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1. **Describe work you have done with your local, council or state PTA leadership or other state/national organizations that would support the mission, values and purposes of PTA.**

Everything I have done involving my PTA role has advanced the interests of the organization and parents. From advocating for MCPS to rebuild Seneca Valley High School to testifying about the need for better district communication to parents and the public during the coronavirus pandemic, I have emphasized communication, collaboration, and quality.

1. **Describe how you will ensure the Free State PTA Board of Directors remain transparent and accountable to the membership.**

Mindful of the recent history of the Maryland PTA, I be diligent in providing constant communication with the membership regarding activities and decisions while making as much information as possible available and easily accessible to members without them having to ask for it.

1. **PTA has prioritized outreach to the following under-represented constituent groups: families in crisis, English language learners, families in poverty, men, Gen Z/millennial/Gen X-ers generations, immigrants, LTBTQ+, rural/urban families, working parents, and other caregivers/advocates. Have you had personal experience with one or more of these groups, and/or experience in engaging with one or more of these groups? If so, share how this has prepared you to serve these priority populations. If not, how will you prepare to serve these priority populations in the state of Maryland?**

Effective outreach to all of these constituencies operates under the same principles of any effective outreach—clear, consistent, and constant communication that offers informative, actionable, and inclusive information on a regular basis. I have had personal experience working with several of these constituencies, notably Asian-american families and I have made concerted and proactive outreach efforts that offer meaningful opportunities for their input and collaboration

1. **What is the key to empowering future leaders and cultivating talent? Can you tell us about a time where you demonstrated this quality?**

The key to cultivating talent is to be as inclusive as possible and giving everyone an opportunity to participate based on who little or how much they want to contribute. The key is to engage them no matter what. Similarly, it is imperative for active participants to be given meaningful opportunities to lead. Within our PTSA, I prefer distributed leadership that gives everyone the autonomy and agency to lead their respective projects. One of my goals for this school year is to replenish our PTSA’s leadership pipeline. The last school year did not give incoming parents many if any leadership opportunities and many of our existing leaders are moving on after their children graduated. I am always recruiting parents to get involved, and once active, offer them ever-increasing levels of responsibility.

1. **What do you believe is the most critical piece for a nonprofit board in planning for organizational success? Please share an example of when you engaged in such planning.**

The most critical piece of organizational success is developing a strategic plan with the input of the membership that addresses their concerns and priorities and then—this is the equally important component—is abiding by and working toward the goals identified in the strategic plan. “Plan the work and then work the plan” is the adage I have taken to heart. I have had extensive experience in strategic planning for two national education nonprofits and a first-hand appreciation for both the time and collaboration needed to develop a strategic plan and then the subsequent need to execute on it without deviating from it.

1. **When you consider committee work that you regard as having been very successful, tell us what you did in planning and execution that made it possible to accomplish the work.**

Preparation is key. Having a sense of what the desired outcome will be generally (but not a foreordained outcome) helps set the parameters of the work and gives committee members a sense of direction. Providing committee members with adequate information well in advance of meetings is also important so everyone is operating from the same knowledge base. Meeting summaries are also important both to inform committee members who could not participate in the moment but also as a record of the committee’s discussions and work. These days it is vitally important to provide plenty of opportunities – in a variety of modes – for committee members to be able to provide input and feedback on committee deliberations.