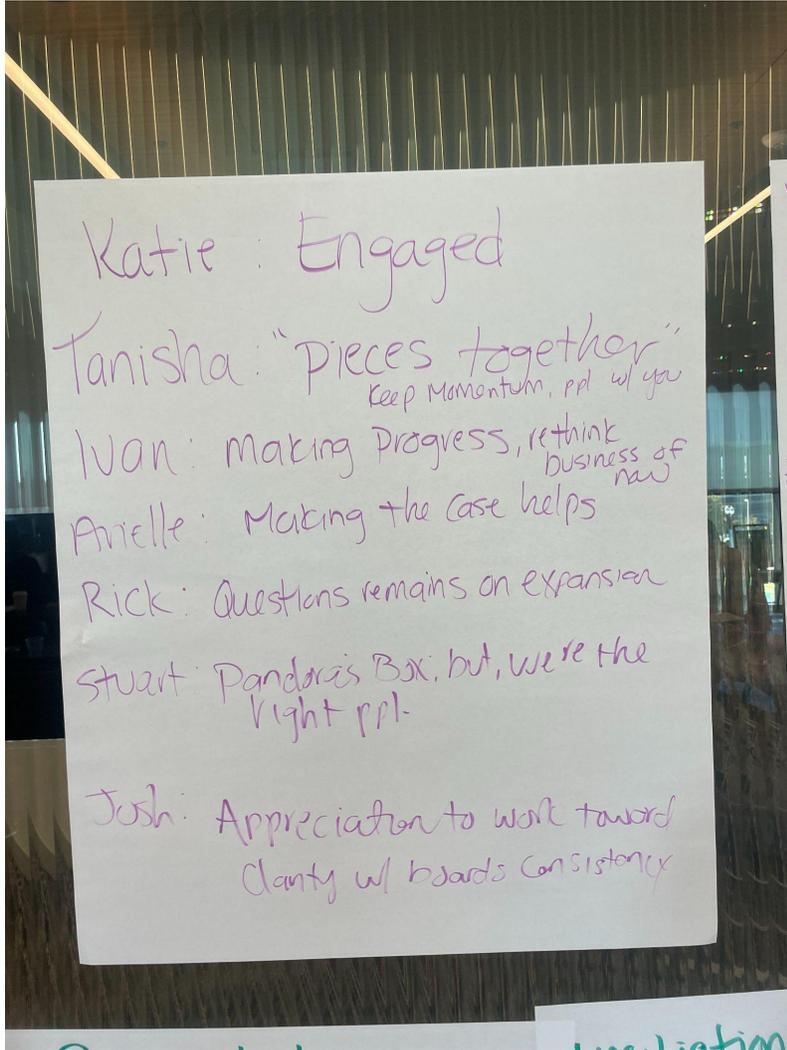
- Cassandra Mitchell noted that the board needs talking points. Tanisha noted that this is not a completion of Graduate Tacoma but a growth from it. These are “limbs from the same tree”
- Stuart Young- Is this considered a movement the way Graduate Tacoma is a movement?
 - Just as graduate Tacoma was met with skepticism, this is too. It is the hope that this will grow into a movement as well -Dr. Ervin
 - Elvin noted that it is for us to decide if this leads to a cultural shift
 - Tanisha Jumper inquired what the role of the school districts will be as it is not as centralized as Graduate Tacoma.
- Tanisha Jumper- Who are the PCPW partners? How many are there?
 - Dr. Ervin stated that the partners are exactly the same, and rattled off those doing the work, Palmer Scholars, Bates, Workforce Central, Sound Outreach, etc
 - OUR job for the next two years is to LEARN. See who is already there, and who can service these districts. For example, FP Schools is already working with a partner, and we will begin to work with them as well. Elvin Noted that PCPW is new, but the work is not new. This document will evolve, PCPW is no more than a coordinated system. We are doing the coordination, funding, facilitation, etc
 - Cassandra Mitchell noted that as board members, we need to understand who the partners are. Now, board members can go into meetings ready to make connections with the partners THEY have.

