

**Corporation for National and Community Service
Minutes of the Board of Directors Meeting
February 5, 2002**

The Board of Directors convened at the Corporation for National and Community Service headquarters in Washington, D.C. The following members of the Corporation's Board were present:

Stephen Goldsmith, Chair
Dorothy Johnson
Marc Racicot
Amy Achor
Alan Solomont
Arthur Naparstek
Juanita Doty
Thomas Ehrlich
Christopher Gallagher

Carol Kinsley participated at the invitation of the Board of Directors.

OFFICIAL ACTIONS

The Board approved the minutes of the meeting on September 25, 2001, subject to listing Carol Kinsley as present in person (not by telephone) (Transcript, 6-7).

The Board approved a resolution honoring Rhonda Taylor. (Transcript, 127-128)

SUMMARY OF BOARD DISCUSSIONS

Chairman's Opening Remarks

Mr. Goldsmith opened the meeting by acknowledging the important challenges facing the Corporation as the President and Congress move to build the nation's commitment to service, particularly after the events of September 11. He noted the Board's ongoing interest in increasing accountability, local control, and leveraging of resources, principles that may be addressed through the reauthorization of the Corporation's programs. He welcomed Leslie Lenkowsky to his first Board meeting as Chief Executive Officer after many years as a Board member and praised Mr. Lenkowsky's work in Congress, within the Administration, and in bringing energy to the Corporation itself.

Chief Executive Officer's Report

Mr. Lenkowsky praised the work of the Corporation's staff and those working in projects supported by the Corporation, and thanked his wife for her support during the transition to Washington.

Mr. Lenkowsky reported on the President's 2003 Budget, which includes a significant increase for the Corporation's programs. The increase would result in 25,000 additional AmeriCorps members and 100,000 new Senior Corps volunteers. The President is also proposing a significant expansion in the proportion of Federal Work-Study students participating in community service as well as including service-learning activities in the Call to Service.

Mr. Lenkowsky indicated that the President would soon be announcing a set of legislative proposals to improve national and community service, and that he expected Congressional hearings to be held soon thereafter.

Mr. Lenkowsky welcomed Rosie Mauk as Director of AmeriCorps, Chuck Konigsberg as Director of Congressional Affairs, and Katherine Hoehn as Deputy Director of Congressional Affairs. The following individuals will continue in their senior management positions: Tess Scannell, Director of Senior Corps; Christine Benero, Director of Public Affairs; Frank Trinity, General Counsel. David Reingold joins the Corporation as Director of a newly reorganized research department, the Department of Research and Policy Development.

Mr. Lenkowsky recounted the President's Thanksgiving message in which he referred Americans to the Corporation's website for opportunities to donate time or money over the holidays. He described a successful day of service throughout the country on Martin Luther King Jr.'s Birthday on January 21, 2002. He acknowledged Juanita Doty's participation at a White House ceremony that day.

He stated that he was looking forward to the nomination process for additional members of the Board, which should occur in the near future.

Dorothy Johnson circulated a feature story about Mr. Lenkowsky in the Chronicle of Philanthropy.

Executive Committee Report

Mr. Goldsmith stressed the importance of the Board's goals in the areas of decentralization, leveraging, access by small organizations, and accountability particularly with the prospect of increased Congressional funding. Managing a more decentralized and more diverse portfolio of grantees presents a challenge for the Corporation, particularly in communicating a clear message about expectations for Corporation staff, State Commissions, and others in the field.

Management, Audit, and Governance Committee Report

Chris Gallagher indicated that he and fellow Committee members Alan Solomont and Dorothy Johnson are pleased with their work with the CEO and Board Chair on governance issues associated with the transition. He noted that the proposed increase in funds does not include a corresponding increase in program administration funds, making it important to increase productivity through technology and other means.

Mr. Gallagher reported that the financial statement audit was proceeding well, with indications that a clean audit would be forthcoming. He noted that the committee is also monitoring progress on audits of State Commissions.

Mr. Goldsmith observed that ensuring accountability while increasing the involvement of small organizations represented a challenge for the committee, the Inspector General, and others. He also pointed out the potential role that National Direct and other experienced grantees could play as intermediaries between the federal government and small organizations.

Planning, Evaluation, and Research Committee Report

Tom Ehrlich indicated that the committee wished to add "research" to its name. He reported on the committee's meeting with David Reingold, the new director of Research and Policy Development, as well as with the CEO and program heads. The discussions with Mr. Reingold focused on serious research and on-going evaluations of the impact of service and service-learning on communities and those who serve.

The committee discussed progress on expanding service activities within Federal Work-Study and is pleased with the President's attention to this issue. Mr. Ehrlich urged continuing advocacy in the area of expanding service-learning in the K-12 levels.

The committee is continuing to move forward in forging a collaborative relationship with the Points of Light Foundation around leadership training, with progress to be measured by agreed-upon benchmarks for fundraising.

Mr. Lenkowsky stated that David Reingold's plan for research and policy development would be shared with each Board member.

Communications Committee Report

Juanita Doty commended the Corporation's work in helping to develop and launch the USA Freedom Corps. Ms. Doty described a new public service advertisement featuring three NFL head coaches: Dennis Green, Herman Edwards, and Tony Dungy. She praised the Corporation's presence in Salt Lake City and the work of AmeriCorps members serving communities affected by the Olympics.

