

**Corporation for National and Community Service  
Minutes of the Board of Directors Meeting  
May 20, 2003**

The Board of Directors convened at Case Western Reserve University in Cleveland, Ohio. The following members of the Corporation's Board were present:

Stephen Goldsmith, Chair  
Amy Blankson  
Juanita Doty  
Christopher Gallagher  
Arthur Naparstek  
Marc Racicot (by telephone)  
William Schambra  
Alan Solomont  
Donna Williams

Mark Gearan, Dorothy Johnson, Carol Kinsley participated at the invitation of the Board of Directors.

**OFFICIAL ACTIONS**

The Board approved a resolution directing the Chief Executive Officer to obtain Board approval of grant application guidelines and to certify that subsequent grant decisions are consistent with the Board-approved guidelines. (Transcript, 59-61)

The Board approved a resolution accepting a report of the Board's task force on grant making and directing staff to begin implementation. (Transcript, 84-85)

The Board approved the election of Stephen Goldsmith to a two-year term as Chairman. (Transcript, 85-86)

## **SUMMARY OF BOARD DISCUSSIONS**

### **Remarks by Jane Campbell, Mayor of Cleveland, and Edward Hundert, President of Case Western Reserve University.**

Chairman Stephen Goldsmith and Mr. Art Naparstek opened the meeting by introducing Edward Hundert, President of Case Western Reserve University, and Jane Campbell, Mayor of Cleveland.

President Hundert welcomed the Board to the Case Western Reserve campus, noting that the Board's visit will reinforce the vision the university has for making service a central part of its strategic plan. He acknowledged Art Naparstek's leadership, particularly in devising the curriculum for the Mandell School of Applied Social Sciences to incorporate fully service opportunities in Cleveland. He described his joint efforts with Mayor Campbell to build university/city collaborations, including a major health initiative centered on the medical school, an arts and culture initiative, a life sciences and technology transfer project, and neighborhood revitalization. Next month, the local NAACP chapter will award its freedom prize to the university.

Addressing service and service-learning, Dr. Hundert described an oral health program, supported by the Robert Wood Johnson Foundation, that features first-year dental students who provide education to low-income students in the Cleveland schools.

Mayor Campbell praised President Hundert's initiative in forging strong connections between the city and the university, beginning in the first months of his tenure in working toward a more cooperative relationship between the university's medical schools and the city's two major hospitals. Ms. Campbell described other joint initiatives, including one with NASA involving fuel cell research. These ties were instrumental in responding to the recent shooting on campus.

Chairman Goldsmith asked Mayor Campbell and President Hundert to consider ways that institutions of higher education, in conjunction with their surrounding communities, could make educational resources available to AmeriCorps members.

In response to Mark Gearan's question about how best to communicate about service and service-learning in the higher education field, President Hundert emphasized the role of universities should have in promoting civic enrichment when they set faculty development policies, develop curriculum, and in other areas.

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

Chairman Goldsmith noted that the Board had two purposes at the meeting: (1) to hear from service leaders in Ohio, and (2) to continue to exercise its governance responsibilities. He acknowledged Congressional requests for more diligence in the areas of accountability, both financial and programmatic. He noted the constructive engagement of the Corporation's union president and leaders of the Corporation's

minority employees. He indicated that the Board had undertaken a comprehensive management reform plan, to be transmitted to Congress, as well as outreach to the national and community service field. He described an effort, under the leadership of Donna Williams, to mitigate the effect of diminished Federal resources in 2003.

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

Dr. Lenkowsky observed that his return to Case Western was two years after the President had first asked him to serve as Chief Executive Officer. He recounted his first year's work on reauthorization, the development of USA Freedom Corps, and key personnel changes, and his second year's work on management issues, including financial management, performance management, grants management, and human resources.

### **Management, Audit, and Governance Committee Report**

Mr. Chris Gallagher reflected on the desire of all three of the Board's constituents (Congress, the field, and Corporation staff) for the Board to take a more active role. He referred to a management action plan now under development, as well as the Corporation's strategic plan, which is to be revised this year. With regard to the Board's role in approving grants, Mr. Gallagher introduced a resolution directing the Chief Executive Officer to (1) submit for the Board's approval program descriptions, annual guidelines, and other notifications regarding grants under AmeriCorps, Senior Corps, and Learn & Serve America; and (2) certify, prior to executing grant awards, that the proposed grant decisions are consistent with the Board-approved application guidelines.

