

RESULTS and RESUTLS Educational Fund Boards of Directors Meeting

Minutes of the February 8-9, 2020 meeting

Attending: Kul Gautam (Board Chair); Pankaj Agarwal; Joanne Carter (*ex officio*); Sam Daley-Harris; Willie Dickerson; Roger Hudson; Scott Leckman; Ernie Loevinsohn; Steven McGee; Maxine Thomas; Qiana Torregano (Board Secretary); Jan Twombly (Board Treasurer); S. Ashish Bali

Staff: Joanne Carter, Executive Director; Mark Butler, Director, Finance & Administration; Jesse Marsden, Chief of Staff; Mea Geizhals, Acting Director, Individual Giving.

Proceedings for February 8:

Welcome & opening business: Meeting commenced at 9:00am with welcome remarks from the Chair.

Guest Observer: Bill Wright, on contract to support recruiting for open senior roles, introduced Victoria Hale who would be joining as an observer for this board meeting as a chance to explore whether joining our board would be a good fit for her and for the board.

Consent Agenda: Chair presented the consent agenda noting its contents (current meeting agenda, minutes of July in-person meeting, minutes of subsequent Executive Committee Calls) and asked if any discussion. January Executive Committee minutes were pulled from the consent agenda for revisions.

Motion to approve the remaining items on the consent agenda made by Kul Gautam. Motion seconded by Ernie Loevinsohn. Passed unanimously by voice vote covering the following:

- Approve Meeting Agenda
- Approve Minutes for July 17, 2019
- Approve EC Minutes for September 5, 2019
- Approve EC Minutes for November 4, 2019
- Approve EC Minutes for December 16, 2019
- Approve EC Minutes for January 14, 2020

Board Governance: Scott Leckman, Chair of Board Governance Committee raised the issue that Kul's term was expiring and there was a conflict with term limits as set forth in the governing documents. Matter was referred to the governance committee for further consideration and formation of a recommendation on how to proceed.

ED Report: Joanne Carter presented on the accomplishments, recent changes, status of fundraising for the organization followed by discussion.

- *Recent Impacts:*
 - Global Fund replenishment a success in October of 2019 achieving a 15% increase despite President's budget requesting a 29% decrease.
 - US Congressional Appropriations noting increases in all RESULTS priority areas despite decreases in President's budget request
 - Also reported on US Poverty work including mobilizations on EITC, CTC, and upcoming focus on refundable renters' tax credit
- Noted upcoming strategic planning process as opportunity for ambitious planning oriented toward 2030
- *GR Engagement & Expansion:* outlined new strategy in pilot phase focusing on 4 keys: bringing new advocates into groups (growth), establishing new groups in strategic areas (strategic expansion), building opportunities for new members to play leadership roles (leadership development), and building our group membership in ways that increasingly reflect the communities in which they exist (Diversity of our Movement)
- Strategy is already demonstrating impact as pilot in 25 cities generated 100 new volunteers in first three months of implementation.

- Also looking at expansion in traditionally “red” or swing states
- *Strengthen Management Structures*: Briefed the board on the establishment of the Executive Team which will focus on longer term risk and opportunity assessments at a strategic level. Achievement of the next step in a series of such steps in this process over the past three years including: consolidating multiple teams into 4 functional areas, work to unflatten the org chart for more effective decision-making integration and alignment, and adding this new function within the decision-making structure.

Discussion noted the following themes:

- Praise for focus on a smaller selection of strategic geographies for expansion
- Need to move quickly into the space on refundable renter’s tax credit as a policy area
- Support for the way the restructure would increase support for chapters (groups)
- Noted positive recruitment results
- Discussed vacancies and efforts to close those:
 - VP/Development – engaged with a person of interest for the role, will seek opportunities for the individual to speak with board members if continues to move forward as expected
 - ACTION Director – limited opportunities to successfully recruit prior to closing the renewal process due to short line of site (to someone new to our relationship with Gates).
- Reviewed updates on staff morale, a concern over the last year after significant layoffs in spring 2019. Steps such as prioritizing budget for supporting merit raises, new work helping instill new energy, completed a number of overdue promotions with commensurate salary increases. Continues to be mixed but noted improvement over 8-12 months ago.

Organizational Budget Report: CFO/COO Mark Butler presented on the organizational budget indicating overall on pace to meet budget including planned net assets.

