

**USP Senior Management Team
April 5, 2011, Minutes**

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

Others Present: Nancy C.

Agenda

- USP's faith-based work

This was a special meeting to talk about USP's faith-based strategies and investments across programs. The discussion included the rationale for some programs investing in faith-based work, past and current activities, gaps, opportunities, and challenges for doing more of this work.

Follow-up:

- Bill and Eric will compare notes and work with Nashay to update a memo that encapsulates USP's work in this area. That memo will be posted and shared so that it can continue evolving.
- We will schedule a USP all-staff meeting on this topic for the next few months, and include outside leaders in the field.

**USP Senior Management Team
April 12, 2011, Minutes**

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

Agenda

- Transition issues
- Initial brainstorming on criteria for program reviews with Board
- Other issues

Transition issues

The group discussed items that need Ann's attention before her departure. Ann said she plans to have one-on-one meetings with directors before she leaves.

- We have several strands of work going on with Anna Deavere Smith, which Ann has been coordinating with various staff. Erlin should be the lead contact with Anna going forward. Ann will write to Anna and tell her about the transitions and cc relevant parties. Ann will likely be working with Anna in the future, and she'll make clear that this separate from OSF work.

- Laleh will continue working on the memos for the Board about money in politics and media manipulation. We'll run through all the Board grants at a future SMT meeting.
- Ann will hand off to Diana the coordination work on the OSF/Ford/Atlantic meetings.
- Ann has talked with Sherrilyn about Board Advisors for her future project.
- The Board needs to be more engaged in the State Strategies Initiative's future direction.
- Raquiba will send information on the naturalization project to Sherrilyn. Ann said Sherrilyn was excited about this work and eager to learn more, and we need to figure out who should approach GS about it.
- On SFPA, Diana will shepherd the TASC grant through with Board Advisors.

Criteria for reviews

At next week's SMT meeting, we will start developing an agenda for the retreat and discuss the criteria more. Eric noted that Sherrilyn has said the reviews should be co-developed with staff, and the Board is interested in understanding what the staff thinks it should focus on for each fund or campaign. There was agreement about also structuring the reviews so that they can be helpful to staff. Initial thoughts included:

- We need to acknowledge that the three-year plans were written at a very hopeful moment.
- We should ask how each fund/campaign would evaluate itself, and what metrics it would employ.
- We should ask what has changed in the political climate.
- We should ask what should be expanded and what should be scaled back.
- We should identify the big opportunities for 2012.
- Diana noted that where there is data on impact, we need to include it (even if it's complex).

Follow-up:

- Directors will think more about the criteria and discuss it with their teams.
- Eric will circulate a compilation of the benchmarks and/or impact statements from all of the three-year plans.

4. Other issues

- Ann and Erlin will both miss next week's SMT meeting. That meeting will include discussion to develop an agenda for the SMT retreat with Sherrilyn.
- Eric reported that there is some confusion about adding diversity questions to the general support grant application. Cristina is working with the General Counsel's office on this, and several program staff have weighed in about the importance of doing this. Ricardo is averse to adding diversity questions. The SMT suggested that we get this away from a discussion about what Aryeh would see because it's data we'd want to collect even if we don't include it in material for Aryeh. Raquiba noted that this connects to our discussions about bringing a racial equity

lens to our grantmaking, and she said we need a clearer rationale for what we'll do with the data.

Follow-up:

- Eric will work with Cristina to move forward with adding the question to the application.

USP Senior Management Team April 19, 2011, Minutes

Staff Present: Bill, Diana, Eric, Laleh, Lenny (for part of the meeting), Raquiba (for part of the meeting)

Agenda

- SMT retreat
- Large grants to anchor groups

SMT retreat (May 5-6)

There was discussion of the goals, agenda, and logistics. The group agreed that the first day should focus on the staff: how we'll work together, our thoughts about the criteria for the mid-term reviews, etc. The second day should include Sherrilyn and focus on Board/staff roles and responsibilities, and co-developing the criteria for the reviews/adjustments. There was agreement not to use a professional facilitator, but to rotate facilitation among the group, and rotate note-taking, as well. We'll hold the retreat in Philadelphia, starting on Thursday morning and ending by 4 p.m. on Friday.

