Finance & Audit Committee

Commission and Primary Outcomes:
Assure the agency's ongoing financial integrity, processes, and policies reflect Tubman's vision and mission, support competent staff, and use agency resources effectively.

Responsibilities to the Board:
- Produce annual committee work plan.
- Analyze and review the preparation of annual budgets, periodic long-range financial forecasts, and cash flow requirements. Recommend annual budgets to approval.
- Review internal financial statements and monitor agency performance compared to budget.
- Report to the Board of Directors on the financial position, indicating variances from budget and review possible corrective actions.
- Review and approve annual audit and assure management letter recommendations occur.
- Establish finance related ad hoc task forces and review recommendations, as well as review financial implications of other agency task forces.
- Monitor periodic internal control review, and review and approve internal control policies.
- Review and advise on all financial service providers.
- Review Tubman's corporate insurance program at least annually.
- Provide oversight of the ad hoc Investment Task Force with staff leadership provided by the Director of Human Resources
- As appropriate, adopt recommendations of the Investment Task Force and recommend to Board for approval.

Advisory Roles to the Chief Executive Officer:
- Recommend investment of short-term assets and assist in obtaining lines of credit.
- Review and recommend investment policies; evaluate investment performance semi-annually, including 401(k) plan investments.
- Consult with the Chief Executive Officer as requested.

Committee Composition/Membership:
Chair: Board Treasurer
Members: Board and Community Volunteers
Staff Liaison: Director of Finance
Administrative Support: Executive Assistant

Approved by the Board 9/8/2026

Resource Development Committee

Commission and Primary Outcomes:

- Assure sufficient contributed income to support Tubman's activities, services and physical assets; provide leadership and assistance for the annual campaign divisions (major gifts, special events, community campaigns and planned giving); strategically coordinate all agency fundraising campaigns.
- At the discretion and recommendation of the board chair, this committee may from time-to-time convene under a different name and focus on other appeals or campaigns requiring significant effort.

Responsibilities to the Board:

- Maximize the participation of the board in fundraising activities.
- Conduct the Board component of the annual giving campaign.
- Identify and secure leadership for ad hoc committees, including special events and sustainability and capacity building efforts.
- Assist in the identification and solicitation of resources to implement the strategic plan.
- Review and recommend annual contributed incomes goals and fundraising expenses.
- Review and recommend prospective funding sources for board approval.
- Work with Director of Development and committee leadership to meet individual fundraising, community engagement, and prospect cultivation goals.
- Secure in-kind donations to meet identified needs.
- Monitor progress on fundraising campaigns and appeals and periodically report to the board.
- Identify, cultivate and recruit potential board candidates and community volunteers to strengthen the resource development capacity on the board.
- Evaluate the effectiveness and financial results of the campaign divisions annually.

Advisory Roles to the Chief Executive Officer:

- Provide strategies for donor cultivation and recognition.
- Recognize efforts of all donors and solicitors.

Committee Composition/Membership:

- Chair: Appointed Board Member
- Members: Board and Community Volunteers
- Staff Liaisons: Director of Development, Philanthropic Engagement Manager
- Administrative Support: Executive Assistant

—Approved by Board on 5/12/26

Nominating & Governance Committee

Commission and Primary Outcomes:

- To identify and recruit a sufficient number of directors to effectively lead the organization and assure the achievement of its mission and strategic plan,
- To evaluate and promote the participation and engagement of the Board of Directors in the ongoing activities of board and organization; and
- To evaluate the organization's articles, bylaws, and other corporate policies and practices to ensure that the organization's corporate governance aligns with its values

Responsibilities to the Board:

- Propose criteria and policy for board membership.
- Assess current makeup of board including skills, personal and professional experience, and diversity
- Identify and recruit potential board members.
- Engage Board Members annually in broadly communicating the board member selection process to the public.
- Manage a transparent and welcoming board recruiting process;
- Interview and nominate new board members to the full board.
- Recommend replacement of directors annually and as Board vacancies occur.
- Nominate the slate of directors for election and re-election
- Nominate the slate of officers for election and re-election.
- Orient and mentor new Board members to their role and board responsibilities.
- Encourage, monitor, and support full participation and engagement of all directors.
- Conduct an evaluation of individual directors on an annual basis.
- Maintain confidentiality of potential board candidates and the discussion and evaluation of board members to be respectful of all and to preserve the integrity of the process.
- Establish a succession plan for Board leadership positions, including officers and committee chairs.
- Develop an annual work plan for the Nominating and Governance Committee.
- In conjunction with the Executive Committee, establish a succession plan for the Chief Executive Officer.
- Review the organization's Bylaws at least once every three years
- Circulate the Bylaws to the full board annually for consideration.
- Understand the organization's Racial Equity Plan and incorporate those ideals into the work of the Committee.

Advisory Role to the Chief Executive Officer:

- Establish board member orientation and training plan that addresses the needs of the board and organization.

Committee Composition/Membership:

Chair: Appointed Board Member
Members: Board members and Past Board Members (minimum of 4 + ex officio)
Administrative Support: Executive Assistant

—Approved by the Board of Directors 5/10/22