

Corporation for National and Community Service
Minutes of the Board of Directors Meeting
May 11, 2010
10:00 a.m. – 11:07 a.m., EST

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

Eric Tanenblatt, Vice Chair
Julie Fisher Cummings

Hyepin Im
Stan Soloway

Mark Gearan participated by phone.

OFFICIAL ACTIONS

The Board approved the minutes of the meeting held Feb. 3, 2010. (Transcript, 13-14).

CEO Welcome

Chief Executive Officer Patrick Corvington reported that Steve Goldsmith, Interim Board Chair, was appointed to be Deputy Mayor of New York City. Mr. Goldsmith's final day as Interim Chair will be May 31st. The Board has elected Mark Gearan to serve as Chair beginning June 1st, and Eric Tanenblatt to serve as Vice Chair.

Chairman's Opening Remarks

Eric Tanenblatt, Vice Chair for the Board of Directors, opened the meeting by thanking Steve Goldsmith for his years of leadership and support of national and community service, and congratulated him on his appointment. He thanked Mark Gearan on behalf of the Board for agreeing to serve as Chair.

Mark Gearan echoed Mr. Tanenblatt's recognition and appreciation of Mr. Goldsmith and remarked on the experience Mr. Tanenblatt will bring to his role as Vice Chair. He welcomed CEO Patrick Corvington to his first Board meeting since his appointment, and commended his approach to leadership, including the listening sessions he has conducted. He expressed enthusiasm on the prospects of this historic time for national service, including the wealth of talent among Corporation staff – new and existing – and strong bipartisan support from Congress and the President.

Mr. Tanenblatt gave an overview of the Board's activities during their retreat, including discussions on: the Corporation's development of the 2011-2015 Strategic Plan, building a network of support for national and community service, the upcoming 2010 National Conference, budgetary planning in the event of a Continuing Resolution in FY 2011, reaching out to engage new communities in service, developing interagency partnerships, and finding ways to demonstrate how service is a solution to pressing community issues. During the retreat, the Board heard a presentation from a guest speaker, Tom Sheridan. The Board was also briefed on the process and timing of selecting the grantees for the new Social Innovation Fund, and heard reports from Acting Inspector General Ken Bach and Kelly Daly, President of the Union.

Honoring Former Acting Chief Executive Officer Nicola Goren

Hyepin Im gave a summary of a resolution offered by the Board recognizing the accomplishments of former Acting Chief Executive Officer Nicola Goren, who recently accepted a position as President of the Washington Area Women's Foundation. Mr. Tanenblatt offered to approve the resolution, which was distributed to the Board in advance of the meeting. Mr. Corvington seconded the nomination, and Mr. Tanenblatt noted that the resolution was approved.

(Note: the Board did not vote on Resolution 2010-2 honoring Nicola Goren during the meeting, but approved the Resolution by notational ballot following the meeting).

Approval of Previous Meeting's Minutes

Mr. Soloway moved to adopt the minutes of the February 3, 2010, Board meeting. The minutes were approved by voice vote.

Chief Executive Officer's Report

Mr. Corvington expressed appreciation for Steve Goldsmith's commitment to national service, including eight and a half years on the Corporation's Board of Directors, and echoed the Board's gratitude for Nicola Goren's service as Acting CEO.

Mr. Corvington gave an overview of his vision for the Corporation and national service, which is organized into four pillars: (1) demonstrating service as a solution in solving some of the nation's most critical challenges; (2) expanding opportunities to serve, including reaching out to new communities as a part of AmeriCorps's growth; (3) building enduring capacity of individuals, organizations, and communities; and (4) embracing innovation, including through the Social Innovation Fund and finding the best solutions to problems.

Mr. Corvington reported on his first 87 days at the Corporation, during which he held 27 staff listening sessions, had an opportunity to talk with over 450 staff, and gathered feedback on operations, including internal practices, work in the field, and implementation of the Serve America Act. He expressed his appreciation and positive impressions of Corporation staff. He announced several new staff, including John Gomperts, Director of AmeriCorps, Nicole Gallant, Director of Learn and Serve America, and Heather Peeler, Chief Strategy Officer.

Mr. Corvington noted that it was the fourth annual AmeriCorps Week, and reported that Serve.gov would be featuring real stories about AmeriCorps heroes. Since its inception, more than 630,000 individuals have taken the AmeriCorps pledge to get things done for America, and have engaged in more than 770 million hours of service.