Campaigns: VP for Policy & Advocacy, John Fawcett presented progress and updates on the Policy Campaigns and Grassroots Expansion & Impact.

- Policy Campaigns including in particular Ending Preventable Child Deaths, Housing and Racial Wealth Inequality
- Grassroots Growth Strategy reviewed more in depth including closer look at the “cohort model” including upcoming “African Leaders Cohort” planned for a launch in coming weeks.
- Reviewed the design and flow of the onboarding methodology that is helping secure new volunteers with such success with key learnings: we can recruit high quality leads online, we can successfully welcome new leads into our movement and link them to groups, top constraints are staff capacity and the number of groups prepared to welcome new members.
- Reviewed bipartisanship:
 - Number of planned activities including grassroots trainings on “motivational interviewing”, highlighting in 40th anniversary work, supported in Council of Advisors recruitment
 - Discussed the evidence and extent to which partisanship is intensifying.
 - Noted the critical nature of bipartisanship as an essential, fundamental strategy for our policy work.

Fundraising: Acting Director of Individual Giving, Mea Geizhals presented:

- Top highlights included:
 - FY2020 had strongest Q1 – up 30% over prior year
 - Increase in number of non-monthly gifts and unique donors
 - Expenses are on pace, though assessment does not yet
 - RESULTS Empowerment Fund showing strong potential
 - Staff capacity continues to be a leading constraint
 - Peer to Peer continues to be both critical and volatile
 - Major giving is up \$130k over Q1 prior year driven by \$50k bump from the \$100k match efforts
- Discussion covered
 - Support for increasing Peer to Peer event support including offer from Ashish to support one in NY

- Noted a need for more young donors buying into/investing in the work
- Joanne presented on Foundations YTD status, reviewed key pipelines (particularly on USP), Most other foundations focus outside of US Poverty is centered on upcoming Gates renewal.

40th Anniversary Plans and progress: Discussion held on preparations for the RESULTS 40th Anniversary with special emphasis on opportunities and ideas for the 2020 International Conference.

Board In Camera: In camera discussion held.

Executive Session: Joanne joined the board for an Executive discussion.

Adjournment of Day 1: Kul summarized and Closed the meeting approximately 6:15pm.

Proceedings for February 9:

Welcome & opening business: Meeting commenced at 9:00am with a brief review of the preceding day from the Chair.

Strategic Plan Development: Chief of Staff, Jesse Marsden and CFO/COO Mark Butler presented on the plan laid out for developing the new organizational strategy.

- Will cover 4 years starting from roughly Q4 2020.
- Initial phase internal to develop clear alignment to a long term strategic trajectory (anchored to the 2030 SDGs and related global goals).
- Focus areas to include Advocacy Networks, Policy Priorities, Organizational Effectiveness, Fundraising, and Anti-Oppression (a cross-cutting focus area).
- Functional teams tend to align to the focus areas and will be tasked with developing draft goals by the time of the IC.
- Board and series of “review” committee engagements to provide input on drafted content that will propel second drafting phase (which will produce the significant objectives supporting the drafted goals).
- Given significant role election will play, some A/B scenario planning will be important – perhaps more at the objective level than higher up in the strategic thinking
- Target completion of viable plan for early November with launch post election.

Board Governance Additional Time:

- Heard observations from Victoria Hale on her time with the board over the two days
- Board members then held a private discussion on consideration of Victoria. Mutual agreement reached that not an ideal fit at this juncture.
- Reviewed Council of Advisors progress with targets set for determining what a launch may include in connection with the 2020 International Conference.

GRBM Updates: Grassroots board members reviewed a number of important updates and changes emerging in their committee meetings since the last board meeting including a desire for all GRBM members to join the Issues Committee; playing an increased role in fielding and mediating conflict resolution processes among the Grassroots, looking ahead to the elections to help ensure a process that yields candidates who are active and involved.

Board Fundraising: The board discussed its work over the past year to meet its fundraising target of \$100k. Raised \$76,500 of the target. Discussion on whether to increase or maintain same target with renewed efforts to meet it in 2020. Board voted to maintain \$100k give or get fundraising target for 2020.

Closing Business:

- Set Summer Board meeting for the Wednesday following advocacy day, June 24

- Set time frame for March EC call during 2nd week of March
- Reviewed meeting action items that would be tracked and pursued by staff in time for the summer meeting.

Winter board meeting adjourned approximately 2:30pm.