Corporation for National and Community Service
Minutes of the Board of Directors Meeting
September 19, 2012
10:02 a.m. – 11:09 a.m., EST

The Board of Directors convened in Washington, D.C. The following members of the Board were present:

Laysha Ward, Chair

Matthew McCabe

Lisa Garcia Quiroz

Jane Hartley

Stan Soloway

Hyepin Im

Phyllis Segal

Chair's Opening Remarks.

Board Chair Laysha Ward opened the meeting by noting that although Jim Palmer, Eric Tanenblatt, and Marguerite Kandracke would be absent for the public meeting, Eric and Marguerite were present yesterday for the Board retreat and the Board appreciated their contributions. Ms. Ward thanked her fellow Board members for sharing their time, expertise and insights as the Board moved forward in strengthening national and community service. The Board retreat had been very productive. Ms. Ward also thanked the CNCS staff and recognized their professionalism that enabled the Board to do this great work. She noted that the Board has had a very busy week as CNCS hosts the AmeriCorps grantees, the Social Innovation Fund grantees, the state office directors, and the AmeriCorps NCCC leadership in Washington, D.C. She noted that the Board was very proud and honored to have so many of our partners from all over the nation here so that everyone could share best practices, be aligned around the mission vision and objectives, celebrate and recognize the contributions, and move forward successfully throughout the rest of this year and into the year ahead. Ms. Ward thanked the National Service Program participants who do the vital work on the ground that brings all of the work to life and helps to make this nation strong. She also thanked everyone in the room or participating in other sessions outside the Board room.

Ms. Ward then swore in the new Board members, Matthew McCabe and Lisa Garcia Quiroz, and welcomed them onto the Board. She noted that Matt's mom and dad were present.

Ms. Ward then provided a summary of Board activity during the retreat held the day before. They had started the day with a visit to an AmeriCorps state program, City Year. They learned about the work of City Year, preparing meals for low-income individuals in Washington, D.C. and preparing them for culinary jobs that help individuals move out of homelessness, and away from addiction and incarceration. The Board also learned about the work that City Year is doing in schools around the nation, ensuring that more young people are reading at grade level and moving along the path to high school graduation.

The Board heard from VISTA members about the important capacity building services they provide in areas such as research, performance management and development of job training curriculum. The Board also had the opportunity to spend time at the Inspire Teaching Demonstration Public Charter School. The Board learned more about the impact and the results that service has on some of the nation's most critical social issues. Ms. Ward thanked the staff and leaders at City Year and the Inspire Teaching Project for the big effort on their part to organize that day and ensure that the Board had the opportunity to observe and learn.

Ms. Ward reported that during the retreat the Board was able to spend time with the CNCS senior team. They had discussions regarding the work on budget planning for Fiscal Year 2014 and they heard a lot about the 2013 AmeriCorps State and National Notice of Funding Opportunity, and the Senior Corps RSVP competition. The Board reviewed the strategic engagement plan that will further support CNCS's vision. The Board was also briefed by members of the Office of the Inspector General as well as the president of the employee union. Both briefings are standing items on the Board agenda. All of the work and activity made for a very busy retreat with a full conversation about how CNCS and the Board have made effective progress against the stated goals and objectives.

Ms. Ward commented on the momentum that the Board is building with everyone in the room and that the Board is very pleased by the ongoing strong level of support from the White House that the Agency has enjoyed. The Board is focused on ensuring that the Agency builds on that support to make national and community service on ongoing part of the American consciousness so that even more Americans across the nation are engaged in service at all levels, federal, state and local.

Consideration of Prior Meeting's Minutes

The Board considered and approved by voice vote the minutes for the public Board meeting held May 9, 2012.

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Chief Executive Officer's Report

The Chief Executive Officer Wendy Spencer thanked Laysha Ward for her leadership and also thanked the rest of the Board members for their commitment. She thanked the CNCS staff for their hard work in making sure that our partners in the field are well-trained and ready to go out and start a great year. Finally, Ms. Spencer thanked the national service field, the partners, the grantees, and the service members for their commitment to strengthening our nation through service and volunteering.

