

**USP Senior Management Team
March 29, 2011, Minutes**

Staff Present: Ann (for part of the meeting), Bill, Diana, Eric, Erlin, Lenny, Raquiba
Others Present: Sherrilyn (for part of the meeting)

Agenda

- Board update
- DC collaboration memo
- OSF health insurance changes
- Report on OSF/Ford/Atlantic meeting

Board update

Ann, Sherrilyn, and Eric met earlier in the day to discuss a range of next steps on Board work.

- Three areas of focus stemming from the February Board meeting are moving forward: criminal justice reform in California connected to the state fiscal crisis, money in politics, and media manipulation. CJF is handling the California work, and TIF is handling the other two. Sherrilyn clarified which Board Advisors staff should work with on these areas (so that proposals can come back to the Board for the Board/Chairman grants line). The CJF work in California will be advised by Bryan, Aryeh, and Andy. The money in politics work will be advised by Jonathan and Ethan. The media manipulation work will be advised by Ethan. Sherrilyn will participate as needed in also advising these areas. The Board has not yet developed a process for the Board/Chairman grant line but will do so soon, and is looking at some options the staff provided. In the meantime, Eric maintains a list of grants from this line.
- Eric and Ann reviewed the Board Advisors list with Sherrilyn, and it will stay largely the same. Sherrilyn said some Board members likely won't be assigned to advise particular programs, but will serve at-large. She is keenly aware of the need to grow the Board.
- The Board needs a few more days to get clearer on the timeline for the reviews.
- We are close to finalizing a date for an SMT retreat with Sherrilyn in early May (where the criteria for reviews will be discussed, as will Board/staff communication).

OSI-DC collaboration memo

Eric explained the history and purpose of the memo (which outlines a protocol for collaboration) and got feedback from the group.

Follow-up:

- Eric will follow up with Caroline Chambers about developing a process to enable state-specific c4 grantmaking through OSPC.

- Eric will work with Caroline, Steve, and Ann to make final edits to the memo in the next few days and then circulate it to USP staff.

OSF health insurance issues

Diana provided background on the changes to insurance and the Baltimore staff's concerns about it. Eric shared some feedback from other staff. It's clear that this change is final and that it will impact a number of staff significantly. Like the earlier change to health insurance, there are strong concerns both about the impact of this and the fact that it was done without any notice, consultation, or opportunity to make suggestions. Several questions and suggestions were discussed, and there was agreement to reach out to other units in the network to explore a collective response to HR about the substantive concerns and the process.

Follow-up:

- Eric will reach out quickly to other units/programs to assess interest in a collective response and draft such a response.

Update on meeting with OSF/Ford/Atlantic

Erlin, Raquiba, and Bill provided a brief update. They said this is the second quarterly meeting among leaders in the three foundations, and that it had a wide-ranging agenda (immigration, xenophobia, state strategies, redistricting, Wired for Change, jobs, and more). There was discussion about the move from comprehensive immigration reform to state work, the need to develop more aspirational/affirmative narratives about the economy, efforts to reach disaffected whites, the need to identify and fill gaps in the redistricting work, and an idea to fund 2-3 groups to get data on money in politics and 2-3 to publicize it. The groups will share information on their anchor grantees, and will share some information on state issues. The foundations have agreed to engage a private consultant to identify the overlaps in funding between the three foundations.

USP Senior Management Team March 22, 2011, Minutes

Staff Present: Ann, Bill, Diana, Eric, Erlin, Laleh, Lenny, Raquiba

Agenda

- New program codes
- Large grants to key organizations (per AN email)
- Update on work with the Board

New program codes

Lenny explained that the Staff Advisory Group had questions about the purpose and uses of the new codes, and that there were concerns about how it was communicated. Staff wanted to have more input. Eric explained that this went into effect across OSF (ie, mandated from upstairs) and there was no opportunity to shape it; he also said the information should have been conveyed to staff earlier and more fully.

There was consensus that we should:

- Go back to staff to see if everyone thinks the goals are correct;
- Create an additional line in each fund/campaign for anchor grants that are core to the work and advance multiple goals;
- Provide clarity about whether grants should be split across multiple program codes if they advance multiple goals (and aren't anchor grants). There was a sense that they should usually be split, but it was left open.

Follow-up:

- Eric will talk to Cristina about the best next step. [NOTE: After the SMT, Eric and Cristina met and she believes that the best next step is to have discussions among fund/campaign teams, not the Staff Advisory Group. Eric will send an email around to the SMT shortly on this.]

Large grants to key organizations

There was discussion about Aryeh's email about the possibility for more large grants to major organizations (like the Human Rights Watch grant). There was agreement to create standard criteria that we'll use to identify organizations, and then draft a memo to Aryeh with our criteria and our list.

Follow-up:

- Ann will find out from Aryeh how soon we need to get this to him, what budget these will come from, and what the USP Board's role will be in selecting organizations in the U.S.
- Eric will draft the criteria and memo and circulate it to the SMT, so that Program Directors can give feedback and start identifying organizations that fit the criteria; we'll then discuss those once more at an SMT meeting.

Update on work with the Board

Ann shared highlights of conversations she and Eric are having with Sherrilyn. An initial timeline for the review process was discussed, and Ann and Eric will now share that with Sherrilyn.

Follow-up:

- Program Directors should send Eric any feedback/suggestions on the timeline this week.

**USP Senior Management Team
March 15, 2011, Minutes**

Staff Present: Ann, Bill, Eric, Erlin, Laleh, Raquiba

Agenda

- Docket debrief
- Recent issues/experiences with Tides, and experiences with pooled funds and intermediaries generally
- Ideas for new areas where we can exercise a leadership role on big themes across funds and with other foundations

Docket debrief

- All of the grants were approved.
- Bill reported that Aryeh engaged in a discussion about whether collective bargaining attacks (like the Wisconsin situation) should be an increased area of concern for OSF.
- Ann reported on the CJF discussion in Lenny's absence. Aryeh engaged staff about the larger grants and the death penalty strategies. He also asked why we aren't using contingent grants more, which we explained was partly because of the nature of these large renewal grants, and also because we had planned to make two-year grants (and that we'll start using contingent grants more as time passes).

Experiences with Tides and other pooled funds or intermediaries

There was discussion about Tides, PIP, and Proteus. Erlin reported that Holeri has raised questions about turnover at Tides and difficulties getting information from staff there (including a recent example of unspent grant money they need to return to us). There was agreement that it would be good to identify best practices with pooled funds and intermediaries.

Ann said the next OSF/Ford/Atlantic meeting is March 28 from 2-5 p.m. at Ford. Ann, Bill, Erlin, Raquiba, and Tom (for Laleh) should attend. The agenda items include: immigration, money in politics, a quick xenophobia update, jobs, and social media.

Follow-up:

- Michael will send a scheduling reminder to those involved in the OSF/Ford/Atlantic meeting.
- Ann will raise the question of best practices for pooled funds at that meeting.
- The xenophobia and money in politics memos will need to be circulated after the agenda is circulated.

Ideas for cross-fund themes where we should take a leadership role

Ann explained that this is about areas where we can provide operational support, through funder organizing and convenings to raise awareness. Work around xenophobia is underway, and may include a convening about engagement models. There is a need to spur more strategic and collaborative work on money in politics, which Laleh is pursuing. There was discussion about doing work on faith issues and reaching working-class whites.

Follow-up:

- Raquiba will circulate the xenophobia working group's latest plan for doing a survey of grantees.
- We'll schedule a discussion on faith issues. Bill will circulate a request for information to be shared in advance.