Closing and Look Ahead: Cassandra Mitchell

DAY 2

Welcome: Tafona Ervin

Dr. Ervin welcomed the board to reflect on yesterday. Then, staff was asked to reflect on what they viewed the board discussed yesterday, and what they expect today. Both Dr. Harrell, Rick Remmert, and Tanisha Jumper opened concerns that the character of the movement will be compromised through expansion to partners whose values may not be aligned, particularly around anti-racism.



Rodney: GT is a sense of identity

Chanel: expansion on mission/ vision
and alignment to anti racism

Rosie: How we communicate w/ various
stakeholders (eg students, long term partners,
etc.)

Elin: Coherently describing the (boiling
down)
complexities of our work
Goal for economic mobility

Leigh: Messaging what we do

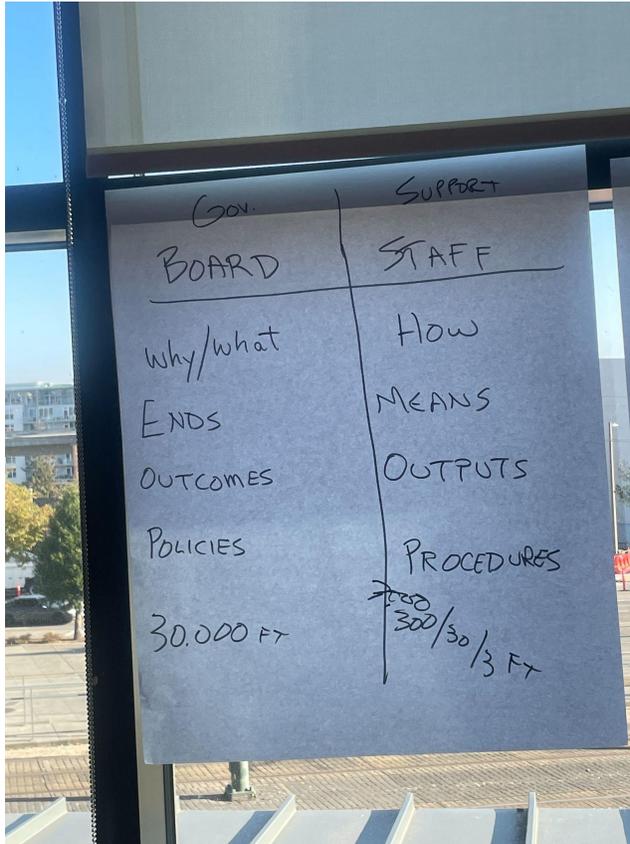
Ben: Focus on strategic framework
and anti racism - WISAC Support
OR FETS

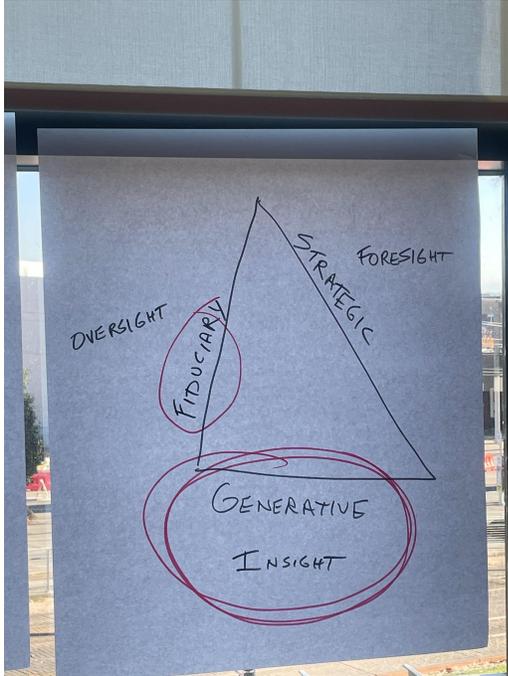
Devin: Wrestling with normal front
issues of a changing org

Board Governance Refresher: Kent Roberts

Board Governance Materials

Kent Roberts, a founding member of Graduate Tacoma spoke of the origins of FFTS. However, there was always a hope that this movement would expand to Pierce County. Kent Roberts spoke of the difference between Governance and Management, and how to be effective in the nonprofit sector. So, he created a mental model of how to be an effective board member, and will share it today!