Ms. Spencer shared with the Board that it is a very busy but exciting time at CNCS. The Agency has been reaching out to stakeholders. The Agency continues to position service as a very cost-effective way to meet local and national needs. She noted that the Agency has announced millions of dollars in grants to support high impact organizations and to engage Americans in service. She stated that the Agency has equipped the service programs to have greater impact.

Ms. Spencer reported that a key objective in her first five months on the job was to get the word out to the public concerning the work that the Agency does. She has met with 55 elected national, state, and local leaders, to include members of the Congress, governors and mayors. She has also met with national leaders such as Walter Isaacson, who leads the Aspen Institute, and Gail McGovern with the Red Cross. Ms. Spencer contacted Ms. McGovern after Hurricane Isaac hit to offer the Agency's continued support and Ms. McGovern could not say enough kind words about the support she was receiving from AmeriCorps. CNCS had over 200 AmeriCorps and Senior Corps volunteers and members in the field after Isaac hit. Ms. Spencer has also met with superintendents from major school districts and with foundation leaders. She has presented over 50 speeches or presentations in the first five months of her tenure, and has calculated that she has reached over 16,000 people in talks about service, why it's important and why it's working. Ms. Spencer reported that she is using social media. Her Twitter account is @WendyCNCS and her last tweets reached 500,000 people.

Ms. Spencer mentioned the tremendous White House support. The AmeriCorps Alum Day was a huge success. Alumni from all over the country were invited for a dialogue about their service experience, and she heard stories about how people changed the lives of others and how their own lives were changed through service. CNCS also had its first Google Hangout on the same day. Ms. Spencer said they had between 50 and 100 people on the line at the Google Hangout talking about alumni support. CNCS also had the Senior Corps Day at the White House. This was a great day of dialogue about the Senior Corps professionals, volunteers, and administrators that are running the RSVP, Senior Companion, and Foster Grandparent programs.

Ms. Spencer stated that CNCS was continuing to position service as a solution, a cost-effective way to meet local and national needs. The White House Council for Community Solutions' Final Report stated that 6.7 million young people were disconnected from work and school. Ms. Spencer suggested that CNCS connect them with national service solutions as an on-ramp for employment and a pathway to success. This was a recommendation from the White House Council and Ms. Spencer thought it an excellent idea. The President's Interfaith and Community Service Campus Challenge was also in D.C. and CNCS participated in that event. This marked the first year of the Challenge from the White House and from CNCS. Hundreds of universities, colleges and community colleges were addressing six CNCS priority issues areas: disaster services, economic opportunities, education, environmental stewardship, and helping the futures of veterans and military families. Ms. Spencer reported that she had a great dialogue with 30 to 40 college presidents about them as leaders lifting up service as a solution on their college campuses and in the communities they serve.

Ms. Spencer reported that CNCS has really focused and expanded the support for veterans and military families. This is one of CNCS's six priorities and more than 1,000 new AmeriCorps members, a majority of them veterans, will be deployed across the country this year to provide education, employment and other services to veterans and military families. This is the largest deployment in the Agency's history and shows the commitment to veterans and their families. Ms. Spencer noted that disasters unfortunately are not going away. She stated that last year FEMA had the most expensive, documented, federally declared disasters in America on record. CNCS is focused on being well-prepared to respond and that it is a real priority for our Agency and the White House to be prepared. The Administration has announced a grant to rebuild Joplin to support 50 new full-time AmeriCorps members every year for the next 3 years as they go through their recovery. Ms. Spencer also noted that earlier she had mentioned the Agency response to Hurricane Isaac. More than 280 members across five states are serving during and after the storm. Two new teams of AmeriCorps members were deployed this week.

Ms. Spencer also reported that last week she had the honor of swearing in 231 of the nation's very first FEMA Corps members in Vicksburg, Mississippi. It is an historic collaboration which takes the best of AmeriCorps NCCC and combines it with FEMA expertise during disaster response and recovery, all while expanding career opportunities for these young people. It is a super opportunity for the young people who serve, and it is great for those survivors from disasters who are going to have caring, mission-driven young people there to help serve them and connect them to resources.

