



# IMCW ANNUAL REPORT FY2020



INSIGHT MEDITATION COMMUNITY OF WASHINGTON  
P.O. Box 3, Cabin John, MD 20818

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# Introduction

For IMCW, like many other organizations, the past year has been one of celebrations and challenges. While our first and second quarters saw the excitement of hiring of an interim executive director, bringing on several new board members, and the conclusion to our year+, community-wide visioning process, the third and fourth quarters were quickly overshadowed by COVID-19, and the national upheaval that followed the killings of George Floyd, Breonna Taylor, and others.

Like other caring communities, IMCW moved quickly to create the needed supports for our sangha, including forums for BIPOC students and teachers to process their experiences, and moving all of our offerings online. We're grateful for the time and talent of our outstanding teachers, managers, and administrative team, as they helped to create a strong container for listening and feedback, and quickly adapted to virtual platforms for our wide variety of offerings.

IMCW's board and interim ED have been working together throughout this transition time to take action on some of the major themes that arose from the visioning process: a recommitment to our longstanding principles of diversity, equity and inclusion; strengthening our staffing and committee infrastructure; and building a sense of community within our local sanghas and for the many people who participate in our programs worldwide.

We hope you enjoy this overview of the work IMCW has been most engaged with over the past year. The efforts of many have laid a strong foundation for what lies ahead – a time of reimagining how we deliver meaningful offerings to a diverse population, and fortifying our infrastructure so IMCW continues to thrive in the years to come.

In peace,

Trisha Stotler

Interim Executive Director

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*IMCW made meditation possible for me and that has improved my life.*

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# IMCW Visioning: Collective Awakening

Since early 2019, IMCW has been engaged in a deep visioning process aimed at creating the container and structure for the organization's next stage, ultimately to support its promise of collective awakening. The process has been designed to be highly inclusive, so that together we may all unearth IMCW's future possibilities.

- What is the future of IMCW?
- Where are we headed over the next 5 to 10 years?
- How can we best support each other in our ultimate goal of collective awakening?
- How do we truly become more diverse, equitable, and inclusive?
- What does it mean to belong to and contribute to IMCW?
- How do we need to evolve as the Dharma and similar teachings and practices evolve and mature?
- How is the teacher role changing and what do our teachers, staff, and volunteers need to support our mission?
- How will IMCW change as our leadership inevitably changes?
- How do we ensure our financial sustainability?
- How can IMCW operate more effectively as an organization? What is "IMCW 2.0"?

The vision for IMCW 2.0 will emerge from this feedback from our community.

## The Diversity, Equity and Inclusion (DEI) Committee

The DEI Committee, reconstituted in June 2020, will pick up the mantle from the last committee, which did great work defining how the committee will engage with IMCW, and proposing important initiatives that will serve to make IMCW a more equitable and welcoming community to those from underrepresented communities.

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*(What is important to me is...) Recognition of privilege and oppression, recognition of the whiteness of meditation spaces and active attempts to make it more inclusive and welcoming for BIPOC folx.*

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## Sangha and Peer Organization Focus Groups and Interviews

In the fall of 2019, IMCW teachers, staff and volunteers began an intensive series of interviews with IMCW sanghas and also with peer organizations.

Thirty-nine focus groups were interviewed, including teachers, classes, staff, and affinity groups. There were several questions:

1. What brought you to this practice or these teachings?
2. First, what brings you to this particular [class/group]? And, second, if you could change anything about this [class/group], what would it be?
3. In what ways does the larger IMCW community meet your needs (or not meet your needs), in terms of programming and also a sense of inclusivity, community, and connection?
4. How would you like to see IMCW evolve over the next 5 to 10 years? If a major newspaper or magazine were to run a feature article on IMCW five years from now, what would you like for the headline to be?

Another important project in the IMCW Visioning Process was to interview organizations with similar missions to IMCW, to see how they handled a number of issues that IMCW is facing. The Peer Organization Interview team contacted and interviewed organizations beginning in November and through

February 2020. The team conducted an estimated 30 interviews with 14 different organizations. The interviews focused on these eight themes:

- **Diversity, Equity and Inclusion** - How do you cultivate and foster DEI amongst your community and within your organization, including programming, training, funding, and outreach?
- **Engaged Spiritual Initiatives** - How does your organization foster and engage with activism in the community and the society?
- **Navigating and Founder/Leadership Change** - What is your experience in transitioning from a founding teacher to a different leadership situation?
- **Teaching/Teachers** - How are you cultivating and nurturing the teacher community in your organization (e.g., diversity, education, motivation, community)?
- **Community** - How have you cultivated and nurtured community in your organization (e.g., diversity, spirituality, education, belonging, feeling part of the larger community)?
- **Finance, Fundraising and Growth** - How have you cultivated sufficient funds to sustain and grow (e.g., navigating the relationship between programming, donations, dana and program fees; decision making process for fundraising as well as spending, cultivating donor relationships)?
- **Organizational Structure** - Tell us the ways that your organization is structured (e.g., board, teachers, staff and volunteers) that fosters morale, collaboration and your organization's missions.
- **Home Locations/Retreat Center** - Tell us about the decisions and transition to securing a dedicated full-time home location or retreat center.

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*I think of IMCW as our local mother-ship – an umbrella for the individual sanghas, a source for information and teachings, a respected teacher training organization, and an organizing engine for the dissemination of Vipassana practice through classes and retreats. I moved from DC metro to WV, (no longer able to go to Tara's class) and am grateful to have found an IMCW "satellite sangha" and wonderful spiritual home with Shell Fischer. My Google search for a local sangha led me there, and because Shell was an IMCW teacher, I knew 'what I was getting into' and that I could trust the quality of her teaching.*

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## Survey

IMCW sent out a survey with 43 questions to the full IMCW community in January (pre-pandemic) and received 713 responses. We have some initial findings:

- Most practiced meditation every day or most days of the week and had practiced for at least 2 years.
- 80% of the people who responded live in the DC metro area
- 90% participated in IMCW activities in person
- 81% self-identified as white; 19% as people of color
- 66% of respondents meditate every day or most days
- 61% of respondents meditate for up to ½ hour when they meditate, and 37% meditate between 30 minutes and one hour when they meditate

## Founder Transition

The intention of this work is to honor Tara's work and create a smooth transition.