He gave a report on his recent travel to Denver, CO, where he visited the NCCC campus and witnessed the coordinated work between NCCC, AmeriCorps State and National, and VISTA at the Denver Children's Home, and to San Antonio, TX, where he gave a commencement address to the University of Texas, San Antonio, and had an opportunity to engage with stakeholders and current grantees, including the One Star Foundation.

Mr. Corvington reported on the use of partnerships in becoming a solution-centered organization, including the Corporation's developing partnership with the Department of Education around school turnaround. The goal of the partnership is to demonstrate the role service can play in solving a problem. He reported that, while in San Antonio, he witnessed the work that City Year and Communities in Schools (CIS) are doing with Diplomas Now at a local school. He reported that while City Year and CIS had been serving in the school for some time, the school did not see dramatic change until these programs began coordinating with Diplomas Now, which is instructive in the Corporation's contemplation of aligning resources and programming.

He reported that the Corporation expects the White House to announce nominations for new Board members in the coming weeks, and that the national conference is approaching.

Committee Reports

Oversight, Governance, and Audit Committee (OGA)

Eric Tanenblatt, Chair of the OGA Committee, gave an overview of the Committee's meeting on April 29. During the meeting, the Committee received a briefing from Chief of Staff James Siegal on Mr. Corvington's first two months in office, including feedback from staff listening sessions and the implementation team Mr. Corvington put in place. The Committee was also briefed by Mary Cadagin, CIO, on the implementation of the managed data services contract, updating the agency's policy on capital planning and investment, and IT project reporting. The Committee was updated on the status of new Board members. John Hatfield's nomination to be the agency's next Inspector General is pending with the Senate. Mr. Tanenblatt thanked Ken Bach for his service as Acting Inspector General.

He reported that the Corporation continues to work on an improved orientation and support process for Board members, including position descriptions, a web portal, and a Board manual, to better prepare new Board members.

The OGA Committee is tasked with developing a CEO appraisal process – a new requirement under the Serve America Act – and plans to conduct the appraisal at the beginning of 2011.

The Committee was briefed on plans to operate under various Continuing Resolutions next fiscal year. The annual financial statements audit is underway with a new firm under contract with the OIG. He gave an overview of the agency's final management decision on the audit of the City University of New York.

The Committee was briefed on the agency's Open Government plan, which is designed to put all important documents online. As part of its effort to increase transparency, the Corporation is focusing on improving its records management practices.

The Committee viewed financial metrics from the most recent quarter, and was pleased to see all categories were green. The Committee reviewed the agency's decisions for performance-based awards and raises for staff in 2009, and has communicated its view that awards should be focused on a smaller number of staff who have demonstrated the highest performance. Mr. Corvington has agreed to review this process going forward.

Acting IG Ken Bach briefed the Committee on the financial audit and information security review, both of which are on track. Next year the information security review will likely be revised to be more like an audit, and it's likely that the agency will be including in a government-wide cyber-security initiative. An OIG review of AmeriCorps VISTA is underway, and the Committee was briefed on the OIG's initial findings relating to the need for more written policies and procedures, and better documentation in member files.

Program, Budget, and Evaluation Committee (PBE)

Stan Soloway, Committee Chair, reported that the Committee has engaged in exploratory discussions around the Corporation's partnership with the Department of Education, including what the partnership would look like, what its impact might be, how to research AmeriCorps impact on school turnaround, the timeline for implementation, and geographic locations, and has concluded that the partnership has tremendous potential.

He reported that the Committee has discussed the challenges associated with setting performance measures for new programs, particularly in areas where the Corporation lacks experience such as the Social Innovation and Nonprofit Capacity Building Funds. The Committee also discussed the timing of the annual plans and how they will align with the Strategic Plan.

With regard to the budget, the Committee also discussed the Corporation's plans for operating under Continuing Resolutions of different lengths, and the challenges and impacts of each scenario.

The Committee has been briefed on the agency's progress in developing a Strategic Plan, and on the agency's continued success in implementing the Recovery Act. The Committee is concerned about the lack of public access to records and necessary data, and understands efforts are underway to ensure that the data demonstrating the Corporation's successes under the Recovery Act are available on the website and on Recovery.gov.