Ms. Spencer mentioned that in the past couple of weeks millions of dollars of grants have been awarded to support high-impact organizations to engage Americans in service. CNCS has announced $213 million in new AmeriCorps grants that will support 46,000 new AmeriCorps

members. This will strengthen and impact more than 275 organizations across the country. CNCS has also announced $42 million in Social Innovation Fund grants to top-notch grant makers. The grantees are leveraging an additional $105 million in private funds to grow high impact nonprofits. Regarding the 2012 RSVP relinquished fund grants, 40 grants totaling $4 million will support organizations and nonprofits that will tap about 7,500 senior volunteers. Active seniors tend to be healthy seniors, they feel better, they meet new people, and they may even live longer.

CNCS provided grants to seven organizations to engage Americans in service around the September 11th National Day of Service and Remembrance. Ms. Spencer stated that CNCS was proud to be the lead and work with other national nonprofits on that effort.

Ms. Spencer said that CNCS was equipping internally and through CNCS programs for greater impact. She has announced staffing updates and additions to strengthen the CNCS team, including Bill Basl, who joined the Agency as the Director of AmeriCorps. He brings over 40 years of expertise in national service. He served as the Director of the State Commission on Volunteerism in Washington State and he started his career as a VISTA member. Ms. Spencer also noted that there have been Agency organizational realignments that will improve organizational efficiency and open the lines of communication within the Agency. Ms. Spencer announced that soon she was going to start office hours so that the field could call in and have an open dialogue on issues that they have. The Agency has had many conferences and meetings across programs. Senior Corps had a virtual conference recently, and you can still go on-line and see links to great material.

Ms. Spencer reported that the Agency is preparing to roll out performance measures nationally and across programs through training, online resources and more. The Agency will be able to calculate the outcomes of our work and then be able to share the outcomes. Ms. Spencer reported that the Agency has announced four priorities to advance the mission. Those four priorities are expanding economic opportunities for Americans, driving innovation and impact, garnering national service and volunteerism, and explaining why service matters, what the impacts are, and the difference it's making not only in individuals' lives, but in whole communities.

Ms. Spencer concluded by recognizing that it had been a very busy first five months as the CEO. She looked forward to working with the Board, the Agency staff, the grantees and the service members to reach higher levels of accountability, efficiency, and most importantly, impact. Ms. Spencer recognized the new Board members and the contributions made by Jim Palmer and Julie Fisher-Cummings. Both had been great Board members and great champions for the Agency

and mission. Finally, she recognized Stan Soloway, whose term on the Board is also ending, for his wisdom and guidance to her.

Ms. Laysha Ward, the Board Chair, expounded on the recognition and gratitude expressed by Ms. Spencer for the contributions of Stan Soloway, Jim Palmer and Julie Fisher-Cummings. She noted that all three were involved in service long before serving on the Board, and they will continue to be involved in service.

Board Reports

Ms. Ward thanked Ms. Spencer for her report and then turned the floor over to Board member Stan Soloway to report for the Program, Budget and Evaluation Committee. Mr. Soloway began his report by stating that the Agency continues to focus on research and evaluation. Ms. Spencer has elevated the Research and Evaluation Office within the organization. There is a new Director of Research and Evaluation, Dr. Chris Spera. The Agency was in the process of recruiting for a deputy director and had hired a full-time SIF evaluation manager, Ms. Lily Zandniapour. A number of major studies were ongoing. The studies ongoing include the Minnesota Reading Corps, which is a literacy intervention program for K through third grade students. Another study takes a look at CNCS's involvement with military and veteran's initiatives. Finally, the SIF National Evaluation is beginning its data collection this fall.