There was some discussion about the reviews. Laleh shared some questions/concerns, which Diana said Sherrilyn won't yet be able to answer. Diana encouraged the staff to think of the reviews as more forward-looking – focused on what makes sense to do going forward. Diana agreed to get clarity from Sherrilyn about the purpose and framing of the reviews in advance of the retreat.

Follow-up:

- Eric will work with Gladys on logistics for the retreat.
- Eric will send a relatively simple draft agenda to the group by early next week for feedback.
- Diana will seek clarity from Sherrilyn about the goals and framing of the reviews.

3. Large, long-term grants to anchor organizations

The SMT again discussed Aryeh's invitation to suggest organization to receive large, long-term grants (a la Human Rights Watch). Laleh asked to add NPR to the list. There was discussion about the need to winnow the list down and remove the list of those we're

not recommending for inclusion. Diana asked that the criteria be ordered more strategically and not duplicate criteria Aryeh already suggested in his initial message. Once we have a sense of how many organizations we should submit, we'll circulate the list to the SMT and people will suggest their top choices.

Follow-up:

- Eric will email Aryeh to ask how many groups USP should suggest, and to let him know that we're sending a list from across USP (which we'll do by the May 2 deadline).
- Eric will then circulate the list to the SMT to rank their preferences, if groups need to be cut, or will circulate a final version of the memo for discussion.

**USP Senior Management Team
April 26, 2011, Minutes**

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

Agenda

- Docket debrief
- Update on Board/Chairman grants
- Reflections on SMT

Docket debrief

Program Directors shared reports from the April 11 docket meeting:

- SOF, CJF, and SFPA grants were approved by Aryeh without staff presenting at the meeting.
- Aryeh had questions about a TIF grant to Link TV. Staff has prepared a memo addressing the issues he raised.
- Aryeh noted the uprisings in Arab countries in connection to NSHR's work.
- Aryeh raised questions about CBMA's grant for a capacity-building institute. (Ann noted that this connects to Aryeh's concerns about intermediaries and consultancy types of work, and she said that it's important to emphasize our efforts with individual leaders, which resonates with Aryeh.) Raquiba and Shawn will be working with Board Advisors to further develop plans for the capacity-building institute.

Board/Chairman grants

Program Directors shared updates on areas that were discussed at the February Board meeting, for follow up for possible grants from the new Board/Chairman line.

- TIF met with Board Advisor Ethan Zuckerman to discuss increased work on polarization. He had good guidance about framing this work.
- On money in politics, TIF has sent a memo to the Board Advisors but hasn't gotten feedback.
- CJF is working with Board Advisors to flesh out priorities for work in California capitalizing on the fiscal crisis. Lenny and William traveled to California. There may be grants to make before the June Board meeting, and Sherrilyn is putting together a Board committee to approve such grants. Lenny is working on a follow-up memo for Board Advisors.
- D&P prepared a memo on making government more effective – not to launch a new area of work, but to articulate our activities in this area. D&P is also handling a Board/Chairman grant to collect data on the fiscal crisis.
- Eric is maintaining a spreadsheet of committed and potential Board/Chairman grants. Erlin said Compassion & Choices may need to be added, which she'll sort out with Aryeh's office.
- Diana talked to Sherrilyn about the need to develop a process for Board/Chairman grants, and she will follow up.

Reflections on SMT

As this was Ann's last meeting, she asked each member of the SMT to share their thoughts on what was valuable about the group, what they've learned as a group, and what they want to make sure continues. Each person on the SMT shared thoughts, and the group thanked Ann for her leadership and partnership.