Beginning in March 2020, IMCW leadership has been working with a consultant who specializes in helping nonprofit organization founders transition out of their founder role and into a new relationship with their organizations. This work has been very productive, and will serve to provide an agreed-upon structure for our working relationship with founding teacher Tara Brach going forward. This type of work is

incredibly important, as it will allow for clarity of roles and communication between Tara and IMCW leadership, providing the structure needed to ensure all parties' needs are met. This working group will shepherd this process through June 30, 2021.

## Pandemic Response

By March 6, the COVID-19 virus was appearing in Montgomery County, MD, where many people in our local sangha live. IMCW leadership, including teachers, staff and board members met to address the rapidly changing needs of the community. Within a couple of days, IMCW began to move in-person classes online, and reached out to our world-wide community as the virus spread.

In late March IMCW added 16 new daytime classes, and had moved over 50 classes and retreats online and trained teachers to use new Zoom format.

By mid-March, daylongs and half-days began to be offered in online formats; by the end of May, nine daylongs and workshops had been held online. However, the number of class series and daylongs offered went down temporarily, as teachers and retreat managers figured out how to offer them in an online format.

Three residential retreats planned for mid-spring were canceled due to the virus. Because of the pandemic, several retreats were canceled during the spring and summer, including the yearly spring residential retreat. Beginning in May, IMCW teachers began offering multi-day retreats online.

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*(I value...) Ways to connect though I have moved out of area.*

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## Audience Growth, March-August 2020

IMCW has been delighted to welcome so many members who live out of the area to our new Zoom classes – people from as close as Pennsylvania, and as far away as Chicago, Seattle, Albuquerque, Canada, Great Britain, Portugal, India, Brazil, Japan and Australia. Students who have moved away, students who have listened to our audio dharma but couldn't attend classes due to distance, family and work obligations, illness or other reasons, have been able to join the 45-50 classes IMCW offer each week.

Website visitors from the U.S. grew 36% between February and August 2020, while international visitors grew 153%. This included 8,000 more visitors between March 16 and March 18 than IMCW normally have (IMCW average about 4-500 visitors per day) as lockdown began in the U.S.

By August of 2020, the number of viewers on the IMCW website who are from the U.S. had actually dropped by 7% compared to August 2019, while the numbers of viewers from countries such as Canada, the U.K. and Australia had jumped as much as 114% (64% overall internationally).

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*I value the sense of community and that it feels like everyone matters.*

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On June 4, IMCW cosponsored a daylong led by Tara Brach, Jack Kornfield and Trudy Goodman, called "White Teachers Responding to Racism and Suffering", which asked, "How do we best respond to the suffering of racial violence and dehumanization of African-Americans in our society?"

IMCW posted a homepage banner On June 8 supporting the Black Lives Matter movement. The linked article stated,

*While we're heartened by the many expressions of solidarity and calls for action, so much work remains to be done to heal the centuries-old wound of systemic oppression and racism. The teachers and administration of the Insight Meditation Community of Washington (IMCW) remain committed to doing our own deep work around issues of privilege and inclusivity, both as individuals and as a dharma organization. Through our practice, we know the truth of suffering and turn towards it. We understand that liberation from the bonds of greed, hatred and delusion is possible in this lifetime, and dedicate ourselves fully to this goal, for ourselves and all beings. We invite you to join us, as we seek to deepen our understanding and cultivate wisdom and wise action.*

Since May, three of the most popular articles written by teachers for the IMCW weekly newsletter have been, "The Untold: What White People Can Do with Privilege!", by Ruth King, "Black Lives Matter: A Call to Awareness", by Ayesha Ali, and "Racial Justice: What Can I Do?", by Catherine Brousseau.

In the fall of 2019, IMCW applied for a Kataly Foundation grant upon the encouragement of longtime IMCW ally and guest teacher Larry Yang. The grant, of almost \$48K, supports programming and scholarships for the POC Sangha. One of the programs that we will offer in FY2020 is a special "Mindful of Race" Training with Ruth King for IMCW teachers, leaders, and practitioners.

In July of 2020, Tara Brach and Spring Washam offered a benefit event to money to establish the Larry Yang BIPOC Support Fund. The fund will be formally introduced this fall.



# Leadership

## Board of Directors

The Board Nominating Committee, whose work started in late January, continued on through the shutdown. IMCW had five board spots to fill, including three members of the four-person Executive Committee. A general call went out in our February newsletter. The committee, along with handful of board members, reviewed applications and conducted interviews with nine candidates. Five outstanding new members, who started their terms on July 1 and attended a virtual orientation over the summer. Our new board of directors includes:



From left to right, starting in top row: La Sarmiento (President), Elena Baylis (Vice President), Paul Beaton (Treasurer), Mallika Subramaniam (Secretary), Laurie Cameron, Anna Johns, Fred Persi, Stig Regli, Susan Salek, Travis Spencer, Valca Valentine

## Board Committees

Visioning 2.0: This group represents the main stakeholder groups (staff, board, teachers, and DEI members) who will take the lead on moving the visioning themes forward. This ad-hoc committee will likely be working for about 24 months.

Finance: This group will create a working budget (in a time of financial uncertainty) and planning for long-term financial security.

Fundraising: This group will be strategizing ways to increase donation revenue, in light of difficult circumstances nation-wide.

Strategic Governance/Staffing: This committee will look at IMCW's staffing infrastructure and decision-making flow to determine the best path forward. Board members will take a good number of the seats on this committee, as well as people with experience in organization development and collaborative leadership models.