Mr. Alan Solomont seconded the motion, indicating that it was consistent with the report on grant-making developed by the Board task force. The motion was approved without objection.

Mr. Gallagher concluded by acknowledging the leadership and commitment of management of Dr. Lenkowsky during his tenure as a Board member and as Chief Executive Officer.

### **Communications Committee Report**

Ms. Juanita Doty noted the recent departure of Christine Benero as Public Affairs Director.

Ms. Katherine Hoehn, Director of Congressional and Intergovernmental Affairs, provided a Congressional update. On appropriations, Dr. Lenkowsky testified during the Spring; the committees have not yet made any decisions. On reauthorization, there is activity in both the House of Representatives and the Senate, with bills expected to be introduced later in the session.

Ms. Doty described Senior Corps marketing materials now targeted at Baby

Boomers, with a campaign theme of “Ask a Friend, Share your volunteer spirit.” Public Affairs is also working with the National Association of Broadcasters to produce and air public service announcements featuring members of Congress promoting volunteer service. She introduced two recent publications, “AmeriCorps One Common Goal” and “Pass the Fire.” In addition, the Corporation played a role in the recent White House forum on American History, Civics, and Service, attended by Chris Gallagher, Carol Kinsley, Donna Williams, and Juanita Doty. The Corporation is supporting the President’s Council on Service and Civic Participation, and the President’s volunteer awards. Ms. Doty concluded by noting the upcoming 10<sup>th</sup> anniversary of the signing of the National and Community Service Trust Act of 1993, which created the Corporation.

At Chairman Goldsmith’s request, Mark Gearan reported on outreach to key stakeholders to take place in the next 90 days.

### **Planning, Evaluation, and Research Committee Report**

William Schambra praised Dr. Lenkowsky for putting his considerable intellectual and political prestige and stature behind the successful effort to solidify the Corporation’s standing in the Administration. He reported on progress in developing measurable outcomes for national and community service programs, an important step in accounting to Congress and the public for the way resources are used by the Corporation. Next steps include targeting performance indicators more precisely to key program objectives, so that the Board can gain an immediate and clear sense of progress.

Mr. Schambra continued by reviewing efforts to incorporate faith-based and small community-based organizations into the Corporation’s programs. Lastly, he described the committee’s review of draft concept papers concerning a Parent Drug Corps program and Next Generation grants.

Alan Solomont discussed a report by the Board’s task force on grant making. Dorothy Johnson and Bill Schambra also participated, along with two outside experts, Craig Kennedy from the German Marshall Fund, and Colonel Robert Gordon, a West Point professor of political science. Susannah Washburn staffed the task force. The report makes recommendations on the process of grant making, policies around grant making, and program review. The Board approved, without objection, a resolution accepting the report and directing Corporation staff to begin implementation.

### **Re-election of Board Chairman**

Juanita Doty moved the re-election of Stephen Goldsmith as Chairman of the Board for a term of two years. Alan Solomon seconded the motion. The motion was approved without objection.

### **Mitigation strategy**

Donna Williams described her work with Rosie Mauk, Director of AmeriCorps, responding to both short- and long-term mitigation strategies designed to help the national and community service field during a time of decreased Federal resources.

## **Reports to the Board**

*Richard Kinsley, Executive Director, Campus Compact*

Mr. Kinsley described the work of Campus Compact, which is a national coalition of college and university presidents committed to the civic purpose of higher education. Campus Compact promotes community service; develops student citizenship, skills, and values; encourages collaborative partnerships between campuses and communities, and assists faculty in integrating community engagement and teaching. Headquartered at Brown University, Campus Compact has a membership of more than 900 colleges and universities. Ohio Campus Compact is housed on the campus of Denison University and is a separate 501(c)(3) organization. Mr. Kinsley also serves as a Governor-appointed member of the Ohio Community Service Council.

