

RESULTS AND RESULTS Educational Fund Board of Directors

December 10 - 11, 2016

Attending: Kul Gautam, Chair, Pankaj Agarwal, Cindy Changyit Levin, Sam Daley-Harris, Founder, Roger Hudson, Scott Leckman, Ernest Loevinsohn, Maxine Thomas, Jan Twombly, Treasurer, Beth Wilson, Secretary

Staff attending: Joanne Carter, Mark Butler, Jesse Marsden, Caitlin Van Orden

Agenda Item 1: Welcome and Opening Business- Kul Gautam, Chair of the Board

Kul Gautam called the meeting to order at 9:00 a.m., welcoming all Board members, especially Maxine Thomas, who was elected to the Board by the Grassroots since our last meeting. Kul thanked the staff for very good pre-meeting materials provided.

The agenda was accepted. Scott Leckman moved the approval of the minutes of the June 24, 2016. Jan Twombly seconded the motion. Motion passed. Sam Daley-Harris moved approval of the minutes of the Executive Committee meeting of November 16, 2016. Cindy Changyit Levin seconded. Motion passed.

Agenda Item 2: Executive Director Update – Joanne Carter, Executive Director

Joanne Carter shared the accomplishments in the last year:

Global Campaigns:

- Global Fund replenishment, with RESULTS' pivotal role in securing \$12.9B around the world, including \$4.3B from the U.S. Letter signed by 36 Senators to President Obama and Secretary Kerry in support of full funding.
- Reach Every Mother and Child Act – 219 House cosponsors, and 26+ Senate cosponsors, published media in all 50 states. Of the 8,000 pieces of legislation introduced in the House, only about 40 have as many cosponsors as the Reach Act (0.5%).
- FY17 Appropriations reached high-water marks for support in protecting key funding priorities.
- USAID reform progress in maternal child health.
- Education for All Act passed in House and Senate, but did not get a final pass in House.

Domestic:

- Domestic Grassroots advocacy helped keep the block granting of SNAP out of Speaker Ryan's budget plan.
- Largest number of Senate face-to-face meetings in Senate in one year.
- Built bipartisan momentum for expanding the EITC
- Set records for the number of U.S. Poverty groups (40) and Senate face-to-face meetings (40)

REAL Changers

- 101 REAL Changers, 51 REAL Changers of Color in 2016
- Produced 42 media hits

- Engaged in 38 in-district meetings
- 33 Real Change alumni attended 2016 IC
- 17 alumni are serving 2017 – 2019 as Group Leaders, 2 are becoming Regional Coordinators
- During 2016 4 CITAM+ Zambia Real Changers, held four outreach events, delivered 47 letters to Minister of Health on GFATM and delivered 40 letters to Minister of Finance on budget.

We discussed the impact of using our resources to mobilize citizens in developing countries to advocate in their own countries. They are very effective in moving their governments to address health and poverty issues.

There are both opportunities for improving domestic policy (ETC and an infrastructure package) about which we need to be ambitious, and areas where we may have to be defensive (block granting of SNAP, Medicaid, Head Start). Discussed our role on coming domestic issues.

Global health and education receive bipartisan support already and that can be built stronger in the next few years. Aid reform provides strong opportunity for improved health and education outcomes on a global scale. Our international and domestic partners may be great voices to move the new administration towards poverty reduction initiatives. The World Bank is committing \$70B over 3 years (40% of the total International Development Association (IDA) loans) to global poverty reduction.

On both domestic and global issues, our relationship with Members of Congress will be more important than ever. We have to get to everybody, but key Senators will be pivotal. We need to support our Congressional champions.

Priorities:

1. Being present in all 50 states and key Congressional Districts
2. Strengthen our presence in the states and Congressional Districts where we are already active
3. Impact in the first 100 days
4. Leading with Action – theme of our strategic plan

Agenda Item 3: Investing in our Organizational Strength – Jan Twombly, Treasurer

Jan spoke to the need to invest in our own infrastructure and our ability to grow our development capacity. We watched a TED Talk on how non-profits can think differently about investing in their own development.

Agenda Item 4: Strategic Plan 2017 -2019 – Joanne Carter, Executive Director and Jesse Marsden, Chief of Staff

Jesse and Joanne reviewed the development process and the content of the current iteration of the Strategic Plan. The Board was pleased with the technical document, but encouraged the development of both the metrics elements and a powerful public facing, memorable version of the plan. The budgets in the three years covered by the plan will need to be \$40 - \$56 M (\$19M annually). Sam Daley-Harris and Scott Leckman both suggested that the organization's historical "personal breakthrough" language should be added to and articulated in the mission statement, which the staff had discussed in earlier conversations. Jan Twombly made a motion for the Board to endorse the Strategic Plan, down through the goal level, encompassing the recommendations made during the board discussion. Scott seconded the motion. Motioned passed unanimously.

