10-14-2000

Resist Board Meeting, Oct. 14, 2000

Resist

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Minutes
Board Meeting
October 14, 2000

Present: Jacquie Bishop, Robin Carton, Pam Chamberlain, Kate Cloud, Ty dePass, June Lee, Jorge Rogachevsky and Carol Schachet.

Agenda

This meeting was a grantmaking meeting held prior to the Special Board Meeting on October 15, 2000. There were no other Agenda items.
Resist Special Meeting
10/20/00

Minutes: June Lee

Present: Jacqui Bishop, Eileen Bolinsky, Robin Carton, Pam Chamberlain, Kate Cloud, Ty dePass, June Lee, Amanda Matos González, Kay Mathew, Mark Miller, Jorge Rogachevsky, Hank Rosemont, Carol Schachet, Nancy Wechsler,

Jorge explained the process and that the impetus for the meeting was the recent transitions among staff and Board. The beginning process was to explore the common understanding of the processes of the organization in order to see where there was agreement and disagreement on the roles of Board, staff, non-staff Board, Board committees, Advisory Board. The afternoon would be to discuss how to address lack of clarity, disagreements and issues that stem from this.

Carol introduced the History of the Organizational Structure:

- Board of Directors: Organizational decisions, finances, grants; committee participation and officers which serve as document signers and meet legal requirements
- Board of advisors: Former Board members, serve on committees, input on issues, not decision-makers
- Staff: day to day operations, Board and committee participation
- Standing and ad-hoc committees

The 1997 Retreat reaffirmed the organizational mission and political perspective of Resist. There were questions of Board accountability that were to be addressed by the new created Board Development Committee.

In February 1999 the responsibilities of the Board and Board of Advisors was adopted.

The staff accountability is addressed by the personnel committee through annual reviews of staff that have been there more than a year and for new staff there are reviews three and six months after their start.

Board accountability is addressed by the Board Development Committee.

The Executive Committee made some decisions between Board meetings. This committee included officers and chairs of committees. There were either phone calls or actual meetings made to this entity.

Questions and points of clarifications were made. Pam asked then if the difference then between the Board and the Advisors was that the latter was not committed to meetings, not able to vote and therefore their influence was informal, to offer opinions. Also wondered what the benefit was to be on the Board of Advisors.
Jorge pointed out that the issue of voting was not listed on the Board and Advisors responsibility list and also that point #4 on the Board of Advisors was listed twice. Carol reminded the group that the no voting power had been decided at a Board meeting but did need to be clarified.

Also there had been some discussion about expanding the members of Board of Advisers to include those who had had long-term relationships with Resist but had not been on the Board. Examples included those that contribute to newsletter on regular basis, provide references for grants, etc.

Carol added that the idea was that both the list of Board members and Advisors would be fluid and that people may go back and forth between the two lists.

There was a question about whether everyone on the list of Advisors had been contacted. The response was that they were sent a letter asking about whether they would be on either the Board or Advisors given the respective responsibilities and everyone responded through some form of contact. The Advisors receive everything and are contacted on various issues.

There was some clarification about the officers. Mark is the interim President. The roles have been to fulfill the legal obligation of the organization.

A question was asked about the staff's list of duties and why planned giving was not assigned to a specific person. Carol responded that there has not been any Board directive yet.

Kate pointed out that each separate task dictates which staff reports to the Board about that perspective of the organization. The Board needs to decide whether to keep that structure or not; traditional structure has only one staff person report to the Board.

Each person then went through the grid created by the meetings planning committee to first ask how people think decisions are currently made and secondly how they should be made.

On the second part of the exercise – how decisions should be made - the following clarifications were made to the decisions in question:

- Decision 2: formulating/creating the wording of proposal to present
- Decision 3: starting is equivalent to making the decision
- Decision 8: in general there is a question of policy to guide staff/committee decision about this kind of thing instead of just relying on history
- Decision 9: Manage the process
- Decision 13: Decision to establish a new Board committee
- Decision 21: Is there a policy about $ level; is it already included in the budget.
- Decision 24: Budget surplus might have personnel impact

Pam suggested that we think about what trends we might have noticed from this exercise in terms of where the organization should be headed or where it seems to be headed.
Open Discussion

Minutes: Kate Cloud

Issues to discuss:
Board/Advisory Board communication responsibility, how agenda gets set, worker control, staff as board role, board/staff relations (spectrum of expectations vis a vis board/staff, recent loss of board members, Jim Campen’s resignation, management process in board, internal/external communications

Structure and roles in relation to responsibilities and expectations- looking at our organizational structure.

What are most important opportunities and parameters to decide upon?

Are systems in place for accountability and support for Board members?

Develop policy around resignation- follow up, identify policies needed.

Board Functioning- Issues, Concerns, Gaps

Board and Staff

Marc: Board is excellent but needs changes. Executive committee hasn’t been happening. Newsletter Committee should be restructured to be Communications committee. Combine Finance committee and Fundraising committee? What is most important role of Board in achieving Resist’s mission?