Board Goals: Stuart Young

Dr. Ivan Harrell has a goal that the board will be able to clearly articulate the vision in the next 2 years, and particularly as it relates to expansion. It was clear yesterday that there needs to be a deeper understanding on the board of the expansion/vision.

Rick Remmert suggested looking at the organization itself and its business model, and building out from there. As a board, there needs to be a contemplation of the business model.

Stuart Young suggested that the board think of this as a vision flow (rather than a cash flow).

Cassandra noted that there needs to be a roadmap of sorts, agreeing.

Dr. Harrell stated that the board should receive high level information from the staff (direction, timeline, etc), and then the board reviews this and agrees on.

Katie Condit stated that the board needs to be very clear on non negotiables. An example would be antiracism. Piggybacking off of this, Ivan noted that this should include a look at the strategic framework.

Dr. Ervin stated that the 2030 goal is the north star, but Dr. Harrell wants specific facets/objectives of the 2030 goal. However, Dr. Ervin noted that we are learning along the way. What does the board need to be clear? So, FFTS needs to get clear on its articulation of the 2030 goal (and how PCPW fits in).

Board Governance + Action:

Katie Condit set a motion to approve the 2023 slate of new board nominees. Joshua Knudson seconded. April Black has withdrawn. Dr. Harrell inquired how this new slate will affect the PCPW expansion. Is it part of the goal to have all superintendents off? Lance Goodpaster is the president of the Pierce County School District Council, and it has been decided that that president should serve as a non-voting member to bring representation, per Tafona. After discussion, all board members voted to approve, no members voted to oppose, and no members abstained.

Dr. Ervin recommended to the board to approve the change to the FFTS Personnel manual that makes optional hybrid work indefinite. Rick Remmert set a motion to approve this, Joshua Garcia seconded. After discussion, all board members voted to approve, no members voted to oppose, and no members abstained.

Board has decided to set out a poll for 2023 meeting cadence

- Kennadi will send out poll on Friday the 18th

Cassandra Mitchell set a motion to approve the 2023 board executive committee slate. Katie Condit seconded. All members voted to approve, no members voted to oppose, no members abstained.

The board decided to table all committees except for Executive and Finance committees for Q1 of 2023. The executive committee will then review committees.

Policy and Advocacy: Ben Mitchell

Cassandra Mitchell called for a motion

to approve the 2023 Legislative Agenda presented by Ben Mitchell. Ivan Harrell so moved. Joshua Knudson seconded. Tanisha Jumper raised concerns about messaging and the difference between Tacoma Public Schools and Foundation for Tacoma Students. Joshua Knudson also raised concerns about a possible lack of nuance, and any disconnect between TPS and FFTS. All present members voted to approve, no members voted to oppose, Joshua Knudson abstained.

Proposed 2023 Budget: Dr. Ervin

The budget will be discussed in January, and Dr. Ervin shared that 2022 will not end in a deficit, and several funding opportunities on the horizon.

The meeting was adjourned at 2PM.

Tanisha Jumper, Board Secretary

Minutes prepared by Kennadi Bouyer, Operations Manager and Executive Assistant, Foundation for Tacoma Students