External Relations Committee (ER)

Hyepin Im gave the ER Committee report in Chair Laysha Ward's absence. She reported on the upcoming National Conference on Volunteering and Service in New York City, which is expecting a greater attendance than last year, including about 5,000 volunteer and service leaders and potentially thousands of others joining through the virtual conference. She discussed the theme of the conference, "It's Up to You." The conference will be an opportunity to connect with key service and thought leaders, and will include presentations from government leaders such as Arne Duncan, Secretary of Education, Shaun Donovan, Secretary of Housing and Urban Development, Joe Klein, Chancellor of New York City Public Schools, Erin Williams, Director of Peace Corps, and other speakers including Jack Dorsey, founder of Twitter, Craig Newmark of Craigslist, Carla Hall of Top Chef, and Lisa Ling from the Oprah Winfrey show.

She reported on the Committee's outreach efforts. As part of the pillar of expanding opportunities to serve and in fulfilling the significant growth described in the Serve America Act, the Committee has been looking at increased service engagement in communities such as veterans and military families, rural communities, faith-based institutions, new Americans, communities of color, and low-income communities. The Committee plans to visit 8-10 locations throughout the country over the summer to promote national service. As part of this effort, she announced that the Corporation will continue last year's kickoff with United We

Serve, with an emphasis on “Fit for School,” which will promote exercise, good nutrition, and academics. This initiative will include partnerships across various agencies, national nonprofits, and other organizations who will help raise the visibility of service as a solution. These opportunities will be promoted on Serve.gov.

She also highlighted the upcoming service opportunities of the 9/11 National Day of Service and the MLK Day celebration.

Adjournment

Mr. Tanenblatt adjourned the meeting at 11:07 a.m.

Attachments:

Written Testimony from Civic Ventures, submitted to the Board in writing in advance of the meeting.



WRITTEN TESTIMONY

**Marc Freedman, Founder and CEO, Civic Ventures and
Michelle Hynes, Vice President, Civic Ventures**

**Submitted to the Board of Directors for the
Corporation for National and Community Service**

May 12, 2010

An Encore Service Story

Why should anyone in the United States ever go hungry?

That's the question Gary Maxworthy kept asking himself. At the age of 56, with more than 30 years in the food distribution industry, he had come to two conclusions. First, he realized that while there are many factors contributing to hunger in this country, lack of food isn't one of them. Second, Maxworthy determined it was time for him to do something about the problem.

Maxworthy joined AmeriCorps*VISTA and began work with the San Francisco Food Bank. While there he founded Farm to Family, an organization that distributes not-quite-perfect produce to California food banks. Each week the project distributes fresh fruits and vegetables to half a million people. Last year alone, Farm to Family distributed 60 million pounds of fresh produce across the state.

National service gave Gary Maxworthy a pathway to his encore career – and led to an idea that's making California's poorest families healthier. Maxworthy's example combined with a crucial change in the law could launch a new chapter for the future of national service.

The Encore Service Opportunity

At Civic Ventures, we have the privilege of telling stories like Gary Maxworthy's every day. From growing Experience Corps to launching the Purpose Prize, our work constantly reminds us of the caring, the creativity, and the persistence that people in the second half of life bring to solving their communities' most pressing problems. As Purpose Prize winner Robert Chambers said at a White House event last year, "I was old enough to understand the injustice I saw and experienced enough to do something about it." The people we meet are applying a lifetime of professional and personal experience to doing something that matters.

New provisions in the Edward M. Kennedy Serve America Act will give even more people 55+ a chance to find their calling through national service. While some of these provisions – such as the encore fellows – have yet to be implemented, the 10% **encore service** goal for AmeriCorps State and National presents an immediate opportunity.

With AmeriCorps growing to 88,000 members in 2010 and as many as 115,000 in 2011, in the next two years alone this encore service goal could translate into an additional 20,000 people with 20+ years of work experience serving alongside younger AmeriCorps members. That's just a fraction of

the nation's 77 million baby boomers – a population that represents educated, experienced, available talent.

Civic Ventures' research,¹ along with studies by AARP,² shows that many boomers and other experienced Americans are seeking ways to continue working, but not in their current jobs. They want opportunities that improve conditions in their communities – what Civic Ventures calls encore careers. In fact, the 2008 *MetLife Foundation/Civic Ventures Encore Career Survey* shows that half of respondents aged 44 to 70 who aren't already engaged in encore careers said they'd like to find work that combines continued income with personal meaning and a chance for social impact.

