



RESULTS and RESULTS Educational Fund Boards of Directors Meeting

Minutes of the February 17 & 24, 2021 meeting

Due to travel and meeting restrictions, the February 2020 board meeting was held virtually over the organization's Zoom platform taking place in two parts, each from approximately 6:45pm until 10pm Eastern US time.

Session 1 – February 17, 2021

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

Staff: Joanne Carter, Executive Director; Mark Butler, CFO/COO; John Fawcett, Vice President for Policy and Advocacy, Meredith Dodson, Director, U.S. Poverty Policy; Jesse Marsden, Chief of Staff; Barb Weber, Vice President for Philanthropy

Proceedings:

Welcome & opening business: Meeting commenced at 6:45 with welcome remarks from the Chair.

Consent Agenda: Chair presented the consent agenda noting its contents including:

- Minutes for Summer Board Meeting June 24 and 29, 2020;
- EC Minutes for July 30, 2020;
- EC Minutes for October 21, 2020;
- EC Minutes for December 15, 2020;
- EC Minutes for January 28, 2021

Motion to approve items on the consent agenda made by Jan Twombly. Motion seconded by S. Ashish Bali. Motion passed.

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

- *Opportunity of the Moment:* current context has cast a light on structural and racial inequalities; set backs across all of our priority goals; scale of need potentially transformed scale of global response; must seize the ambition of the moment to drive urgent response.
- Big policy initiatives: Moment enables looking at very ambitious agenda around dramatically scaling up funding for TB and seeking a 2/3rds cut in child poverty in the US! Outlined a fundamental approach to define targets for biggest bang long term investments of public resources, action on targeted opportunities were we can play an outsized role, and translate bold emergency response into sustained systemic change.
- *GR Growth and impact:* High degree of interest in joining RESULTS, responded with a new process for onboard new people enabling us to receive 2300 expressions of interest, link 1700 new people tour communications and donor database, host 660 at orientations and introduce 450 people to groups. Growth like this opens up new opportunities and innovations for broader impact.

- *Investing in ourselves*: outlined agenda to support organizational effectiveness commensurate with our policy ambitions, lifting known capacity constraints, increasing financial resilience and support functions, and prioritizing investments for supporting increased impact.
- *Transformation in Development*: need to build funding matched to our ambitious agenda as well as demonstrate an ambitious agenda that will attract funding for its potential impact on this moment. Enhance cross-team and cross-departmental engagement in the development process, and support and foster an organization-wide culture of philanthropy that will encourage transformational giving.
- *Challenges of the moment*: systems and processes have enabled remote work to continue; challenges of working during COVID are real and take a toll; wider political context impacting staff; staff are stretched and even covering capacity gaps presents its own challenges.

Governance Committee: Three-part discussion focused on alignment around board composition as relates to recruitment of new board member candidates; existing board member re-elections; and current bylaws provisions for EC membership. Board aligned on agreeing to seek 2 to 3 new candidates using guidance developed from previous survey, this discussion, and seeking input from staff.

Board member elections:

- **Motion** to re-elect S. Ashish Bali to a new three-year term 2021-2024 made by Scott Leckman and seconded by Jan Twombly. Motion passed.
- **Motion** to re-elect Pankaj Agarwal to a new three-year term 2021-2024 made by Jan Twombly and seconded by Maxine Thomas. Motion passed.
- **Motion** to re-elect Roger Hudson to a new three-year term 2021-2024 made by Sam Daley-Harris and seconded by Scott Leckman. Motion passed.

After discussion, Board agreed to make no new revisions to the Bylaws at this time.

Audit Committee: S. Ashish Bali, Member of the Audit Committee reported out on the clean findings of the previous audit.

Finance & Compensation: Jan Twombly, Treasurer and Chair of the Finance and Compensation Committee briefly reported updates covering the development of a supplemental FY21 budget accounting for fundraising surpluses, accompanying guidance on investment priorities for future surpluses aligned to strategic plan priorities and goals to invest in organization.

Adjournment: Kul summarized and Closed the meeting. Meeting adjourned 10:30pm.

Session 2 – February 24, 2021

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

Staff: Joanne Carter, Executive Director; Mark Butler, CFO/COO; John Fawcett, Vice President for Policy and Advocacy, Meredith Dodson, Director, U.S. Poverty Policy; Jesse Marsden, Chief of Staff; Barb Weber, Vice President for Philanthropy

Proceedings:

Welcome & opening business: Meeting commenced at 6:30 with welcome remarks from the Chair.

Committee Reports: Committees reported recent updates

- Grassroots Board Members Committee reported on recent activities and noted upcoming election for Qiana's seat.
- Fundraising Committee led a discussion following a proposal to adopt a new 2021 Board Giving Campaign. Board agreed to have a campaign but requested that the Committee collect the incoming board pledge forms and tally the combined pledges to generate the target for the campaign.
- AO Council Chair Maxine Thomas noted that further updates are pending upcoming AO Council meeting and would be willing to share new information following that meeting.

Departmental Updates from Staff: Senior Staff shared updates on recent and upcoming activities.

- Finance & Administration: Mark Butler, CFO/COO shared updates highlighting top forthcoming priorities:
 - Building the organization to support a bold and ongoing movement
 - Improving systems and management skills
 - Closing gaps against current work through IT, finance, and risk management structures as well as strengthened M&E systems
 - Begin analysis of steps for returning to normal operations though noted that this will be some ways off and is not expected soon
- Campaigns Team: John Fawcett, VP for Policy & Advocacy provided updates
 - Discussed recent launch of First 100 Days Campaign with goal to engage all of the Senate and 3/4ths of the House.
 - Reviewed current and ongoing emphasis on bipartisanship particularly through supporting a values-based approach to conservative offices; Continued growth and expansion, including emphasis on "purple" districts; and Engaging and amplifying emerging centers of bipartisan power on Capitol Hill
 - Reviewed the significant growth in the team with a number of funded open and hiring positions some of which are made possible through recent fundraising successes.
- Development: Barb Weber, VP for Philanthropy provided updates
 - Summarized importance and resonance of RESULTS' work at this cultural moment
 - Provided overview of development team and existing capacity
 - Outlined a few areas of emphasis for the development program
 - Strengthening the quality of relationships with donors
 - Leveraging existing partnerships toward the possibility of transformational support
 - Expanding donor participation through new modes of engagement

Review of steps and structure for 2021-2025 Strategic Plan: Jesse Marsden, Chief of Staff, reviewed previous steps in the process, the board visioning sessions from July and October and how those ideas have had impacts on thinking presented in the strategic plan for 2021-2025.

Presentation of Focus Area Content: Point persons in charge of outcomes for each of the five focus areas of the plan provided brief reviews of the content covering the central drive of the focus area, top line goals, and key metrics associated with each.

Discussion ensued providing feedback and inputs on next round edits. A final draft will be presented to the board incorporating the feedback received in the March EC call. Agreed that major emphasis of next steps centers on inputs received in this discussion, developing a costing estimate for the plan, communications plan, and a plan for managing to the plan including a very top line dashboard for Board use.

Set second half of March as target timeline to next EC call.

Adjournment: Kul summarized and Closed the meeting. Meeting adjourned 10:10pm.