Foundation for Tacoma Students Projected Operating Budget Fiscal Year 203	
Ordinary Income/Expense	
Grants: Multi-Year	\$1,067,500
Grants: Single-Year	\$165,000
Contract	\$1,230,000
Gifts	\$75,000
Sponsorship	\$100,000
Individual Donors	\$30,000
Earned Income	\$71,000
Total Income	\$2,738,500
EXPENSES	
Grants Expense	\$600,000
Payroll & Benefits	
Payroll Salaries & Wages	\$1,698,750
Payroll Tax	\$96,000
Payroll Services	\$4,500
Employee Benefits	\$175,000
Accounting/Auditing	\$40,000
Legal Services	\$2,500
Professional Fees	
Professional fees - Contractors	\$150,000
Prof Fees - Fund/Grant Writing	\$25,000
Prof Fees - Communications & Design	\$36,000
Prof Fees - Data	\$7,500
Prof Fees - Website	\$2,500
Prof Fees - IT Support	\$2,500
Overhead Expense	
Space Rental	\$95,000
Utilities	\$15,000
Repairs & Maintenance	\$5,000
Furniture and Equipment Purchase	\$10,000
Office renovations	\$5,000
Computer / Software	\$25,000
Postage and Shipping	\$2,500
Office Supplies	\$10,000
Dues, Fees Subscriptions & Lic.	\$25,000
Copying/Printing	\$7,500
Insurance	\$5,000
Bank and Credit Card Fees	\$2,500
Travel, Mileage and Parking	\$5,000
Marketing & Events	
Marketing/Awareness	\$85,000
Meeting Expense	\$35,000
FFTS Events	\$200,000
Program Events	\$50,000
Community Events & Sponsorships	\$60,000
Professional Develop/Conference	\$75,000
Advocacy	\$25,000
Contingency	\$0
	\$3,582,750
Total Income	\$2,738,500
Total Expense	\$3,582,750
Variance	\$844,250
Rollover Operating Capital	\$679,630
Variance After ROC Applied Balance	-\$164,620
Reserves	\$625,000
Reserves Balance AFTER Deficit Applied	\$465,380
Reserves Owed	\$164,620

Foundation for Tacoma Students

POLICY PLATFORM: COMMITTING TO OUR FUTURE

The Foundation's platform lays out a comprehensive set of policies and investments that respond to the educational impacts of COVID-19 and invest in the future of our youth. This platform aims to ensure that all students across our PreK-12 and postsecondary systems are on the path to achieving success in school, career, and life.

2023 State & Local Level Focus Areas

PRE-K THROUGH HIGH SCHOOL

- *Utilize federal Learning Loss Recovery funds to invest in effective interventions and strategies to accelerate learning recovery.*

We will prioritize investments and policies that will make up for the lost instructional time during the pandemic.

- *Free breakfast and lunch for all students, regardless of household income status.*

We will provide free meals to all students who are part of our PreK-12 education system.

- *Develop, support, and retain great school principals; and invest in high-quality teacher recruitment, preparation, and retention programs.*

We will ensure that principals and teachers have a robust set of professional development, training and mentorship programs provided as part of their employment.

POSTSECONDARY PATHWAYS

- *Invest in expanded and equitable access to advanced coursework opportunities in high school that provide the opportunity to earn postsecondary credit.*

We will provide zero-cost college credit-earning programs to all students.

2024 & Beyond State and Local Level Priorities

PRE-K THROUGH HIGH SCHOOL

- *Revise key aspects of Washington's prototypical school funding model to fund schools equitably, based on the needs of students.*

We will increase overall PreK-12 school funding levels and rewrite our funding model to bring true equity to the system based on student needs.

POSTSECONDARY PATHWAYS

- *Adopt a universal FAFSA/WASFA completion policy with robust counseling and advising support.*

We will ensure that every student gets the financial aid they are entitled.