## Teachers

In June, the Criteria Committee of the Teachers' Council invited ten individuals to become affiliate teachers. In most cases, these individuals have been teaching for IMCW in various capacities already, and this formalizes the relationship. There are now 65 teachers on the Teachers' Council. The new teachers are:



From left to right, starting with top row: Ric Chollar, Rashid Hughes, Erin Hurley, Ayesha Ali, Anna Johns, Devin Maroney, Satayani McPherson, Em Morrison, Susan Selek, Travis Spencer, Valca Valentine

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*It's important to the community to have a variety of capable teachers, some resonate with me and some less so but I've never had a poor teacher at IMCW. Everyone has something to teach you.*

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## Staff

Trisha Stotler has a one-year appointment as interim executive director during FY2020. The other part-time contractors remain the same:

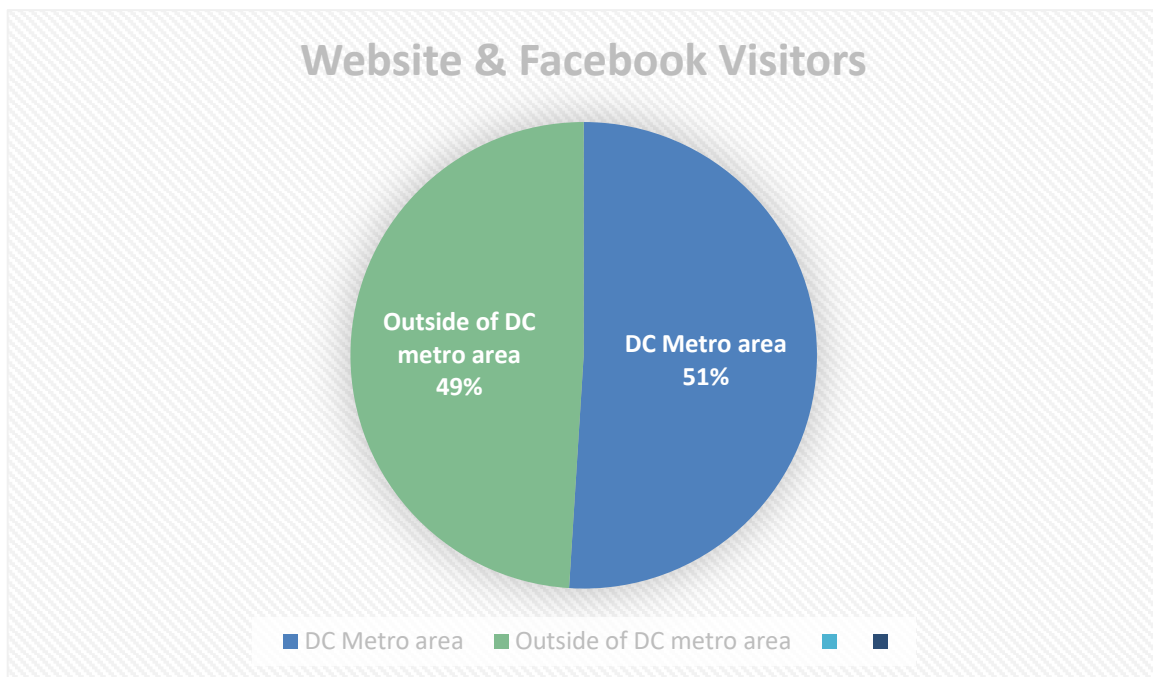
Anne Green, Administrative Director

Neile Whitney, Publicity/website

Glen Harrison, Wednesday Night Coordinator, Spiritual Friends Groups Coordinator, YouTube Coordinator

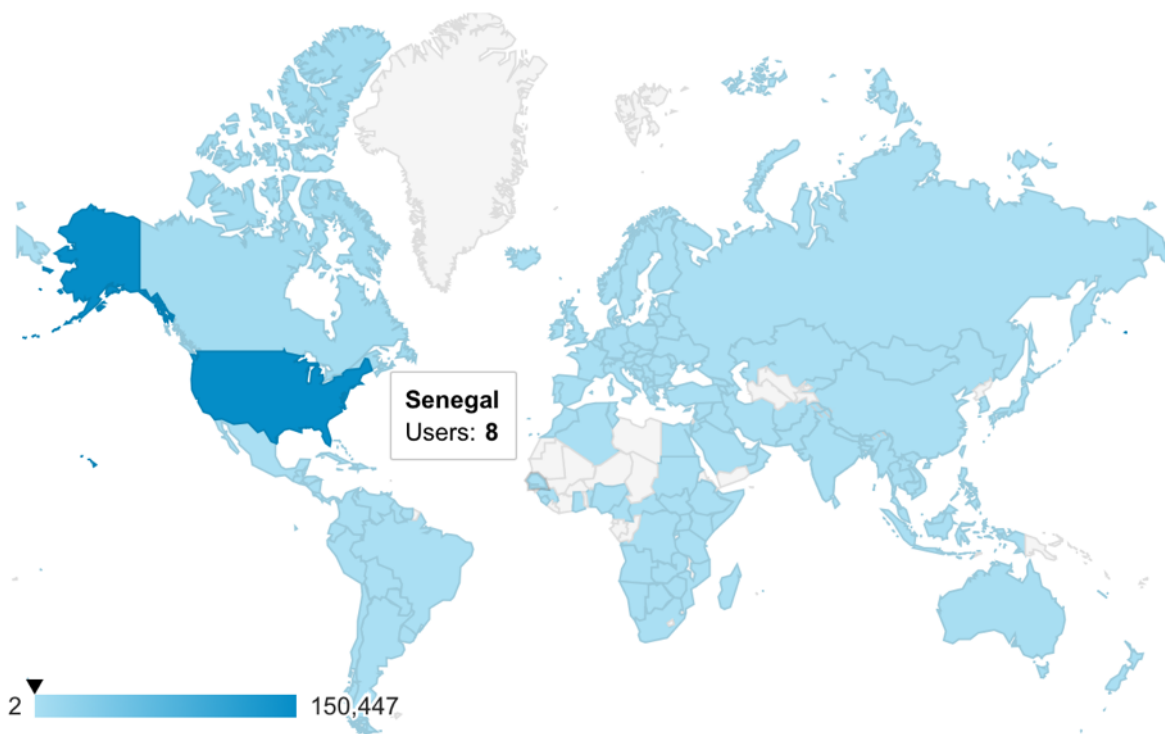
## Community: Local and Outside of DC Metro Area

IMCW's community now consists of an almost equal number of people who come from the DC metro area, and people who come from outside of the DC metro area. Until March, only the local community could attend IMCW's classes, series and daylongs easily. While the non-metro DC community could listen to dharma talks and meditations, they were only able to attend most of our events beginning in March 2020.