Agenda 5: Review of 2017 Campaigns – Ernest Loevinsohn, Chair of Issues Committee

Meredith reported on the U.S. Poverty Campaign, which is to continue our multi-year economic mobility efforts, work to expand the EITC, and to take action rooted in racial equity. The Board discussed the political climate and how we message our goals in that context. New policy opportunities around an infrastructure bill, EITC application rates and reducing EITC application complexities and predatory lending may exist.

Ernie reported on the 2017 global issues. The three or four issues are Appropriations (actual numbers TBD), the Reach every Mother and Child Act, the U.S. pledge for the Global Partnership for Education replenishment and possibly influencing how the \$70B IDA World Bank funds are invested in poverty reduction. We discussed how to create more support from conservatives for the Reach Act.

The Issues Committee will meet again in December to work on the details of the campaigns.

Agenda Item 6: 2015 Audit Report – Jan Twombly, Treasurer

Tina Peacher, CPA, with Jones, Maresca & McQuade, P.A., stated that there were no findings from the audit and an unqualified opinion issued. Nor were there any insufficiencies in the organizational financial process or access to documents needed for the audit.

Jan moved and Sam seconded that the Board accept the Audit report. Motion passed. Jan reported that all the required financial reports have been filed or are being filed in accordance with their due dates.

Current Fiscal Year Report – Mark Butler reported. The Board reviewed and discussed the Financial Statement for January 1 – October 31, 2016.

Agenda Item 7: FY 2107 Budget Discussion - Mark Butler, Director, Finance and Administration

Mark reported that staff has been working on the 2017 budget and will complete that work in the next few weeks. The Finance Committee will meet in January to review the final staff proposed budget, passing it onto the Executive Committee for approval.

The Board engaged in discussion about the need for securing the resources we need to have sufficient reserves, reinvest in development, strengthen our infrastructure and expand our network nationally and globally.

Direction given by the Board to the staff is to create a balanced budget, but to plan for reduced revenue in operations if needed and increased revenue in development efforts.

Agenda Item 8: Board Development – Beth Wilson, Chair, Board Development Committee

Beth moved and Roger Hudson seconded that the proposal for an Advisory Board brought forward by the BDC be adopted with three changes:

- The group shall be called the RESULTS Council of Advisors
- Members shall have unlimited three-year terms
- There shall be up to 10 members

- Council of Advisors members will advise the Board and ED on effective strategies for achieving the organization's mission.

Roger, a member of the BDC, moved to adopt the changes in the Board Guidebook proposed by the BDC to create the Audit Committee and change the review limits for organizational expenditures. The motion passed.

Agenda Item 8: Board Committee Reports

Kul asked if we could have fewer committees.

Sam moved that the BDC, Bylaws and Nominations committees be merged to be the Board Development and Governance Committee. Vanessa Garcia seconded. Passed. Ernie moved to hold the implementation of the motion until the BDC can bring forward a recommendation for implementation. Roger seconded. Motion passed.

1. Finance Committee – Jan Twombly noted that the Finance Committee had already made its report.
2. Audit Committee – Maxine Thomas will Chair the Committee; Heide Craig will represent the Finance Committee on the Audit Committee and there will be an outside expert assigned to the Committee. Jan and Mark will identify and recruit that person.
3. Board Development Committee – Beth noted that the BDC had shared all its work, either through the written report or the work already conducted by the Board today.
4. Grassroots Board Member Committee – Cindy reported that the GRBM Committee has written up a protocol for conducting the annual election of the GRBM and has asked for Grassroots training on the SDGs, including at the IC. Staff have planned a webinar for the Grassroots to learn about the SDGs. This led to a general discussion about the benefits and methods for grounding our poverty reduction work in the context of the SDGs.
5. Marketing Committee – Cindy reported that the Marketing Committee met last night to talk about messaging in this post-election time. There is a need to provide new messaging for the grassroots. Colin is active developing those messages and providing sample documents and a webinar for the grassroots on Wednesday, Dec. 14th at 8 pm ET.
6. Issues Committee – Ernie noted that a report already given during earlier parts of the agenda.
7. Fundraising Committee – Roger provided a written report. He said the committee is involved in the conversation of stepping up our organizational fundraising.

The meeting adjourned at 5:35.

The Boards of RESULTS and RESULTS Educational Fund reconvened on December 11, 2016 at 9:00 a.m. ET.

Agenda Item 9: Achieving a Step Change in Organizational Funding - Caitlin van Orden, Director of Individual Giving.

Jan introduced the topic by stating that we need to create a buildup in organizational fundraising capacity to meet our goal of ending poverty. We need to develop a plan for “how to get to the next level”.

Caitlin presented fundraising concepts and thoughts in a PowerPoint.

Components of a Strong Giving Program

- Clear message and consistent branding
- Strong acquisition program to bring in small dollar donors year round
- Retention and Renewal program to keep newly acquired donors; re-up lapsed donors
- Upgrade strategy/pipeline
- Major Donor program to qualify, steward and solicit new and existing major donors
- Planned giving program

Keys to Success:

- Testing
- Segmentation and Targeting
- Multi-Channel Program
- Clear Donor Pathways
- Tracking and Reporting

Program Infrastructure

- Tools and Infrastructure
- Data Management
- Stewardship and Cultivation

How Do We Get There?