Mr. Soloway reported on other key initiatives that have been continuing or started this year. CNCS has begun enhancing the quality of the required evaluations conducted by AmeriCorps grantees with intense evaluation monitoring and assistance. The Agency is also looking at the development of a clearinghouse or a repository on what works in national service programs, targeting the key outcomes of interest. Mr. Soloway stated that the Agency is looking at ways in which they can better disseminate the evaluation reports and use that information more broadly. The Agency is also looking at evaluation plans for potential new initiatives around school transformation, STEM Corps and the new FEMA Corps.

Mr. Soloway noted that planning on the FY '14 budget had begun and would run through early 2013, culminating with the submission of the President's budget in February and the Congressional budget justification for the Agency. The Board is fully confident that the Agency is appropriately planning for any and all budget contingencies that might arise. Mr. Soloway also commented very favorably on the FEMA Corps partnership that has been officially launched. He congratulated Kate Raftery, Director of the NCCC, and the NCCC staff. Mr. Soloway had the privilege of being present when Secretary Napolitano, Administrator Craig Fugate, and Robert Velasco, the Acting CEO of CNCS at the time, officially announced the launching of the FEMA Corps.

Finally, Mr. Soloway reported on the Senior Corps RSVP Re-Competition. The applications for the re-competition were going to close in about three weeks. The competition for the RSVP grants is required under the Serve America Act and the competitions generally will support some $16 million in grants for the first of the three years of competition.

Next, Ms. Hyepin Im was recognized by the Chair to provide an update on the External Relations Committee. Ms. Im first thanked Laysha Ward for her leadership on the Board and Wendy Spencer for her leadership and energy as head of the Agency and for her fearlessness in going after new opportunities. Ms. Im stated she wanted to focus her report on the outstanding success of the 9-11 activities. She noted that the Kennedy Serve America Act charged CNCS to lead this nation in commemorating the 9-11 Day of Service in partnership with My Good Deed, the national nonprofit founded in memory of the victims of that tragic day. The victims' families wanted to commemorate this day by forming service activities across the nation. Ms. Im stated that this year there were tons of activities across all 50 states. My Good Deed's main event was actually in Maryland, and Ms. Spencer, as well as the U.S. Trade Representative, Ambassador Ron Kirk, and the Director of NCCC, Kate Raftery, were there with many other organizations beautifying the interior and exterior of a Section 8 housing project.

Ms. Im stated that hundreds of thousands of Americans across the country participated on the 11th anniversary of 9-11. Through the AmeriCorps and Senior Corps programs over 300 projects were implemented in 43 states, Puerto Rico and the District of Columbia. Through the CNCS efforts, Ms. Im noted that CNCS funded 20 organizations to do these 9-11 projects and over 150 projects were implemented in 30 states. Additionally, in partnership with Scholastic Incorporated, a teaching curriculum targeted for grades 3 through 8 was mailed to 10,000 Title I schools in 17 states. An additional 200 sets of material were mailed to teachers at the Department of Defense Education Activities Schools as well. Ms. Im felt that the outreach for 9-11 Day events was remarkable. In total, CNCS grantees and programs initiated projects in 47 states, Puerto Rico, and the District of Columbia. At the federal level, President Obama and First Lady Michelle Obama participated in the 9-11 observance ceremony at the Pentagon, and later in the day, the President visited with the military service members at the Walter Reed National Military Medical Center. Vice President Biden made remarks at the memorial service held at the Flight 93 National Memorial in Shanksville, Pennsylvania.

Other Cabinet members who participated in 9-11 day activities included the Ambassador to the United Nations, Susan Rice, and the Acting Secretary of the U.S. Department of Commerce, Rebecca Blank, as well as various staff members from the White House Office of National Drug Control Policy, and the White House Office of Faith-Based and Neighborhood Partnerships. Additionally, over 11 state governors, 14 members of Congress, and numerous mayors and other state and local officials recognized the 9-11 National Day of Service and Remembrance through

the issuance of proclamations. Additional projects were also done by the USO and staged on Capitol Hill and involved many Congressional officials and their staff. Finally, Ms. Im noted that all of the CNCS activities were covered by over 1,000 stories nationwide. Many of these stories were covered by the Washington Post, Forbes, and the Scarsdale Daily Voice, citing CNCS leadership. All of these activities took an extraordinary level of leadership, energy and commitment. Ms. Im recognized the CNCS staff, especially the Office of External Affairs, and state offices, as well as all of the nonprofits, the faith-based organizations, the business schools, the businesses and the schools to make the 9-11 National Day of Service and Remembrance the success that it was.