Realizing the Opportunity

The challenge for many people who are interested in encore careers is that they need a way to get started. They don't know the nonprofit world, its networks and its culture. And they don't have experience working in the sector. To date, there are almost no experiential pathways that give people 55+ an opportunity to get that experience, to try out working in a social-purpose job.³

Similarly, many nonprofits don't have experience recruiting, engaging and deploying people 55+ to help meet their missions and get critical work done. Bringing together the talent pool of the 55+ population with the needs of nonprofits makes good common sense. However, innovation is required to connect nonprofits with experienced talent and to rewrite the career trajectory that has traditionally led people toward retirement.

National service can be a solution. AmeriCorps has proven successful in helping younger people explore, prepare for, and pursue careers in nonprofit fields. Likewise, Serve America's encore service can become a powerful pathway for 55+ participants, helping them successfully shift to encore careers in education, health care, green jobs, and more. At the same time, national service can help nonprofits find people who can bring experience and skills to advance the mission of their organizations.

And the nation will, in fact, need people of all ages to answer the President's call to serve. A new report by renowned Northeastern University labor economist Barry Bluestone predicts that, unless people in the age groups above 55 increase their labor force participation, there could be 5 million unfilled jobs in the United States over the next decade – nearly half of them in education, health care, government and nonprofit organizations – among the areas of highest priority for AmeriCorps.⁴

Making the Most of This Moment

The new encore service provision can inspire AmeriCorps and other streams of service to create a wide variety of innovative full- and part-time assignments that help people 55+ find their calling and help the nonprofit sector find the diverse, experienced talent it needs.

What can the Corporation for National and Community Service do to ensure that encore service is a success? Here are a few suggestions.

- **Recruitment:** Support development of an AmeriCorps campaign to recruit people 55+ into roles in areas of compelling unmet needs. AmeriCorps can feature photos and messages that appeal to this age cohort, stories about members who have successfully made the transition from encore service to encore careers, and examples of different ways to serve – e.g. full-or part-time, direct service or capacity-building, with an intergenerational team or with peers.

- **Encore Service Effective Practices:** Provide technical assistance to national-direct grantees, state commissions, and field offices to increase the number of high-quality encore service programs. Work with expert practitioners who are already doing creative work in this area to identify encore service practices that explore, respect and leverage the strengths and skills of 55+ national service participants.
- **Training and Transition:** Develop pre-service and in-service training that supports people with different levels and types of experience. Create new “Life After AmeriCorps” resources and approaches to transition older AmeriCorps members into post-service careers that bring high value encore talent to respond to the “compelling unmet needs in education, the environment, healthy futures, veterans and economic opportunity” emphasized in the Serve America Act.
- **Encore Service Roles:** Clarify the allowable activities for AmeriCorps members with new attention to examples of leadership roles and specialized-skill assignments that would effectively tap the skills and experience of encore service participants.
- **Encore Service Incentives:** Create incentives in the AmeriCorps Notice of Funding Award (NOFA) and the grantmaking process to achieve the 10 percent encore service target. Give preference through the awards process to organizations that propose encore service activities as pathways to encore career transitions, thereby building sustainable human resource capacity in nonprofit organizations.

In Conclusion

The Serve America Act has created important new opportunities for service by all Americans, including baby boomers. The potential of the encore service is not only to tap the talent of experienced adults for AmeriCorps assignments, but to help people transition into sustained social purpose work in encore careers, just as national service has been so successful in doing with young people.

Encore service – well-marketed, well-supported, thoughtfully deployed and with appropriate support for post-service transition to encore careers – can make AmeriCorps a powerful new pathway for people who want to make a long-term commitment to the common good. The result will be a more engaged citizenry and a more strongly equipped sector for solving our communities’ toughest challenges.

Thank you.

¹ www.civicventures.org/publications/surveys/encore-career-survey.cfm.

² AARP and Civic Enterprises. (2008). *More to Give: Tapping the Talents of the Baby Boomer, Silent and Greatest Generations*

³ Corporation for National and Community Service. (2007). *Keeping Baby Boomers Volunteering*. www.nationalservice.gov/pdf/07_0307_boomer_report.pdf.

⁴ Bluestone, Barry and Mark Melnick. (2010) *After the Recovery: Help Needed, The Coming Labor Shortage and How People In Encore Careers Can Help Solve It*. Kitty and Michael Dukakis Center for Urban and Regional Policy, Northeastern University, Boston, MA for Civic Ventures. See also related reports on education, health care, green jobs at <http://www.encore.org/research>.

