

**Corporation for National and Community Service  
Minutes of the Board of Directors Meeting  
September 20, 2006**

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

Stephen Goldsmith, Chair  
Dorothy Johnson, Vice Chair (by telephone)  
Vincent Juaristi  
Cynthia Burleson  
Mimi Mager  
Donna Williams  
Carol Kinsley

William Schambra attended at the Board's invitation.

**OFFICIAL ACTIONS**

The Board approved the minutes of the meeting held on May 24, 2006. (Transcript, 74).

The Board approved a resolution commending national service participants and organizations for their valuable Hurricane Katrina relief efforts and reaffirming the Board's commitment to supporting the volunteer response in the Gulf Coast region. (Transcript, 70-72).

The Board approved a resolution approving the annual grant-making and program plan for AmeriCorps\*State and National for Fiscal Year 2008. (Transcript 76-77).

### **Chairman's Opening Remarks**

Chairman Goldsmith opened the meeting and, with Chief Executive Officer David Eisner, recognized the following agencies and organizations for their leadership in the national service response to the Gulf Coast hurricanes: USA Freedom Corps; Department of Homeland Security; FEMA; National Youth Leadership Council; Catholic Charities; United Way; Youth Service America; Kaboom; Lutheran Disaster Response; Volunteer Match; City Year; National Association of Service Conservation Corps; Points of Light Foundation; American Red Cross; NVOAD; Habitat for Humanity.

### **National Service Response to Hurricane Katrina**

The Office of Public Affairs presented a video on the national service response to Hurricane Katrina.

Vincent Juaristi described the Board's recent trip to the Gulf Coast to witness Katrina relief efforts, and introduced the following panelists:

Malcolm Jones, a resident of Pass Christian, Mississippi, discussed the extent of damage and loss to his community. He recounted how the hurricanes presented opportunities for people to work and serve in a meaningful way and how people and organizations rose to the challenge. He expressed gratitude for the reliable, enduring, uplifting, and essential assistance of AmeriCorps programs. He concluded that the "big story" was not the storm, but the strength of the national and community service response.

Diane Payne, the executive director of Jackson County Civic Action Committee in Mississippi, has served on the Mississippi Commission for Volunteer Service and the Governor's Commission on Recovery, Rebuilding, and Renewal. Ms. Payne spoke about the Mississippi Commission's challenges in approaching the recovery effort. She reported that the relief effort was ongoing and would continue to be demanding for many years to come. She emphasized the contributions of the AmeriCorps\*VISTA program working with the State Commission to assist in the recovery effort.

Kevin Brown, the executive director of Trinity Christian Community, described how the storms changed the immediate needs of the Gulf communities. Mr. Brown detailed how, following the devastation of the storms, he coordinated with David Eisner and Rosie Mauk to re-organize pre-existing programs which had focused on activities such as increasing literacy or planting community gardens, to focus on recovery efforts, requiring the programs to expand in membership size and scope. He thanked the Corporation and the Louisiana Service Commission for their invaluable human, organizational, and financial assistance.

Kimberly Reese, the Assistant Dean of Students at Xavier University of Louisiana and Director of Xavier's Center for Student Leadership and Service, thanked the Board for coming to New Orleans to see firsthand the devastation as well as the impact of the

volunteers. She discussed the national significance of Xavier University as a historically black college, and how the storms threatened Xavier's legacy. She detailed how a Learn and Serve grant helped to send Xavier students into the community to help recovery efforts and how the introduction of a skilled AmeriCorps\*NCCC team provided invaluable aid and brought hope to the communities.

Noah Hopkins, team leader for the AmeriCorps\*NCCC program, spoke about the many responsibilities of the AmeriCorps\*NCCC team at Camp Hope in St. Bernard Parish, LA, including the unique opportunity to leverage volunteers. He commented from his personal experience that the program's offering of diverse service opportunities and a shared desire to serve has a life-altering positive impact on its members.

William Schambra expressed pride on behalf of the Board for being a part of the recovery effort. He recounted his impression that the enthusiastic and energetic volunteers were as essential an element of recovery as material goods and financial support. He anticipated a continuing and growing need for more volunteers, and how it was important to support the volunteers by spotlighting their central role in the recovery efforts.