In FY2020, our audience came from all 166 countries over the world:

- North America – 89% (156,408 visitors)
- Latin America -- .75% (1,309 visitors)
- Europe – 6% (10,880 visitors: includes Russia)
- Asia – 2% (4,014 visitors)
- Oceania – 1% (2,049 visitors: includes Australia, New Zealand, Guam, French Polynesia, Samoa & New Caledonia)
- Africa - .33% (576 visitors)



The IMCW sangha consists of a diverse group, including:

- large and small weekly and monthly classes
- Spiritual Friends/Kalyana Mitta groups
- Mentors & mentees
- Affinity groups, including
  - Asian (formed in 2018)
  - LGBTQIA+ (2006)
  - Military (2015)
  - Parents (2020)
  - People of Color (2006)
  - Sangha for People with Dis/abilities and Deaf People (2019)
  - Singles (2012)
  - The Family Program
    - Family & Children (2000)
    - Teens (2009)
    - Teens of Color (2018)
  - Young Adult (2018)
  - Vegan (2019)
  - Women's (2016)

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*The sense of community and refuge that IMCW provides has been invaluable to me.*

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## Classes & Retreats

Forty-seven teachers, as well as various guest teachers and leaders offer between 45-50 drop-in online classes and affinity groups each week. All classes are now offered online via Zoom. Five new classes are offered during the daytime to serve individuals who work flextime or are at home during the pandemic.

Only thirty-six daylong and residential retreats were held in FY2020, compared to 65 in the previous year. Themes included “Nourish! 6-day silent mindfulness and self-compassion retreat for women”; “Building Resilience to Weather the Storms Half-Day”; “Joyful Reflections: A Daylong for People of Color”; and “White Teachers Responding to Racism and Suffering”.

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*(I value...) Opportunities for deeper learning and practice, such as workshops and retreats.*

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## Spiritual Friends (SF) Groups

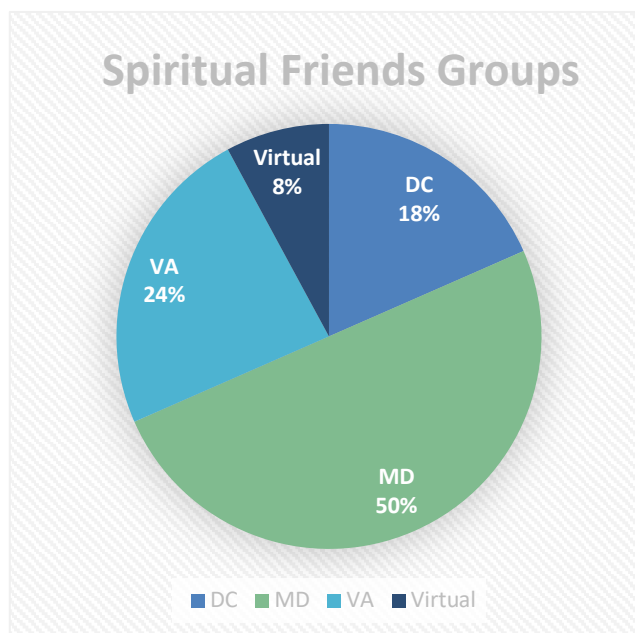
Spiritual Friends are small (6-12) groups meet biweekly to meditate together and to discuss challenges and rewards of daily practice. The SF Coordinator is Glen Harrison.

About 20-30 people apply for SF groups each month, but there is a lot of attrition due to scheduling, locations and a shortage of facilitators. The program has steadily improved its training of and communication with the groups.

### Mentoring

The mentoring program, coordinated by Gary Hillesland, matches a trained mentor with a mentee for one-on-one discussion of meditation practice. In FY2020 there were:

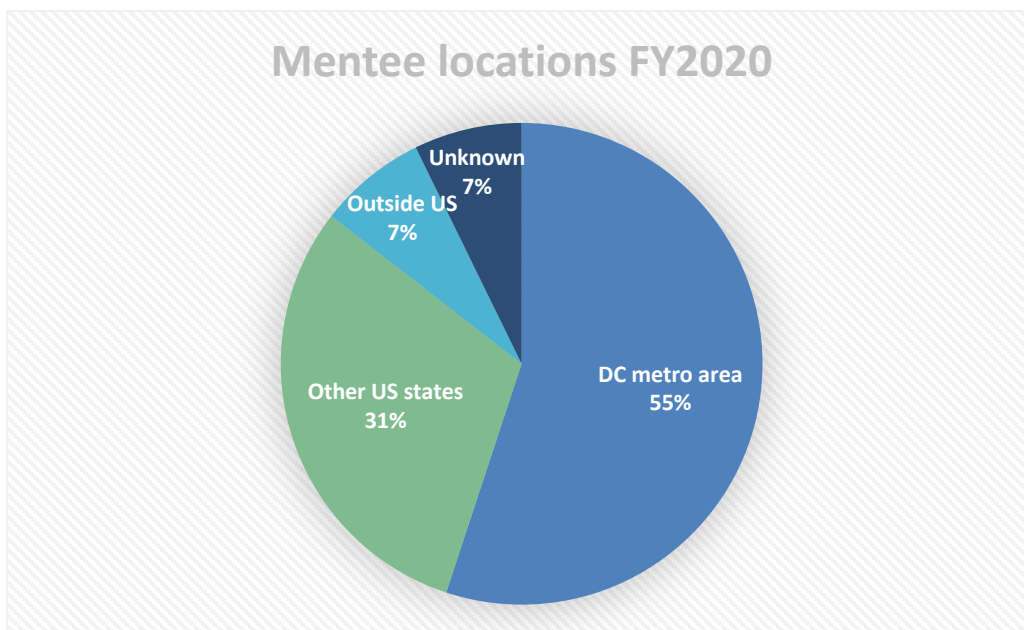
- 69 new mentees = 218 mentees total
- 96 mentors
- Locations:
  - DC metro area – 38 (55%)
  - Other U.S. – 21 (30%)
  - International – 5 (7%)
  - Unknown – 5 (7%)



Over the past three years IMCW has brought in 210 new mentees. Between FY2018 and FY2020, percentages of metro DC mentees versus mentees outside of the area (U.S. and international) have fluctuated – 37% in 2018, 22% in FY2019, and 38% in FY2020. In FY2020, 55% of new mentees were from the metro DC area, and 38% were from outside of the DC area.

The mentoring group is not taking on new applicants currently, pending a search for a new coordinator.





## Affinity Groups

Affinity Groups offer a community of like-minded people within the larger IMCW sangha with which to develop meditation practice and spark friendships. Most of these groups meet monthly, with some meeting weekly or biweekly during the pandemic.

### *LGBTQIA+ and People of Color (POC) Sanghas*

The IMCW People of Color and LGBTQIA+ Sanghas celebrated 14 years of existence this past April.