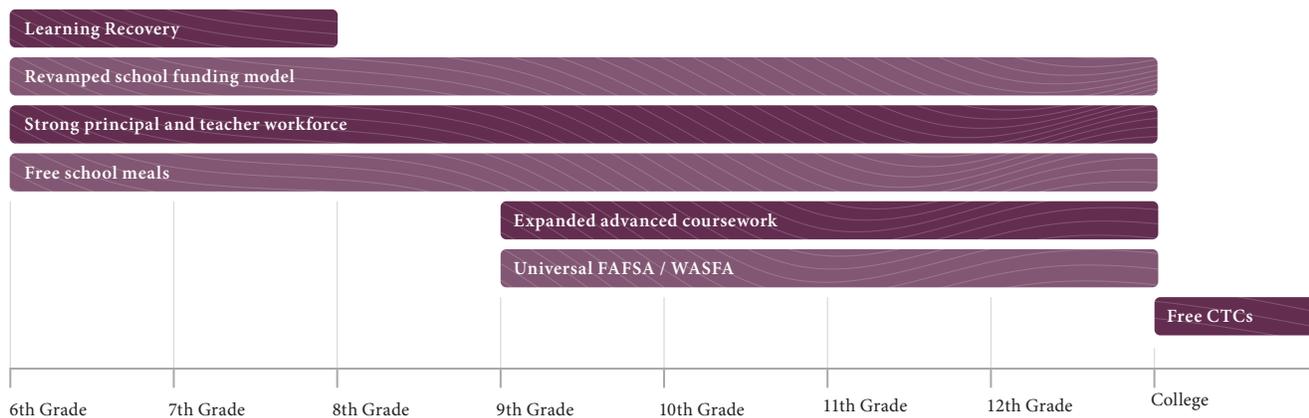
- *Create an expansive College Promise Program that covers 100% of tuition for all students, plus non-tuition expenses and support services for the most disadvantaged students.*

We will make Community and Technical College free for all students.

In the near term, focusing on learning acceleration for the 2022-23 and 2023-24 school years will help our students recover academically from the impacts of the COVID-19 pandemic. Investments at the State level to build a great workforce of principals and teachers, and provide free access to advanced coursework for all students will help to build a PreK through 12th grade system that provides an exceptional learning environment, and gives students a jump start on their post high-school plans. Lastly, free school breakfast and lunch will provide for a universal basic need and nurture overall student health and well-being.

Beyond 2023 and 2024, fundamental changes to Washington’s school funding model will address the need for increased funding overall and the structure of how we raise and distribute funding, bringing true equity into the system. Additionally, guaranteeing students the support they need to complete the FAFSA or WASFA, plus the provision of free community or technical college, ensures that every high school graduate will be on the path to a postsecondary credential or good-earning wage job.

Below is a timeline of how a sixth-grade student would benefit from these policies through the course of their school career:

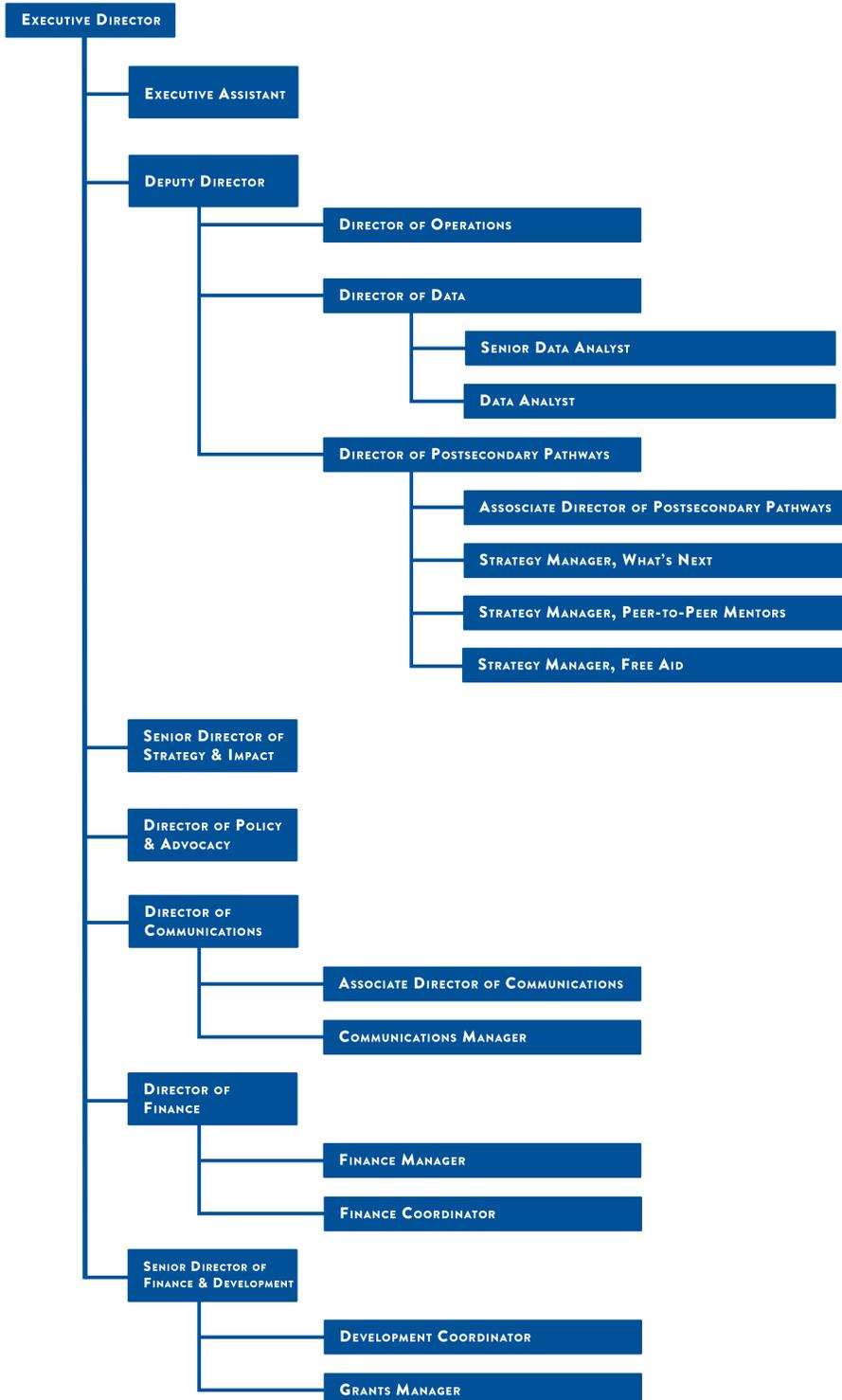


This Policy Platform lays out bold ideas for public education that will help all students. At the same time, we keep equity at the center of our work, as the policy platform will disproportionately benefit students from lower-income or working class families, and students of color.

While the platform is ambitious, one can find examples of these policies in other states or municipalities. What could set us apart in Pierce County and Washington would be the comprehensive implementation of each of these policies. That would add up to a truly reimagined public education system.



2023 ORGANIZATION CHART





FOUNDATION FOR TACOMA STUDENTS

Executive Committee **Role and Function**

The **Executive Committee** comprises of a group of directors appointed to act on behalf of, and within the powers granted to them by, the Board of Directors.

- The executive committee consists of:
 - A chairperson
 - A vice-chairperson
 - A secretary
 - A treasurer, and
 - Two at-large members.

- The executive committee provides organizational direction for the CEO and the full board but serious issues may reach the board. In these types of situations, the executive committee hears matters first and decides which issues stop there and which require moving up to the board level.

- Notification of meeting is sent by email one or two weeks in advance by the FFTS executive assistant. Once the agenda is finalized, the EA will send a meeting reminder that includes the agenda and minutes of the last meeting prior to the meeting. The EA is responsible for updating the Chair and FFTS Executive Director of the number of confirmed attendees to make sure a quorum is present for the meeting.



Board Governance & Sustainability Committee

Role and Function

The **Board Governance & Sustainability Committee** is a standing committee that serves two functions:

1. The committee supports review of board governance items including legal documents such as articles, bylaws, and resolutions, as well as supporting the board's governance practices that contribute to board member onboarding, responsibilities, and engagement.
2. The committee supports board sustainability by identifying, vetting, and recruiting new board members for FFTS in consideration of needed expertise and representation of community voice on the board.