Mr. Kinsley highlighted several recent initiatives. The Ohio, Michigan, Illinois, and Indiana Campus Compacts have formed the Midwest Collaboration to launch several citizenship programs, supported by Learn & Serve funding. The Ohio Campus Compact has 20 VISTA members on 19 member campuses expanding the civic engagement of students and faculty.

*Glenn Odenbrett, Director, Office of Student Community Service, Case Western Reserve University*

Mr. Odenbrett recounted the formation of the Office of Student Community Service in 1994, coinciding with the beginning of many of the Corporation's programs. Since then, the Office has overseen a dramatic expansion of service programs, many supported by the Corporation. He presented recommendations relating to the Corporation's national role, including assisting local communities in developing long-term sustainability strategies; providing longer-term grants to established programs; promoting collaboration among the various program categories; engaging the field in developing policy. In the field of higher education, he proposed the following steps for the Corporation: select universities to serve as case studies for innovation; increase opportunities for part-time service among college students; promote collaboration between community colleges and four-year institutions of higher education; facilitate greater involvement of Federal Work-Study students in service; support efforts to engage alumni in service; reinstate education awards as a component of Learn & Serve higher education demonstration grants.

*Christine Welk, student, Case Western Reserve University*

Ms. Welk reflected on her experience, first as a Federal Work-Study student who participated in an environmental education service program, and then as an AmeriCorps member in an after-school program for latchkey kids and in a public housing community center program. Ms. Welk has been accepted to the 2003 Teach for America South Louisiana Corps.

*Kitty Burcsu, Executive Director, Ohio Community Service Council*

Ms. Burcsu described the extensive collaborations with the Corporation's office in Ohio, including a blended office in Columbus. She explained Ohio's homeland security project, funded by the Corporation's Special Volunteer Program grant. The project is creating an infrastructure to support the involvement of volunteers through Citizen Corps Councils. These activities, which also receive support from the Federal Emergency Management Agency, have helped to solidify a central role for the Citizen Corps Councils in state-wide planning and policy making. A related positive outcome is a stronger collaboration between RSVP programs and volunteer centers in the state.

Ms. Burcsu concluded by noting the Make a Difference Day Ohio project, spearheaded by First Lady Hope Taft, with at least one service project in each of Ohio's 88 counties and with more than 40,000 volunteers active on that day.

*Charlotte Jones-Ward, Ohio Department of Education*

Ms. Jones-Ward described Ohio's activities under a Community, Higher Education, School Partnership (CHESP) grant from the Corporation, focusing on service-learning, philanthropy, and grant making. The program has leveraged private foundation funds as well as extensive commitments from the state government.

*Paul Schrader, Director, Corporation State Office, Columbus, Ohio*

Mr. Schrader recounted progress, since the Corporation was established in 1993, in forming collaborative relationships with existing volunteer support networks in Ohio. In 1996, the Corporation's state office co-located with the Ohio Community Service Council. Their physical proximity makes collaboration second nature.

*Michelle Hess, Eric Berkey, Katie Kershaw, and Amal Mustafa, Students, North Olmsted High School*

The four students described the service-learning program at their school, involving outreach to seniors, veterans, and underprivileged children. The students displayed a quilt, featuring squares from every county in the state, to mark the Ohio Bicentennial.

## **Public Comments**

Eileen Doyle, Chair of the Ohio Community Service Commission, spoke on behalf of the North Central Cluster of State Commissions about their concerns about the projected loss in funding for AmeriCorps. She urged that members of the field be included in the Board's outreach effort.

Vincent Marzullo, President of the National Association of State Directors, urged the Corporation to consider ways to mitigate the effects of the AmeriCorps funding shortfall on the VISTA program.

Bridget Baxter, RSVP Experience Corps Director, urged that individuals be permitted to serve more than two part-time terms in AmeriCorps and that the education award be transferable.

Betty Ruth, President of the National Association of RSVP Project Directors, emphasized the importance of addressing the technological difficulties associated with the Corporation's new E-Grants system. She recommended that Corporation staff program officers be included in any training programs offered by the Corporation.

### **Closing Remarks and Adjournment**

Mr. Naparstek thanked members of the host committee, Glenn Odenbrett, Kitty Burscu, and Paul Schrader, and at Mr. Goldsmith's invitation, adjourned the meeting.