Between September 2019-February 2020, the attendance for the People of Color Sangha averaged 15-20, and the attendance for the LGBTQIA+ Sangha averaged 30-35.

Once Covid-19 hit in March 2020, gatherings went online through Zoom. Attendance for the People of Color Sangha then averaged between 20-25, and the attendance for the LGBTQIA+ Sangha averaged 35-40. Since going online, several participants have joined from all around the country and Canada.

Kate Johnson taught an online daylong for each of the sanghas in mid-March on the topic of Mudita (Joy). Both online events were well attended.

Over the past year, lead teacher La Sarmiento has shared the teacher's seat with longtime as well as newer members of each sangha: POC and LGBTQIA+. Several of these sangha leaders are now IMCW affiliate teachers.

Overall, both sanghas continue to thrive and more participation from members of these sanghas is being seen in IMCW leadership.

The People of Color Sangha has 539 contacts and a Facebook page with 465 members. The LGBTQIA+ Sangha has 716 contacts on its mailings list, and its Facebook page has 506 members.

### *The Family Program*

FY202020 began during the 5th annual IMCW Mid-Atlantic Family Retreat at Sevenoaks. For the second year in a row, the retreat was waitlisted. A record 87 people attended, including a record 44 children between the ages of 5-16. For the first time, the retreat had a full cohort of 11 teens serving as assistant mindful leaders. Families in attendance hailed from the DC region, Massachusetts, New York, Illinois, Tennessee, as well as Richmond and Charlottesville, Virginia.

Prior to the pandemic, the family program, with Jennifer Jordan as director, consisted of bi-monthly drop-in family classes in Arlington and Bethesda, bi-monthly teen classes in Arlington and Bethesda, teens of color classes in Washington, DC, bi-annual family daylongs, and one summer four-day residential retreat per year. In addition, family program teachers were invited to lead a pilot summer 2019 New England Family Retreat.

When the pandemic hit, all programming halted. Starting April 2020, programming went virtual and included bi-monthly family classes, bi-monthly parent classes, and weekly POC teen classes. Sadly, the spring 2020 Family Day, summer Mid-Atlantic Family Retreat, and summer New England Family Retreat were cancelled due to the pandemic.

As a sample of attendance numbers, on average the Bethesda family class had a pre-pandemic attendance of 30-40. The monthly newsletter received an average 400 unique opens per month. Net new subscribers during FY2020 totaled 130. During FY200, the Family & Teen Program's Facebook page had a "reach" totaling 60,466 individuals (an increase of 100% from FY2019), "impressions" totaling 82,211 (an increase of 90% from FY '18-19), and 900 followers. The Family & Teen Program Instagram account became active toward the end of FY2020.

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*Supporting classes for kids of different age groups, such middle and high schoolers, which is critical to help them handle stress, peer pressure, addictions, etc.*

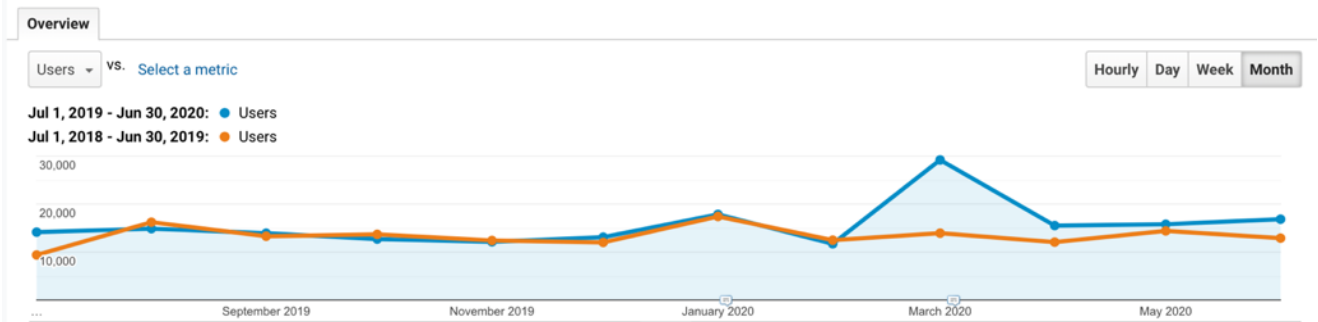
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# Communications

## Website

In FY2020, IMCW's website had 172,924 visitors – a 27% increase over FY2019. Some of this was from a large spike in March 2020 when the pandemic hit. In March 2020, users jumped from 14,000 the year before, to over 29,000 (110% increase). It then dropped back down to 15,500 in April, but remained higher than 2019 in the following months.



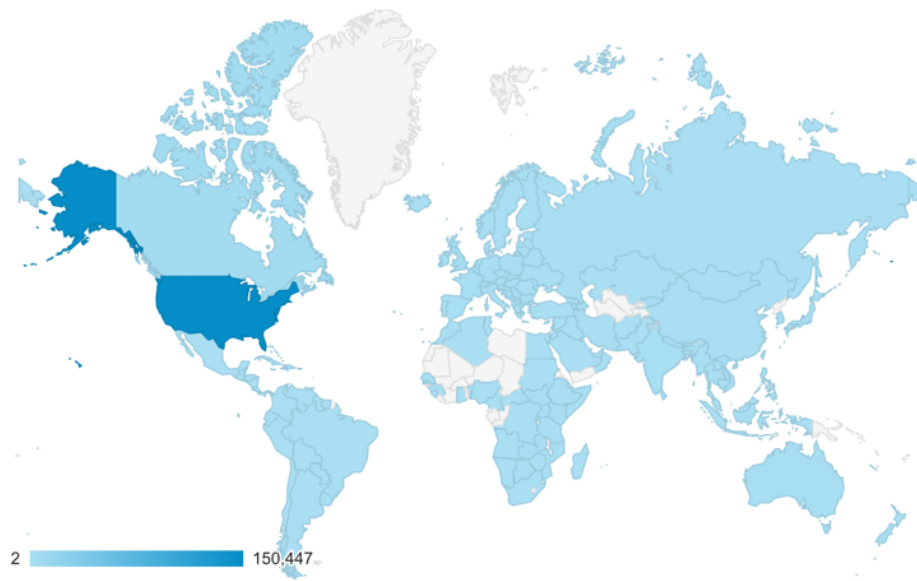
March through June of 2020 saw a consistent increase in the number of users. In June, IMCW saw a 29.34% increase in website users – from 13,000 the year before, to 17,000 in 2020.