Next, the Chair recognized Phyllis Segal to report for the Oversight, Governance, and Audit Committee. Ms. Segal stated that it was an honor to be serving on the Board, and under the leadership of the Board Chair and the CEO of the Agency. Ms. Segal said she was pleased to deliver the report on the activities in progress pertaining to governance, oversight and audit. She was actually delivering the report on behalf of Eric Tanenblatt who was not able to be present at the public Board meeting, although he was present at the Retreat yesterday.

Ms. Segal stated that her report covered three main points. First, the Board welcomed Ms. Deborah Jeffrey, who was confirmed by the U.S. Senate and assumed the position of Inspector General of CNCS on July 19, 2012. Ms. Segal reported that yesterday Ms. Jeffrey spoke at the plenary session of the AmeriCorps grantees meeting, which may well have been a first in the history of the Agency. The Board values the role of the IG and her office in promoting effective stewardship, and is pleased that CNCS now has a permanent Inspector General. The Board looks forward to her recommendations to promote efficiency and accountability.

Secondly, Ms. Segal reported that in furtherance of promoting good stewardship, the Board welcomes to CNCS the new Chief Financial Officer, David Rebich. Mr. Rebich brings 24 years of experience from the U.S. Department of the Treasury. Most recently Mr. Rebich served as assistant commissioner of Government Accounting, responsible for government-wide accounting reporting, and previously served as CFO at Treasury's Financial Management Service Agency. As the CNCS CFO, Mr. Rebich has responsibility for financial, grants, and acquisitions management.

For her third point, Ms. Segal noted that at the last Board meeting it was announced that there was established an Office of Accountability and Oversight that merged two existing units, focused separately on external and internal oversight, into one integrated unit that holistically addresses accountability across CNCS. Doug Hilton, who previously worked in CNCS's Office of General Counsel, has accepted the director's position for this new office. With the director now in place, that office will begin annual planning and implementing its crosscutting role. The

selection of the director also completes another milestone in the Agency's accountability plan which is regularly communicated to the Board of Directors.

Finally, Ms. Segal reported on one more ongoing process. The Agency's annual independent financial audit has been underway since the spring and is nearing completion. The audit has several components including financial statements, trust statements, internal controls, legal and regulatory compliance, and IT operations. The final audit report is expected in November 2012 in accordance with federal – wide protocols and timelines.

Ms. Segal concluded her presentation with the audit information. Ms. Ward recognized her for her keynote address at the AmeriCorps luncheon yesterday and for her participation in the service movement over the years. Ms. Ward also thanked her for stepping in for Eric Tanenblatt to present the Committee report.

Ms. Ward then recognized Mr. Stan Soloway to announce recognition of one of the CNCS teams. Mr. Soloway stated that there is an annual award given in Washington called the Service to America Medals, or "Sammies", and sponsored by the Partnership for Public Service. Mr. Soloway said the award is about the highest award any federal civil servant can get and the competition is extraordinary. Mr Soloway has been involved with Partnership for Public Service and been a principal there for a number of years. Mr. Soloway reported that this year the Disaster Services team, particularly the St. Louis Emergency Response team, an AmeriCorps team, was recognized as a finalist for a Sammie award. This was a great honor. It was an absolutely extraordinary accomplishment, especially when you see the other finalists nominated. For instance, the others included the physician who discovered how to treat aplastic anemia, the physician who discovered how to prevent the transmission of HIV from a mother to a fetus, and the team from HUD and the VA that have reduced homeless veterans by 12 percent in less than 2 years. Mr. Soloway stated that it was important for everybody in the field to understand that there is recognition growing in the government about the unbelievable and incredible role national service plays. Mr. Soloway then introduced Ms. Kelly Menzie-DeGraff, who is the CNCS Director of Disaster Services.