Cynthia Burleson echoed Mr. Schambra's sentiments about the unexpected physical and emotional devastation she witnessed during her tour of the Gulf with the Board. She praised the panelists as "unsung heroes" for contributing to rebuilding the fabric of civil life by meeting physical needs and restoring a sense of community. She expressed the Board's long term commitment to helping recovery efforts in the Gulf.

Mimi Mager expressed appreciation for the panelists' work. She acknowledged responsibility for continuing to provide them the tools they needed to continue in their work. She inquired as to any change in the type of volunteers the Gulf Coast programs needed. Ms. Payne responded that at present they were still in need of experts in organizing recovery efforts, such as VISTA members, as well as skilled laborers. Ms. Reese concurred with Ms. Payne's assessment, adding that there was a need for teachers and health professionals in New Orleans. Mr. Brown added that there was a need for people who could dedicate an extended period of time to gutting houses. Ms. Payne concluded that it would be helpful to utilize experts with experience working internationally to build homes and set up infrastructures in undeveloped areas.

Chairman Goldsmith and Mr. Juaristi expressed their gratitude for the panelists' contribution to the meeting and for their hard work in the Gulf region. Mr. Juaristi recommended a Corporation publication on relief efforts in the Gulf. Chairman Goldsmith invited Mr. Juaristi to offer his resolution on the Katrina relief efforts.

Mr. Juaristi read the following resolution into the record:

*Whereas, the Board of Directors, through Resolution 2005-013, dated September 21, 2005, accepted President Bush's challenge to the Corporation to be the relief volunteer agency in responding to Hurricane Katrina; and*

*Whereas, the Board, through that same resolution, previously directed the CEO and staff of the Corporation to give a high priority to Katrina relief; and*

*Whereas, Corporation programs have played a pivotal role in restoring stricken Gulf Coast communities by deploying more than 35,000 participants in National service programs, who, in turn, coordinated, trained, and supervised nearly 100,000 community volunteers; and*

*Whereas, the Corporation's work to date in the Gulf Coast will serve to strengthen the nation's disaster response and recovery mechanisms, to build stronger communities, and to promote the continued growth of a national ethic of service and civic participation throughout America; and*

*Whereas, Members of the Board recently accompanied the CEO and members of the President's Council on Service and Civic Participation on a multi-day tour of the damaged Gulf Coast region and witnessed the invaluable contribution of National service participants in serving the critical needs of thousands, overcoming the seemingly insurmountable destruction and devastation, and earning the gratitude and appreciation of the affected communities; and*

*Whereas, by the one-year anniversary of Hurricane Katrina more than 575,000 Americans of every walk of life had volunteered their time and energy in restoring Gulf Coast communities.*

*Be it resolved, that the Board commends the 35,000 National service participants and the 575,000 community volunteers and recommends that, where appropriate, these individuals receive the President's Volunteer Service Award; and*

*Be it resolved further, that the Board expresses its appreciation to the more than 40 organizations that worked with the Corporation to track and report their volunteers' efforts and directs the CEO to send appropriate recognition on behalf of the Board to each of the organizations; and*

*Be it resolved further, that the Board of Directors reaffirms its commitment to supporting the volunteer response to the needs of the hurricane-ravaged communities in the Gulf Coast region, commends the Corporation for its leadership shown to date, and directs the Corporation to redouble its efforts in deploying National service resources to support the region's long-term recovery.*

The Board approved the resolution without objection.

### **Program Management and Evaluation Committee Report**

Donna Williams reported that the Committee, consisting of herself, Dottie Johnson, Mimi Mager, and Carol Kinsley, met on September 14<sup>th</sup>, 2006. At this meeting, the Committee discussed the AmeriCorps FY'08 annual plan. In response to requests from the field to move up the grant-making calendar, the AmeriCorps\*State and National program had prepared the FY'08 plan six months earlier so that it could be voted on in the September Board meeting. The Committee reviewed the proposed FY'08 annual plan presented by Kristin McSwain, Director of AmeriCorps.