15% of IMCW website visitors were from outside the U.S.; 49% were from outside of Maryland, DC and Virginia and now have access not only to our recorded talks, but also to all of our events via Zoom.

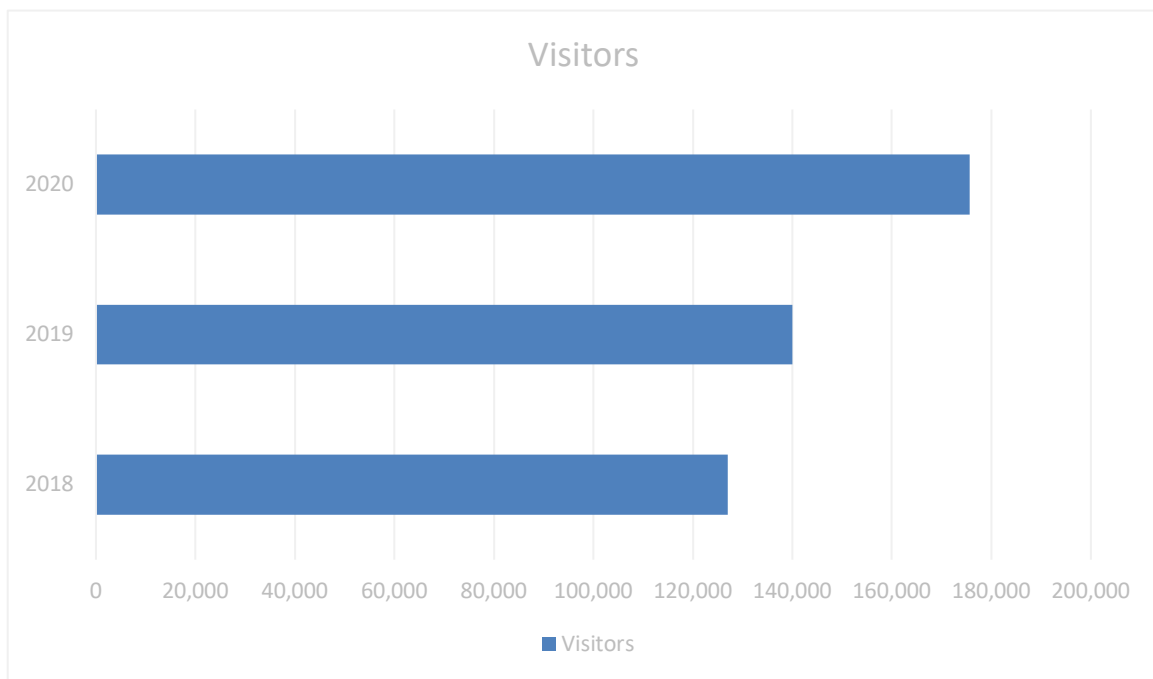
Overall, visitors from the U.S. as a percentage of website visitors was down from 89% to 86%, while the number of visitors from other countries were up significantly:

- Canada numbers rose by 106%
- U.K. numbers grew 88%
- Australia grew by 77%
- Germany by 68%
- The Netherlands by 82%
- France by 57%
- India's grew by 5%
- Spain grew by 116%
- Japan by 30%
- Switzerland by 100%
- South Korea 35%
- Finland 461%

In all, IMCW reached 166 countries around the world in 2020, compared to 135 countries in FY2019:

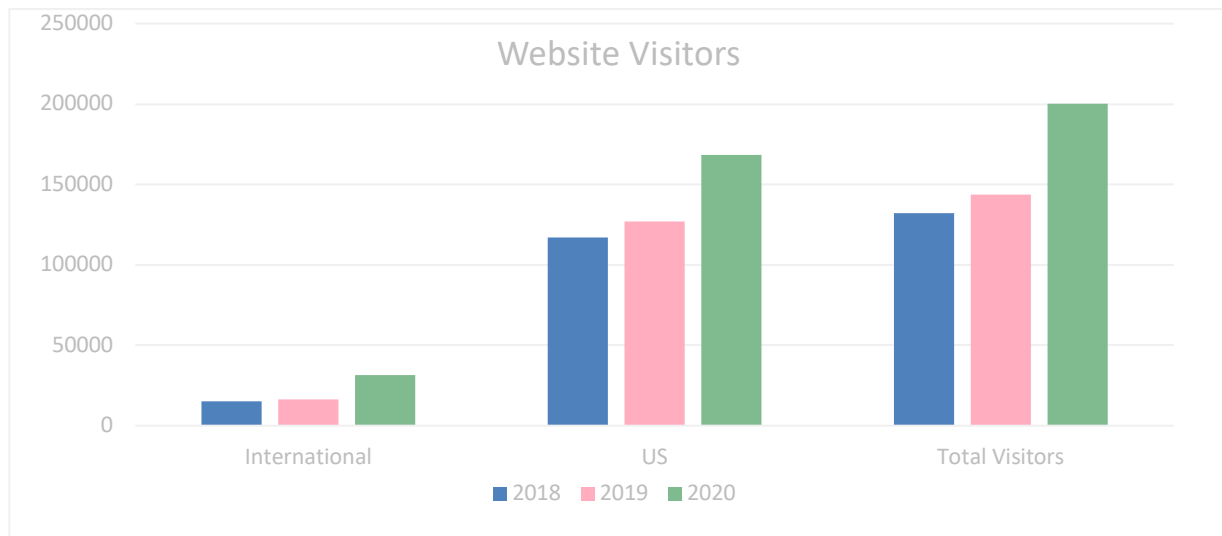


## Website Growth 2018-2020

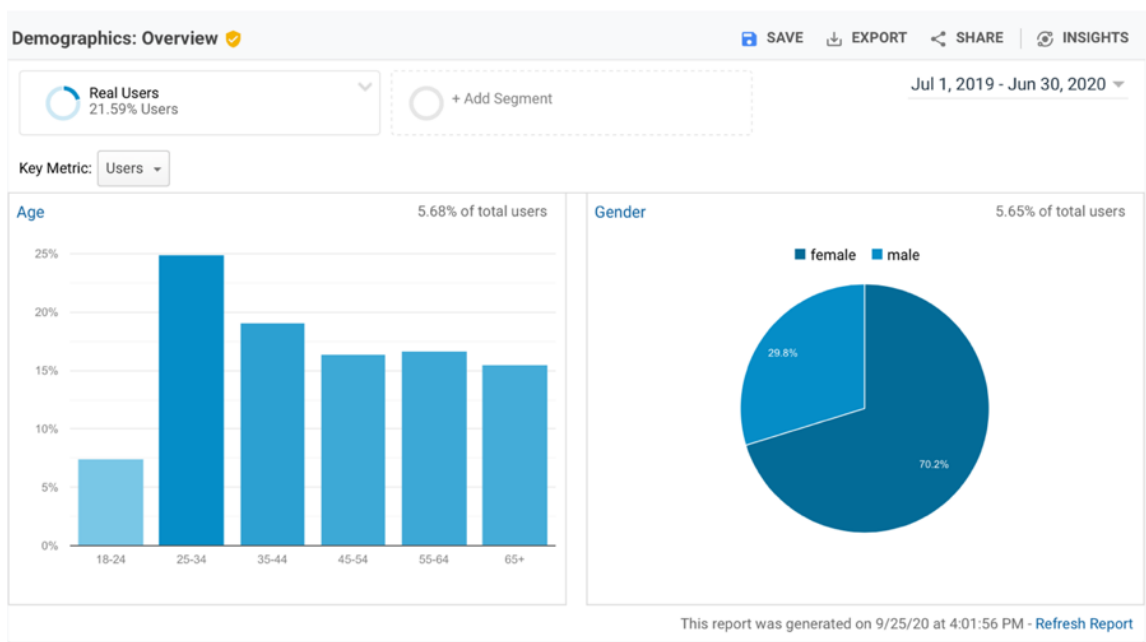


## Website July-August 2020

During the pandemic, between March and September, U.S. visitors grew by 25%. International visitors grew by 48%. Overall, the number of visitors grew by 28%, compared to 29% in FY2019. However, part of that was due to a temporary bump in March of about 9,000 extra viewers at the beginning of the pandemic.



In July 2020, IMCW had two large fundraisers online. Between July 1-11, Tara Brach and Spring Washam’s “Anti-Racism Revolution” class on July 6 attracted 10,538 users to the website sign up page for the event. And then between July 12-22, 5,376 people visited the sign-up page for Tara Brach’s conversation with Lama Rod Owen’s “Love During Times of War”.



51% of IMCW’s website visitors in FY2020 were under 44 years of age, compared to 48% in FY2017. The largest group – 25% - are 25-34 years old. 70% are female.

## New Users

	2020	2019	% increase
February	6,704	5,894	14%

March	20,456	6,599	210%
April	9,157	5,906	55%
May	9,533	7,052	35%
June	9,593	6,138	56%

## Social Media (Facebook, YouTube, Instagram)

A staff member assigned to the new YT page is editing and uploading videos, and training teachers to improve video quality. A new volunteer is working on the FB and Instagram pages, and is posting daily updates.

### Facebook

At the beginning of FY2020, the IMCW Facebook page had 6,537 followers. By the end of the fiscal year, on June 30, 2020, there were 7,940, an increase of 21%. The videos posted on the FB page were viewed for a total of 83,200 minutes, a 1039% increase from the previous year. The meditation class livestreams with Tara Brach, Hugh Byrne and Jonathan Foust, which began in March, were the most popular videos.

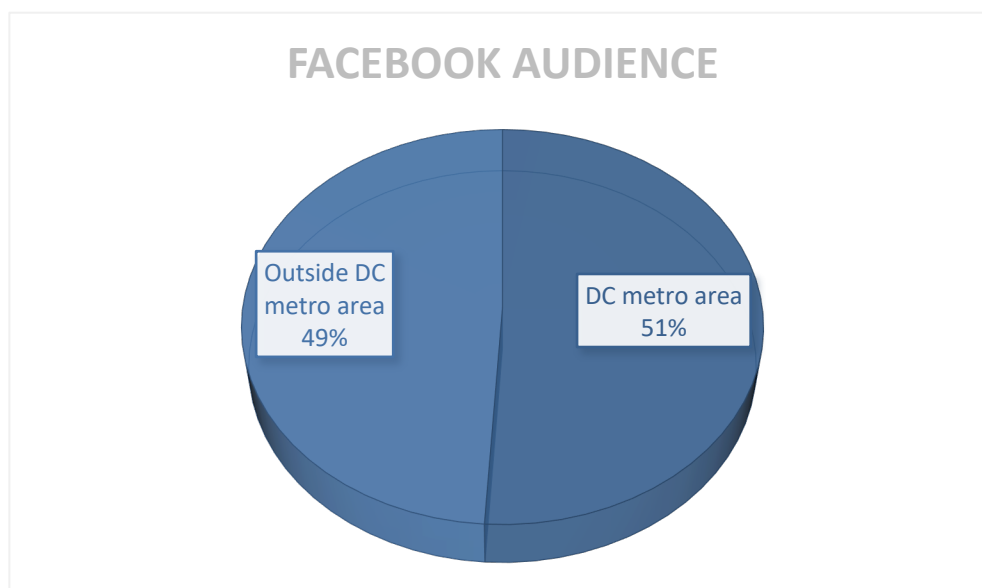
Our FB audience is composed of 81% women and 17% men. Most of them (45%) are between 35-54 years old. 26% are over 55 years old, and 9% are 25-34. 6,151 (78%) of IMCW followers live in the U.S., while 1,353 (22%) live outside the U.S. 49% of followers live outside the DC metro area.

### YouTube

In March IMCW created a new YouTube page. As of the end of June, it had 15 videos from 7 different teachers, and 374 subscribers.

### Instagram

In May 2020, IMCW started a new Instagram page. It is still finding its footing, but has over 200 followers.



## Newsletters

At the end of March IMCW moved to weekly newsletter, which usually includes a dharma (teaching) article and a dharma talk, as well as upcoming event information. By June it was being delivered to almost 16,000 email addresses, with an open rate of almost 30%.