Overt/covert power

Pam: Board recruitment- lure of grant allocations, Board also expected to perform lot of other functions.

Kate: Board development committee needs staffing.

Jacquie That’s role of leadership and staff. If you have these filters, utilize them. Regarding Fundraising, present Board seems to have no understanding about Fundraising role. Becomes tedious to feel like new staff is under attack after just being hired.

Jorge: If I have a concern who do I go to? No superstructure unit to carry out proactive agenda- need to create a functioning Executive committee.

Robin: For all the glitches, this has been a highly functional board- committees need to be more functional stuff that has come up repeatedly lately- staff/board ratio. We have tried to centralize power while still having leadership- don’t want a traditional model of power

Wec: Where is the power? Four staff people have power than non-staff board. At some times officers have had huge responsibilities.
Jorge: There shouldn't be any inequality between board and staff. There is now an inequality of access to info. Need to look at the dynamic of how info is obtained, processed and communicated. If one has a question or issue, whom do you address it to? Should create a managerial role for staff that relates to board.

Ty: Folks who implement action should be mobilized in decision-making that said...

Ty: Transparency is everything accessible to all? (Tied into accountability). Clarity in terms of division of labor – who convenes meetings, notifies for meetings, and minutes for meetings- every committee should have clarity relating between decision and action. What does consensus mean? Everyone gets a chance to say what they think and then accepts final decision

Amanda: Board feeling disempowered- we should address that.

Jacquie and Marc: Work has grown, maybe need to adjust. Board has to let go of certain things- we should focus on policy discussions (as a Board) and develop enough trust to let people have their turf.

Marc: Some unit to do central communications function.

Carol: Hard to know when to “bother” hard-working Board members- how much knowledge and info do Board members want?

Jacquie Need to be careful in the way we disseminate info to not leave people out of the loop

Jim’s feedback shared (from conversation with Kate).

**Jim Campen’s Feedback** (from conversation with Kate Cloud)

Not a good fit, out of sync with majority

Experience frustrating, not feeling like he is making positive contributions but doesn’t want to be negative

Felt his contributions re. Finances were not valued or respected

Example: final plans and money for office renovations were to be reviewed by Finance committee but he was never contacted.

Doesn’t think the things that frustrated him are going to change and doesn’t want to just be negative.

Has no problem with the grant giving in terms of the politics.

Feels we have a staff-controlled organization which will become increasingly so in the future.

Non-staff board members don’t have time to do a lot of the governance functions being so much time goes into the grant making.
#7. Summary and Identification of Possible Actions

Minutes: Pam Chamberlain (2:45 PM)

Jorge suggests the issues are:
Structure of Board- more managerial element?
Way we do grantmaking

Marc: Let’s look for 3 minutes at the issues on the chart paper.

Kay: We aren’t talking about the issues I’m concerned about: three resignations

June: We can address these issues with our current list if we take care.

Jorge: Frustrations build up without conduits of communication. If we accept there is goodwill, we can move to how do we improve?

Ty: Need to have a way for Board members to check out your expectations. Perhaps this can happen someplace, Executive Committee or elsewhere.

Break

Jorge: What changes do we want to institute?

Hank: Rethinking structure and function of committees. Make Executive Committee more functioning (no ill will toward staff), if breakdown where to go “bitch.” Start December meeting early and look at new structure.

Marc: All of us should have committee assignments
Interim Executive Committee: sets agenda for meetings, to propose how to do this better

Jacquie: By end of today should: sign up, set dates, have regular reports

Pam: Anxious about further commitments

Jorge: Either people do more tasks or more people do interim tasks.

Kate: We need an executive committee

Hank: Today we can establish Executive Committee.

Jorge: Look at issue from bottom up then charge a group to report back.

Ty: We need someone to look at all over issues today- suggest what is by-law, what is policy to convene on

Decided: Ad hoc Restructuring Committee- Kay, Hank, June, Jacquie
Function: To review info raised, set next steps
At December meeting starts 10 AM at Conference room or Wec’s
PASSED (unanimously): Budget to be voted on in February 2001 meeting.

We then reviewed the committee membership. See attached.

Motion: Newsletter to be called Communications Committee to work on media outreach, web stuff, and newsletter

PASSED: Communications Committee will write its own job description by December meeting.

Recommendation #1: That the Restructuring group addresses how to handle Advisory Board issues.

Recommendation #2: Restructuring committee should look at all these issues

Nancy: If staff have issues w/ Board, where do they go? They can go to Restructuring Committee or to President (Marc) or Personnel Committee at Board/Staff lunch or Personnel Committee at Board/Staff lunch.

Eileen: How do we deal with Advisory board issues?

Kate: There will always be power in groups. It doesn’t have to be hierarchical, but it does need to be acknowledged.

