

# Memorandum

## Ken Zimmerman, Director of U.S. Programs

As reflected in the agenda for this board meeting, the past three months reflect the full breadth of U.S. Programs dynamics. We have been actively participating in the critical events facing the nation from the election to comprehensive immigration reform, continuing our grantmaking in fields including criminal justice reform and black male achievement, and moving forward on the redesign of U.S. Programs. We are, in fact, both building the plane and flying it.

The agenda for this meeting reflects the full scope of the various strands of U.S. Programs activities. We will begin with sessions that reflect key issues that emerged during and following the election: the first involving voter protection, engagement, and other lessons from the recent election, and the second regarding the prospects for comprehensive immigration reform. The potential of U.S. Programs engagement to promote an open society is fully evident in both of these topics. To help inform our thinking about these and other pressing issues, we are pleased that two prominent public sector leaders will join us later in the day: the Secretary of the United States Department of Housing and Urban Development, Shaun Donovan, and the head of the Domestic Policy Council (and former U.S. Programs board member) Cecilia Muñoz.

In addition to these substantive topics, we have also set aside time to discuss the changes taking place within OSF—both at a global level and within U.S. Programs. As was discussed at the last board meeting, we are beginning a set of sessions in which we will introduce other components of OSF to the U.S. Programs board. We will start with presentations by Jim Goldston of the Justice Initiative, which serves as a public interest law firm within OSF, and by Ethan Zuckerman, who chairs the Information Program. Chris Stone will also describe the broader strategy and budget process OSF expects to adopt in 2013.

We will also discuss the redesign of U.S. Programs. As you know, the adoption of the 2013 budget reflected significant refinements in how U.S. Programs will operate. The transitional structure we will adopt in January is the next step in this process, and I look forward to briefing you both on this development and the new components we plan to develop in the coming year.

Consistent with my intention to provide you a leaner and more focused board book, we have continued the practice from the prior meeting of including only a limited amount of information regarding each of the sessions. You will find a short memo introducing the topic, accompanied by the bios of any invited guests. Later in the book we have provided more detail about recent U.S. Programs activities in a summary memo and copies of the docket summaries brought forward since our last meeting.

Five months into my tenure, I remain deeply appreciative of the board and the staff for their continued support in all facets of our work. On behalf of the staff, I also want to recognize the special leadership that Sherrilyn has provided to U.S. Programs as a whole and for her assistance to me in particular throughout this transition.

I very much look forward to seeing you on December 18<sup>th</sup>.

Ken