Ms. Williams read the following resolution into the record:

*Whereas, by a resolution adopted on September 21<sup>st</sup>, 2005, the Board of Directors delegated to the Chief Executive Officer the authority to make grants and other forms of financial assistance as are necessary and appropriate to carry out the National Service Laws, provided that the Chief Executive Officer acts in accordance with the Board-approved annual grant-making program and plan and reports implementation milestones to the Board on an ongoing basis, and*

*Whereas, the Chief Executive Officer has consulted with the Board in developing the Agency's annual priorities and goals for its AmeriCorps\*State and National grant-making and programming, and submitted for the Board's approval the Agency's programmatic priorities and goals for AmeriCorps\*State and National for Fiscal Year 2008 in relation to the Board-approved strategic plan;*

*Be it resolved, that the Board hereby approves the annual grant-making and program plan for AmeriCorps\*State and National for Fiscal Year 2008 as submitted by Chief Executive Officer through the Board's Program Committee in advance of the Board Meeting of this date; and*

*Be it resolved, that the Board directs the Chief Executive Officer to report implementation milestones to the Board on an ongoing basis.*

The Board approved the resolution without objection.

Ms. Williams reported on the Committee's discussions with the Corporation's Streamlining Committee, which has made substantial progress on many of the issues raised by the Grant Management Task Force. The Committee urged the Streamlining Committee to ensure that all grantees have an opportunity to provide feedback and suggestions. The Committee recommended that Chairman Goldsmith appoint a liaison to the Streamlining Committee. Chairman Goldsmith appointed two: Dottie Johnson and Mimi Mager. The Committee hopes to recognize the streamlining accomplishments at the National Conference in Philadelphia in July.

Ms. Williams gave an update on evaluations. As part of the successful launch of the strategic goal to increase volunteering in America to 75 million by 2010, also known as the "Ten by Ten" campaign, the Corporation released a publication on State trends and rankings in volunteering in June, 2006. The report had the initial impact of informing states on their volunteer trends. The report has received significant media coverage nationwide and has sparked productive discussions on ways to expand and enhance volunteering, including several hundred news articles in such media outlets as Washington Post, USA Today, Boston Globe, Chicago Tribune, CNN, and NPR. The Committee has been particularly pleased with media reports featuring individuals in State Commissions and State offices, citing important National service efforts and outlining opportunities for readers to volunteer in their local communities.

### **Management and Governance Committee Report**

Chairman Goldsmith spoke on behalf of Jacob Lew, who was not in attendance. Mr. Goldsmith welcomed Jerry Bridges, the Corporation's new Chief Financial Officer. Chairman Goldsmith reported that the Automated Trust Payment System is now in

operation and is making substantial accomplishments in terms of time and money saved. He acknowledged the contributions of the Trust and Accounting staff in implementing the new system.

Chairman Goldsmith reported that the consolidation of the five field service center is ahead of schedule. The Corporation has identified office space in Philadelphia and is making efforts to accommodate employees who choose to relocate.

Chairman Goldsmith reported that the Corporation has made progress in resolving several Information Technology issues regarding strategy and security. He praised Rudy Mazariegos, the Corporation's Chief Information Officer, on his accomplishments in that effort.

Chairman Goldsmith reported that the Committee is particularly concerned with monitoring the Corporation's progress on Government-wide financial metrics. The Corporation has improved to the point where six initiatives are at the highest rating, two are at a middle rating but have shown progress and are anticipated to soon reach the highest rating, with one at the lowest rating. The Committee anticipates progress on the lowest rating in the near future.

Chairman Goldsmith stated that Corporation management is in the process of preparing a 2007 Operating Plan, which will include continued efforts to decrease grantee burden.

### **Chief Executive Officer's Report**

David Eisner thanked Board members for their leadership in responding to Gulf Coast recovery efforts. He recognized Elizabeth Seale, Chief Operating Officer, for her exceptional direction of the operational and management challenges. He noted the work of Mike Berning and the Corporation's State offices, the AmeriCorps teams for their work with State Commissions, staff members who performed hazard duty, such as Kim Jones and Jules Hampton, and Marlene Zakai and Hank Oltmann, who established the Corporation's new Office of Disaster Responsiveness and Preparedness, and all of the other contributing Corporation staff. He noted the special efforts of the AmeriCorps\*NCCC team and thanked Merlene Mazyck, Director of \*NCCC, and her staff for overcoming the particular management challenges \*NCCC has faced in terms of maintaining morale and operating effectively in a different environment.