- Strong Systems for Retention, Renewal and Upgrade
- Tools and Training
- Invest in Acquisition
- More solicitations and testing

RESULTS' average gift is \$113 (industry standard - \$80), first time donor retention rate: 20% (industry standard - 30%), in-house mailing response rates – 3% (3.7%), email response rates: .0025% (.05 - .1%) (we sent 4,000 requests and got one response).

Discussion – We need to bring in a Major Gifts Officer (MGO) and to build our small donor base to make a transition. Initial request is for \$100,000 for a MGO.

Our consensus at the conclusion of an extensive discussion: We are committed to making a step change in our development budget so that we can raise significantly more unrestricted funds in the coming years. Staff was encouraged to pursue that goal without putting any more of the fundraising burden on the grassroots.

Agenda Item 10: RESULTS and Organization Commitment to Non-Partisan or Bi-Partisan Approach

Scott introduced the topic by describing recent incidents in which partisan issues during RESULTS events/training have been less than bipartisan. He feels that on the global side, the issues are less

partisan, but on the domestic side the issues are fairly partisan. The question is how do we make ending poverty a Republican goal as much as it is a Democratic goal.

We agreed that we will:

- invite several conservatives to speak at the next IC,
- recruit conservatives onto the new RESULTS Council of Advisors,
- host a discussion on the national webinars to encourage grassroots to be skilled non-partisans,
- ask Group Leaders to promote non-partisan behavior within their groups,
- develop messages about our issues that are better heard by conservatives,
- and ask RESULTS people at all levels to recruit conservative people at every level to join our ranks.

Agenda Item 11: Updates for 2017 Planning – Jesse Marsden, Chief of Staff

Jesse reported that the staff has restructured the planning and implementation for the 2017 IC, syncing it with some of the elements in our strategic plan so as to support the implementation of the plan, including rural outreach. The IC will be at the Washington Court Hotel again. Ernie suggested that we include a big push on the World Bank by the U.S. attendees. He further suggested that we invite the U.S. leader at the World Bank to be an IC speaker. Kul suggested that we be sure to invite conservatives to speak. Joanne suggested that if Board members have ideas about speakers, to be sure to communicate them to the staff. Jesse suggested that there may be some overlap between those we invite to speak at the IC and those we might invite to be on the new RESULTS Council of Advisors.

Agenda Item 12: Naming of the 501(c)(4) and Communications Alignment

California law makes it important to consider changing the way we refer to RESULTS Educational Fund in some of our formal communications tools as well in our fundraising resources and receipts. Board members expressed their desire to retain the name RESULTS for the majority of our work and organization. Staff were asked to find an internal solution to any difficulties that occur in the day to day operations with having two names for the organization.

Agenda Item 13: Executive Director Annual Review - Jan Twombly, Treasurer

Jan reported that it is the Finance Committee whose responsibility it is to conduct Joanne Carter's annual review. Joanne will be asked to write a self-evaluation. The Finance Committee will interview about five staff and five volunteers, compile the information, and get it to Kul, who will share that information with Joanne. Following that, Joanne will share with the Executive Committee what her goals will be for 2017.

Agenda Item 14: Dates for the next Board and EC meetings

Executive Committee – Wednesday, January 25, 2017 at 9:00 pm ET

Board Meeting – Friday, July 21, 2017 from 9:00 a.m. – 5:00 pm ET

Agenda Item 15: In camera Board Session –

Is not needed for this meeting, but include in future meetings in case we desire it.

Agenda Item 16: Staff reactions to the Board meeting

Mark was pleased that the Board took seriously the need to invest more in the development program for the organization so that we can end poverty. He appreciates the openness of the group to consider that.

Jesse was encouraged by the strategic level of guidance and thinking that comes from the Board, which is helpful for the staff in leading the organization. As the Board Liaison, he asks us to be sure and communicate with him if we need anything.

Kul asked for more participation from the senior leadership of the organization at Board meetings. We are more intimate, collegial and frank than other Boards he serves on. Kul misses the sense of partnership with other organizations working on poverty reduction. He wants to know what coalitions we are in.

Jesse, "That sounds like what are the strategic spaces in which we operate?" That could be part of our next conversation about the Strategic Plan.

Joanne appreciates that we can have candid strategic conversations about the organization. This is exactly where those conversations need to happen because the Board members are so deeply committed to the organization and our mission. She appreciates having that kind of relationship with the Board. The conversations have been very valuable to her and the organization.

Beth reminded people to complete their Board Self-Assessment form and submit them to her today or via email.

Jesse reminded the Board members to submit their Board Member pledge forms.

Maxine thanked the Board members for welcoming her to the Board and asked the members to let her know if there was more she could be doing.

Pankaj Agarwal said that it's been a real treat to meet with her on the Board and at the IC. He's learned a lot about poverty from her speaking with courage.

Agenda Item 17: Adjournment

Chair Kul Gautam adjourned the meeting at 1:55 p.m. ET