Ms. Doty reported that in response to the President's Call to Service, public interest in national and community service has soared, as measured by telephone inquiries, website hits, and applications by potential volunteers and members. Press coverage about AmeriCorps and Senior Corps has been considerable, including the President's visits to service sites in Florida and North Carolina.

Ms. Zenker reported on efforts to develop an Administration reauthorization proposal and the expectations for an aggressive schedule of Congressional action.

In response to a question from Mr. Solomont, Rosie Mauk and Christine Benero described in more detail the service activities of AmeriCorps members in Salt Lake City.

Reports to the Board

John Bridgeland, Special Assistant to the President, Director of USA Freedom Corps

John Bridgeland praised the leadership of Steve Goldsmith and Les Lenkowsky and indicated his desire to get to know the Members of the Board of Directors. He described the President's call to service not as a federal mandate but as a profound individual commitment and worthy national goal, one that will help instill good habits of service in a rising generation. He invoked Robert Putnam's statement that a country has an opportunity only once or twice a century to fully enlist its citizens in civic renewal, and that the events of September 11 present such an opportunity.

Mr. Bridgeland described the USA Freedom Corps as an outgrowth of coordinated, integrated citizen service efforts across agencies, including the Corporation, the Peace Corps, and the Homeland Security Council. It is designed to provide a coordinated, White House-supported, citizen service initiative to mobilize Americans, including 25,000 new AmeriCorps members, serving in programs such as Habitat for Humanity and Teach for America. He related plans to expand Senior Corps with 100,000 new volunteers, and to increase the number of Federal Work-Study students engaged in service, and to reform and strengthen AmeriCorps and Senior Corps.

Mr. Bridgeland explained the Citizen Corps initiative as a way to strengthen local infrastructure and first responders, including crime prevention, natural disaster preparedness, and public health capacity.

Mr. Bridgeland connected the transformative power of service with the pursuit of happiness as expressed by the signers of the Declaration of Independence, and with the fulfillment promised by the world's great religions.

USA Freedom Corps also involves an expansion of the Peace Corps as a way to reach outward at a time when the natural response to September 11 is to focus on one's home and family. With a goal of doubling the number of Peace Corps volunteers over the next five years, a Crisis Corps will begin by working in Afghanistan and other Islamic countries.

USA Freedom Corps itself is a coordinating council to help build the habits of service among Americans, by building on the whole range of foundations, businesses, places of worship, nonprofit organizations, and voluntary associations for the public good.

Mr. Bridgeland indicated that Congressional support has been enthusiastic.

Mr. Bridgeland engaged in discussions with Board members about the need for specific objectives and accountability, the connection with citizenship, the value of

bipartisanship in this area, the importance of overcoming bureaucracy, the place of this initiative in history, the need to build upon the individual strengths of programs like AmeriCorps and Senior Corps, and the importance of making the most of national and local strengths.

Teach for America

Kevin Huffman, vice president for development, described Teach for America's two-fold mission of providing outstanding teachers to low-income students while fostering the continuing civic engagement of the teachers themselves. The organization is now undertaking an expansion to more than triple the number of teachers, improve its training curriculum, and mobilize alumni.

Several Board members noted that the Corporation's support for Teach for America is reflected not only in its operating budget but also in the education awards provided to the teachers. Several Board members also recommended that Teach for America make more explicit its connection to AmeriCorps in its marketing materials. In response to a question from Mr. Lenkowsky, Mr. Huffman indicated that a challenge grant approach involving private matching funds would likely spur an increase in private support for programs such as Teach for America.

Learning In Deed Report

Anne Bryant presented a report on service-learning commissioned by the W.K. Kellogg Foundation and cosponsored by the John Glenn Institute for Public Service and Public Policy. The report makes four recommendations: (1) reclaim the public purpose of education; (2) increase support for service-learning in K-12 education; (3) promote a comprehensive system of professional development regarding service-learning; and (4) provide meaningful leadership roles for youth in all aspects of service-learning.

Amy Achor urged that leadership for youth extend to school boards and other decision-making bodies. Mr. Lenkowsky probed as to the reasons why only one-third of school boards have affirmatively endorsed service-learning; Ms. Bryant indicated that she saw the report as a means to increase this percentage.

American Association of State Service Commissions (AASSC)

Nancy Korman, Chair of the Massachusetts Service Alliance, spoke on behalf of the American Association of State Service Commissions, a network of State Commission commissioners and executive directors. Ms. Korman praised the collaborative efforts between AASSC and the Corporation and urged that this continue as the Corporation develops new policies. Members of AASSC are actively educating legislators and governors about local service initiatives. Ms. Korman emphasized the need for additional administrative resources to respond to the President's Call to Service.

Ms. Doty remarked on the importance of State Commissions supporting coalitions of organizations that will help address the lack of capacity among some small community-based organizations. Mr. Lenkowsky inquired as to how many states were pursuing private fund-raising mechanisms to supplement public funding. Ms. Korman responded that many states were exploring the creation of foundations for this purpose. In response to a question from Mr. Solomont about varying strengths among commissions, Ms. Korman noted that peer-to-peer training among commissioners and executive directors was helping to bring all commissions up to an effective level of operation.

Closing Remarks and Adjournment

Mr. Goldsmith announced that Rhonda Taylor had been detailed to the White House to work on USA Freedom Corps and he acknowledged her contributions to the Board's work since its inception. The Board unanimously approved a resolution thanking Ms. Taylor for her work in support of the Board.

Mr. Goldsmith adjourned the meeting.