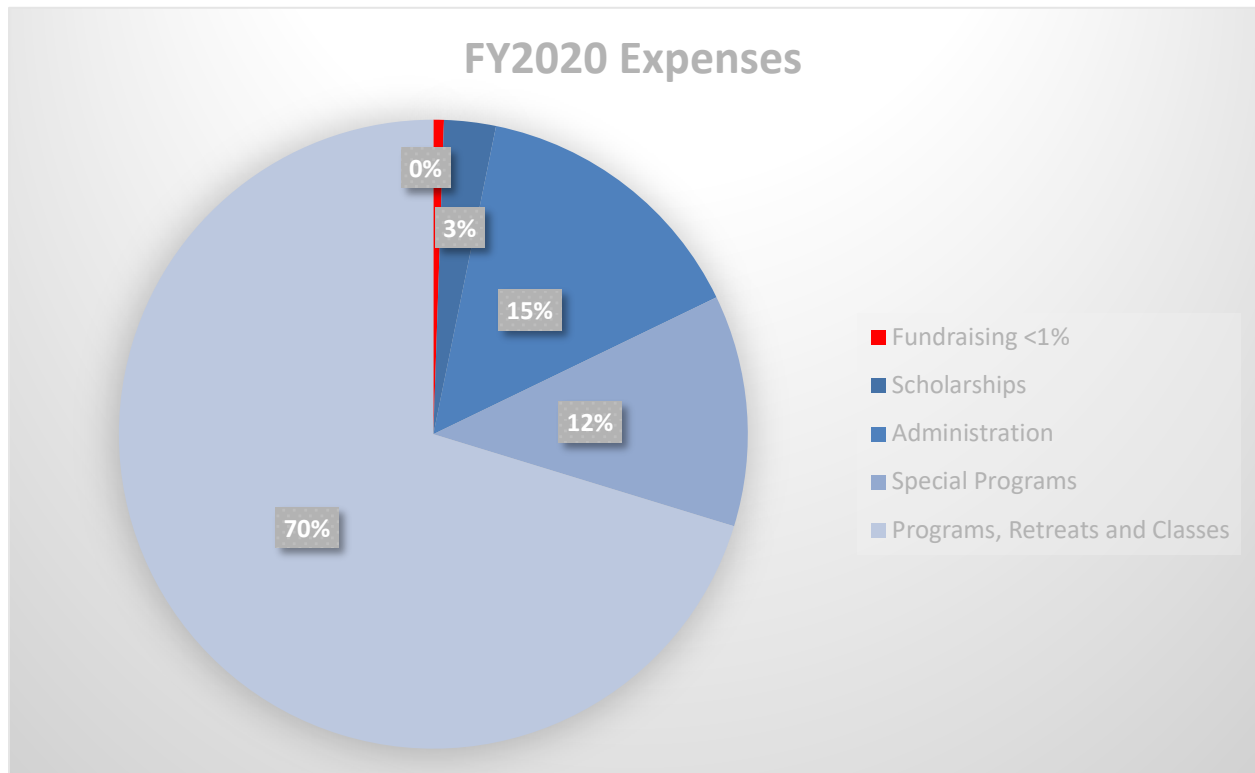
During FY2020, IMCW delivered over 98,000 issues of our monthly – and as of March, weekly – newsletter. The open rate was 33%. By June, IMCW had a newsletter contact list of 17,429, up from 16,620 the previous July – a 5% increase.

### Newsletter Audience

- 95% (35,704) of the clicks on newsletter links were from readers in the U.S. Non-U.S. readers were primarily in the Netherlands, Canada, the U.K., and India.
- 96% (416,993) of opens were from readers in the U.S.

It should be noted that 46% of newsletter readers were from outside the DC metro area. Most clicks outside of DC area are from California, Texas, Pennsylvania, Michigan, Illinois and Oregon – but include all states.

## Finances



### Insight Meditation Community of Washington Profit & Loss July 2019 through June 2020

	Jul '19 - Jun 20
Ordinary Income/Expense	
Income	
Income -Generosity	
Dana Received	175,420
General Fund Donations	201,046
Scholarship Fund Donations	8,820
Total Income -Generosity	385,286
Revenue: Retreats and other fees	659,188
Investment Income	8,453

Teachers' Council Dues	1,177
Grants	150,990
Total Income	<u>1,205,094</u>
Expense	
Marketing	1,236
Merchant Card and Bank Charges	25,468
Catering: Retreat Tea and Snacks	1,722
Employees & Contract Labor	194,101
Contributions	54,555
Dana Payments	418,569
Dues and Subscriptions	1,759
Training	99
Insurance	2,309
Postage and Delivery	2,707
Printing and Reproduction	9,067
Professional Fees (e.g. Video, ASL Interpreters)	49,173
Rent	390,100
Telephone + Video conferencing	2,646
Travel & Ent	3,920
Books & Tapes for Resale	7,800
Supplies (CML, Office and Retreats)	5,240
Volunteer Support & Recognition	167
Scholarship Expenditures	32,530
Database and website	20,334
Total Expense	<u>1,223,502</u>
Net Ordinary Income	<u>(18,408)</u>
Net Income	<u><u>(18,408)</u></u>

# Summary, Organizational Goals for FY2021

The following goals were created by the Board in the Spring, and will be reviewed and updated as needed.

## Visioning

- Establish Visioning Committee 2.0
- Committee members, with the executive director, will guide the execution of key themes that came out of visioning process, including:
  - DEI integration
  - Teachers' Council priorities liaison
  - IMCW "identity"
  - Fundraising strategy analysis
  - FUN

## Founder Transition

- Establish Transition Committee
- Guide the process started by facilitator Bob Wittig in his talks with Tara
- Check in periodically during transition period, ending 6/30/21

## Board + Teachers Council Committees

- (Re)establish appropriate Board standing and ad-hoc committees:
  - Finance
  - Fundraising
  - Marketing/PR/Website
  - Founder transition
  - Visioning
  - Infrastructure (mainly staffing, see below)
- TC Committees:
  - Criteria
  - Curriculum
  - Peer Support/mentoring
  - Teacher Development
  - Program
  - FUN
- Establish clear channels of communication between stakeholder groups (Board, TC, Committee chairs, ED, Staff)
- Establish clear structure around decision-making

## Staffing Review

- Establish a working group (Nominating Committee or Strategic Governance Working Group)
- Review existing staff duties, including IED, and evaluate for effectiveness and efficiency
- Incorporate needs assessment from Visioning to determine positions that might need to be added, and if so, how to integrate with existing staff
- Work with Finance Committee to determine feasibility and timeline

\* Visioning and Founder Transition Committees are both temporary, ad-hoc groups.