Mr. Eisner welcomed the new CFO, Jerry Bridges, and the new CIO, Rudy Mazariegos, as well as other leaders who have joined the Corporation since the last Board meeting, including Kristin McSwain, Director of AmeriCorps, Norris West, Press Secretary, and Catherine Sanders, Speechwriter. He discussed recent internal reassignments of staff to report to him with a focus on the strategic initiatives and partnerships with the program leaders, including Theresa Clower, working with Kristin McSwain on youth initiatives, Jan Newsome, working with Tess Scannell on boomer initiatives, Amiko Matsumoto, working with Amy Cohen on student initiatives, and

Shannon Maynard, serving as team leader for strategic initiatives and working with Mike Berning on the goal of achieving 75 million volunteers through the Ten by Ten Campaign. He introduced Nicola Goren as Chief of Staff.

Mr. Eisner stated that the Corporation had done a terrific job completing selection of the AmeriCorps portfolio early and hopes to complete it even earlier next year. He reported that the Corporation has completed selection of three-year grants for Learn and Serve. He noted dramatic improvements in monitoring and oversight, including new levels of accountability and predictability in all programs and thanked Liz Seale for her direction of that initiative.

Mr. Eisner reported that the Corporation has managed a challenging legislative environment. He discussed the budget bills out of the House and the Senate. He observed that there was greater clarity for how a continuing resolution for fiscal year 2007 might look. He noted that the Corporation had effectively responded to some of the concerns regarding AmeriCorps carryover funds and that negotiations with Congress looked promising for meeting the President's goal of 75,000 AmeriCorps members.

Mr. Eisner acknowledged Donna William's favorable report on the streamlining efforts, but noted that there remain goals for reducing grantee burden through policy, regulatory, and practice changes that must be accomplished before he celebrates success.

Mr. Eisner announced that the applications for the President's Higher Education Honor Roll for Service and Civic Participation had closed the previous week. This was the inaugural invitation for colleges and universities to apply for this honor and more than 600 universities responded with details about their plans for focusing on engagement of their students in community service. He anticipates terrific results of the competition in October. He thanked the office of Learn and Serve, especially Amy Cohen and Bob Davidson, for their work in establishing the Honor Roll program.

Chairman Goldsmith praised Amy Mack, outgoing Chief of Staff, for her hard work for the Corporation which contributed to improved staff morale, increases in productivity, and a more effective Executive Office. He observed that the productivity increase was a result of the Corporation's sensitivity to the needs of its employees, a characteristic directly attributable to Amy Mack's guidance.

Chairman Goldsmith read the following resolution into the record:

*"Whereas, Amy Mack has served with dedication and distinction as Chief of Staff to the Corporation since November, 2002; and*

*Whereas, Amy Mack has worked diligently towards the presence, goal, ability, and culture of service, citizenship, and responsibility in America; and*

*Whereas, Amy Mack was instrumental to achieving program fiscal improvements to increase the efficiency and impact of the Corporation; and*

*Whereas, Amy Mack has been faithful and an effective liaison of the Board of Directors, helping translate our ideas and suggestions throughout the organization, and*

*helping with enormously important initiatives such as rulemaking and the strategic plan; and*

*Whereas Amy Mack's tireless work ethic, positive attitude, and passionate commitment has helped to instill a culture of performance in excellence in the Corporation; and*

*Whereas, Amy Mack has been a spirited champion of National Service and advanced our mission to improve lives, strengthen communities, and foster civic engagement through service and volunteering;*

*Be it resolved, that this 20<sup>th</sup> day of September the Board expresses its deep appreciation for Amy's tireless efforts to strengthen and expand National Service and wishes her well in her new position at the Bill and Melinda Gates Foundation."*

Chairman Goldsmith and David Eisner presented Amy Mack with a plaque.

### **Public Comment**

Camilla Basavia, President of the National Association of Senior Companion Project Directors, thanked the Board for the opportunity of meeting with Mimi Mager that week and being able to attend the Board meeting. She discussed certain limitations prohibiting innovation in Senior Corps programs and efforts to remove them. She expressed that some of their solutions might work in Gulf Coast recovery efforts, as well, including sponsoring a demonstration to see if there are people who do not meet the Senior Companion income guidelines but wish to serve in the program. She stated that such a demonstration program might result in retired health professionals joining the program who could provide the skills needed in the Gulf. She thanked David Eisner for meeting with her group and working with them.

### **Adjournment**

Chairman Goldsmith adjourned the meeting at 11:49 a.m.