Actions of the committee may include:

- The committee identifies and cultivates potential board members along a timeline and prepares a final recommendation for approval at the November Annual Board Meeting.
- The committee conducts a board composition demographic and expertise survey annually to support board member recruitment.
- The committee reviews policies and documents related to board member onboarding and ongoing support, Board member responsibilities and engagement, and board self-evaluation.
- The committee reviews legal documents such as articles, bylaws, resolutions, and other items as related to board governance.
- The committee reviews relevant organizational policies and procedures requiring board review prior to board approval.
- The committee reviews board subcommittees and functions every other year.



Cradle to Career Committee

Role and Function

The **Cradle to Career Committee** is a combined group of community leaders and board members, both past and current. By convening multiple community roles and perspectives and focusing on the historical context of the Graduate Tacoma movement, this committee uniquely works to support the current and future goals of FFTS.

Committee members will be expected to:

- Actively listen to various C2C topics of focus each meeting (presented by level of importance based on calendar, strategic plan, etc.).
- Utilize their diversity of perspectives to provide thought leadership, feedback, and contextual considerations for FFTS goals and initiatives across the C2C continuum.
- Review and inquire about various FFTS strategies, including but not limited to Collaborative Action Network (CAN) work, policy and advocacy efforts, current and potential funding streams, communication tactics, and community events.
- Serve as a review committee for our Teacher Impact Awards (as needed).
- Provide community connections in service to FFTS strategies (as needed).



Development Advisory Committee

Role and Function

The **Development Advisory Committee** (DAC) consists of board members, both past and present.

The committee's priorities are:

- Providing thought partnership, experience, and expertise
- Providing overview, knowledge, and access to local/regional funding landscape
- Supporting outreach and engagement with key opportunities e.g. introductions, setting up and attending occasional meetings, etc.
- Maintaining existing profile of local, regional, and national funding within multi-year framework
- Maintaining existing annual funding relationships
- Developing matching fund opportunities
- Developing multi-year sustainability plan through 2025 o Increasing sponsorship relationships



Finance Committee Role and Function

The **Finance Committee** is a standing committee that primarily provides financial and operational oversight for the organization. The Board Treasurer chairs the FFTS Finance Committee as the primary representative of the Board, and to communicate to the Board the key points of the Finance Committee meetings.

The role and function of the committee include:

- Reviewing and enquiring about the organization's financial statements to ensure FFTS financials are prepared in accordance with FASB (Financial Accounting Standards Board).
- Providing guiding recommendations for improving the organization's financial reporting so that the information is easily digestible for the board and management.
- Providing guiding recommendations for the organization's reserve funding and long-term financial health.
- Reviewing and vetting FFTS's operational practices and policies and making recommendations to ensure FFTS is operating within industry standards.
- Providing mentorship and connecting the Finance & Operations Manager to professionals in the industry who can be resources of professional development.
- The Executive Director and Finance & Operations Manager will set the meeting agenda and solicit feedback from the committee as a sounding board regarding budget and financial planning.



Policy Advisory Committee

Role and Function

The **Policy Advisory Committee** is a small strategic thinking, guiding, and facilitating work group established to guide the development of the Graduate Tacoma policy and advocacy agenda. This group also meets to strategize, inform, and guide the advocacy capacity of the Foundation for Tacoma Students. The group serves as the leadership team for the Graduate Tacoma Advocacy Network (GTAN) and serves as Network members to the movement's existing Collaborative Action Networks, plus one Foundation board member.

The committee is expected to:

- Meet monthly to inform and influence the direction of the annual Graduate Tacoma policy agenda.
- Offer guidance and wisdom on policy initiatives to best support the position the movement takes.
- Be an avid supporter and echo chamber for the advocacy work established by this committee and the Foundation for Tacoma Students.
- Sign-on, testify, support, and champion (as permissible) the annual agendas and support agenda of the organization



FOUNDATION FOR
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Strategic Planning Committee

Role and Function

The **Strategic Planning Committee** convenes as needed to provide support to the strategic plan review and revision.