Ms. Menzie-DeGraff told the Board that the AmeriCorps story in Joplin is really a testament to how in partnership with local, federal, state government, and nonprofits, national service was invited in and was asked to take an enormous leadership role in this devastating disaster. By taking on this leadership role, national service contributed to improving lives and really transforming this community. Ms. Menzie-DeGraff said that within three hours of the devastating F5 tornado touching down in the very small southwest Missouri town, the St. Louis Safety Corps was on the road from Kansas City. Immediately upon arriving, they worked in partnership with the state police to set up a missing person's hotline. The hotline was critical as

people searched for relatives, both people living in the community and those elsewhere who were searching for loved ones. The Sammie nomination was not about her Ms. Menzie-DeGraff stated, nor was it about the over 20 CNCS staff that were on the team. It really was about the over 300 AmeriCorps members that were on the ground in the field and are still there today. Those 300 AmeriCorps members managed over 60,000 volunteers, and in doing so were able to document the service that these volunteers provided. Approximately 580,000 service hours were provided by the volunteers, and those service hours represented $ 17.5 million of value to the City of Joplin. This was a prime example of what national service is intended to do, and that's rise to the challenge in the toughest of times, engage citizens in problem-solving, mobilizing volunteers, and being a cost-effective solution in communities.

Ms. Ward congratulated Kelly, the CNCS staff, and the hundreds of AmeriCorps members and all of the key strategic partners on the ground in Joplin. Ms. Ward commented that this was just representative of the great work that is happening by service members all across this great nation.

Public Comment

Ms. Ward began the public comment session by introducing the first public presenter, Ms. Tracy Kirtley. Ms. Kirtley stated that she was the Director of Programing and Evaluation for an organization called College Possible. They have about 100 state and national AmeriCorps members serving with the organization. Their mission is to help low-income high school students get ready for college, get into college, and be successful when they're there. They have been a CNCS grantee for about 10 years and have seen about 4,000 students go on to college. Ms. Kirtley stated that they were really excited about the results-driven focus of the Agency. They fully embrace that focus and evaluate everything that they do. She concluded her presentation by thanking the Agency and Board for their support and for the AmeriCorps and VISTA members for the life-changing work that they do.

Ms. Ward then introduced Mr. Tom Katus, Chair of the new South Dakota Commission, who was in the first Peace Corps group in 1961. Mr. Katus has also been very involved in the National Peace Corps Association which supports the Peace Corps. He is also a member of the Dakota Territory International Visitor Program that is associated with the National Council of International Visitors. Mr. Katus expressed interest in the AmeriCorps Alums organization and their relationship with CNCS, and he wanted to learn more about the Veterans Job Corps. Ms. Spencer told him that the Vets Corps is not a stand- alone Agency but it is a tremendous part of the Agency's work. Ms. Spencer also noted that CNCS has a great relationship with the AmeriCorps Alums. They are great advocates and champions for the Agency and its programs and are very well organized at the local, state and national level. Both Ms. Spencer and Ms.

Ward thanked Mr. Katus for his service, his interest in furthering national service and in wanting to continue the dialogue.

Closing Remarks

There being no further presenters, Ms. Ward in closing again thanked the members of the Board, the CNCS staff, and all of the partners in the room and those who joined by telephone. She acknowledged that this great work could not be done without all of those who are in the room or listening on the line, and she expressed appreciation for the progress they made today and looked forward to what lies ahead. It was clear to Ms. Ward from the reports today that CNCS and its programs are providing essential services in a still challenging economic environment. More families than ever, more individuals than ever, benefit from the great work that service offers as a solution. Ms. Ward concluded by stating that it's been an important discussion to strengthen and advance the work of CNCS and to help the Agency meet its mission and improve lives and strengthen communities, as well as to foster a spirit of civic engagement through service and volunteerism.

The meeting was adjourned at 11:09 a.m.