

**USP Senior Management Team
June 7, 2011, Minutes**

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

Agenda

- “Good stuff”
- Quick operational updates
- Atlantic Philanthropies transition
- Discussion of state and local work

“Good stuff”

- Bill reported that interviews for the D&P Program Officer are going well.

Quick operational updates

- Eric reported that he and Elisabeth met with Marina in HR about how to account for lunch time for overtime-eligible staff. Supervisors will handle this with staff who they supervise. Eric and Elisabeth are working with Marina on additional training for staff.
- There was discussion about the need to be consistent with midterm review conference calls (directors and managers will be on the calls).
- Eric reported that the 2011-2012 budget is a “fluid budget” for the finance systems, meaning that unspent money in 2011 can be carried over to 2012 without a lot of work.
- Eric asked if there are additional changes to the new program codes. It was agreed to wait a few more weeks to revisit this, as our work with the Board may shape it.

Atlantic Philanthropies transition

- The SMT briefly discussed Gara’s announcement that he is leaving Atlantic. There are some concerns about Atlantic’s continued level of commitment to the fields we fund together. Atlantic’s Board Chair issued a letter saying that the program areas will remain the same. The SMT will continue sharing information with each other as more becomes known.
- The next OSF/Ford/Atlantic leadership meeting will happen later this month, but will not have a substantive agenda.

Discussion of state and local work

There was initial discussion about the purpose of doing more coordinated state/local work and the criteria for places. The group agreed to share background and resources and think about some of these issues in advance of the next SMT meeting.

Follow-up

- Eric will work with Fei to create a KARL section on state/local work, including materials we've created in the past on SSI, program-specific strategy memos, articles and literature on the issue, etc.

**USP Senior Management Team
June 14, 2011, Minutes**

Staff Present: Diana, Eric, Erlin, Lenny, Monique

Agenda

- Board meeting debrief
- Continuation of state/local discussion

Board meeting debrief

Kay will have minutes soon. The grants submitted to the Board were all approved (Planned Parenthood – which is anonymous/confidential – as well as CUNY for the state fiscal crisis data effort, American Library Association for polarization work and Brennan Center, which isn't from the Board line but went to the Board because it's \$2 million). In addition, the Board approved in principle some areas of work for which we submitted memos, including naturalization, criminal justice reform in California, and some nonpartisan voter work.

Continuation of state/local discussion

The discussion focused on the criteria for choosing states. (All of the notes from these discussions through the month will be turned into a draft memo and shared with Board Advisors.)

**USP Senior Management Team
June 21, 2011, Minutes**

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

Agenda

- “Good stuff”
- Board update
- Continuing conversation about state/local work

“Good stuff”

- Lenny reported on a convening of NYC advocates on policing issues, which may expand beyond stop-and-frisk practices.
- Erlin is going to Baltimore for an arts and culture festival.
- Bill reported on the Young Elected Officials Network, which has grown into a considerable force in part as a result of OSF support.
- Diana was in London over the weekend for global drug policy meetings with Andy.

Board update

- The NSHR mid-term review calls are done. Laleh and Diana reported that the Board members were very engaged.
- Diana and Monique reported that the OSI-Baltimore call also went well. Diana said Sherrilyn is focused on some themes that were part of the Board retreat debrief: idea-generation for improving the economy, and more traditional workforce development issues.
- There was discussion about the mid-term review calls being one part of a continuing process with opportunities for further input and discussion.
- Lenny reported that he spoke to Andy Stern about the questions Andy is raising around measurement. Bill reported on similar conversation with Andy.
- Eric and Diana explained the need to draft a document for George (and later for the Board) about our current and recent campaign work. The memo should be exhaustive but shouldn't stretch. It will have introductory language about the mix of strategies/approaches, and then short blurbs about ongoing campaigns or those within the last three years.

Follow-up

- Bill will draft and circulate a short definition of campaigns.
- Eric will draft and circulate a simple template for Program Directors to use in compiling information about campaigns.
- Program Directors will send material to Eric by July 7, and he will edit all of it and turn it into a draft memo.
- Diana is meeting with George on July 13 and will send him the memo a day or two before the meeting.

Continuing conversation about state/local work

The discussion focused on *how* we might do this work – structures, approaches, etc.

There was an agreement to hold another SMT meeting later in the week to continue the discussion. Eric is incorporating notes from both meetings into the evolving notes on our state/local work to circulate before the next SMT meeting.

**USP Senior Management Team
June 28, 2011, Minutes**

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

Others Present: Cristina, Fei

Agenda

- “Good stuff”
- Docket debrief/update
- Check-in on midterm review calls
- Campaign definition
- Continuing conversation about state/local work

“Good stuff”

- Lenny reported that he and Luisa had been to Texas for meetings regarding the public defender’s office. He said that project is particularly significant because community pressure led to the creation of the office (and community pressure doesn’t usually build around indigent defense issues).
- Diana reported that Sherrilyn was at the OSI-Baltimore Board meeting and updated that Board on relevant work. Diana thanked everyone for all that they are doing to help manage her own split between New York and Baltimore.

Docket debrief update

There was discussion about the docket meeting with Aryeh. All of the grants were approved. Aryeh was engaged in big-picture, high-level questions.

The docket process going forward was discussed. There were several key points:

- Diana will prioritize reading and editing write-ups as soon as she gets them.
- Program Directors should send write-ups to Diana electronically, as they are ready. Each write-up should be a separate document, and they should be named with numbers (eg, TIF Docket 2 – 1 of 12).
- When possible, Diana should get the cover memos early, so that she can use them to orient her to the write-ups that will follow.
- Diana will send edits/comments back in track changes. If there are questions about the edits or comments, Program Directors should reach out to Diana about them quickly.
- Language in the first and second sections should be neutral (it should not weigh in on the merits of the organization). The third section should have our point of view. Throughout, the write-ups should have a simple style without jargon.
- The narrative section of the write-ups should be no more than three pages. Cristina will recirculate the templates/guides that make this clear.

- There was discussion about whether we are encouraged to use contingency grants. Diana will seek clarity from Aryeh.
- When grants for under \$50,000 are approved, Program Directors should forward them to Fei, so that she can keep them in KARL with all of the other approved grants and can have a record of all USP grants.

Follow-up

- Diana will talk to Aryeh about whether we're encouraged to use contingency grants.
- Cristina will circulate the templates/guides for write-ups to the SMT.

Check-in on midterm review calls

Lenny and Laleh shared their experiences from their funds' first calls, and Diana weighed in on all of the calls so far. (Laleh noted that TIF is now calling itself the Transparency and Accountability Fund.) The Board members are very engaged and have thoughtful questions.

Campaign definition

Diana circulated a revision of Bill's short definition of a campaign. People should send questions/suggestions around via email.

Continuing conversation about state/local work

This was the last discussion before the memo to the Board Advisors is drafted for the July 7 and 8 meetings. Notes will be incorporated into the draft memo that is being prepared for Board Advisors in advance of those meetings. The discussion focused mostly on remaining questions about how the new initiative connects to our ongoing work at the state and local levels (and our work with national grantees who work in states).