Eileen: Proposal: Elect officers at February meeting. Current folks stay until new officers elected. PASSED.

Proposed: Restructuring Committee will review current officer descriptions and their legal prerogatives (look at by-laws, e.g.) so people can nominate candidates. PASSED

Wrap-up

Appreciation to planning committee. This struggle is part of our growing pains. Circulate list of items as well as minutes.
**Who Decides**

Instructions: Check where you think the FINAL decision is made now

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Resist Special Meeting
10/15/00
Wall Charts

Wall Chart 1

Issues to Discuss

Advisory Board Participation
- voting rights
- expanding membership

* Who has Board/Staff/Advisory Board communication responsibility

Communications committee
- time to set one up?

Removal and maintenance policies for donors
- should Board look at non-respondents or is this a staff issue

* How does or should the Agenda for meetings get set

How do committees get convened after they are established
- whose responsibility is it for follow-through

Hiring and releasing staff
- who decides?
- a committee decision? Are staff involved? Board prerogative only?

Larger purchase/fiscal authority
- at what point do purchases need a second signature
- how much discretion does staff have
- where does budget play into purchase authorizations

Budget surpluses
- how to spend them
- personnel issues

Who review financial statements
- staff
- Finance Committee
- Board
Issues to Discuss

Wall Chart 2

Collective staff decision-making
- what are they issues that arise

War in Marc’s mind

*worker control
collective ownership/management
organizational growth potential

Policy decisions
- guidance for staff
- historical/current practice

*Staff as Board members
- role

Staff role/numbers on committees

Committee functions
- how input is solicited
- how tasks are carried out once assigned
- how report outs happen

Communications committee
- web/new media/newsletter/press releases

Board management/oversight

Board/staff relations
- tension re: performance
Wall Chart 3

Board management/organization

Internal/external communication

Prioritizing what should be considered full Board decisions
- staff decisions

Work of the Board

Advisory Board
- role
- membership
  - non-former Board members
  - resignations

Policy Development/Assignment of Tasks
- how resignations are collectivized internally

Board issues with staff
- discussed by Personnel Committee

Board issues with Board
- discussed by Board Development Committee

Staff issues with staff
- discussed by Personnel Committee

Staff issues with Board
- unclear but probably Board Development Committee or Board/Staff lunch meeting
Wall Chart 4

**Board Functions**
- Committees
  - Executive Committee role
  - tweaking
  - Communications
  - Fundraising
  - Finance
  - staff role

- look at what consider to be the most important role of Board members in achieving the goals of Resist

- Agenda setting

- Communication between Board/Staff/Advisory Board members

- Oversight of responsibilities

- fundraising by board members

**Board/Staff Layers**
- Staff as Board members - role
- Board/staff relations
- Hiring/releasing staff

**Advisory Board**
- role
Issues Raised

Wall Chart 5
Responses to Agenda Item #6

Fundraising by Board
- part of the job description
- extra work
- helpful function

Membership on committees
- Board/staff ratios
- who convenes/communicates
- facilitation of committees
- Fundraising Committees
  - other/different forms of fundraising

Nurturing of Board
- how does it happen

Role of Chair
- convening
- communicating
- nurturing
- utilization of titles: necessary evil?

Hiring
- concerns raised regarding more staff
- tensions raised

Who to call re: issues that arise
- Board, officers, staff, committee chairs

Looking forward
- organizational planning
- grantmaking

Voting membership by staff on Board

How not to mimic traditional organizations
Issues Raised

Wall Chart 6
Responses to Agenda Item #6

Legal authority issues re: officers

Issues of equality
- Board/staff
  - voting
- access to information
  - more access by staff
  - raises power questions
- process for addressing concerns
  - who manages issues

Folks who need to implement actions need to be involved in decision-making
- voting power

Ty's Quartet

Transparency
- is everything accessible for review
  - process/content/decisions

Accountability
- staff/Board
- Board/staff

Division of labor
- who convenes, sends notices, produces minutes

Decision/Action relationship
- those implementing need to be involved
Issues Raised

Wall Chart 7
Responses to Agenda Item #6

Board appears to feel disempowered

Grantmaking
- role of Board
- materials

Based on growth of organization - what can Board let go of
- tasks
- how to develop trust
  - feel reassured that others are doing work assigned
  - allow mistakes
- interim decision-making/communication

When should questions be sent to the Board
- how to sort, prioritize
- when staff should handle it

Ways in which information is disseminated
- not just by e-mail
  - attachments which can’t be opened

Jim’s Comments
- frustrated with his Board participation and experience
- non-staff Board doesn’t have enough time to engage in governance
Board Committees

Wall Chart 8
Responses to Agenda Item #6

Board Development
Eileen (Chair)
Amanda
Ty

Finance
Marc (interim member)
Robin
Carol

Fundraising
Kay (chair)
Carol
Jacquie
Wec
George
Fran?
Merble?

Grants (needs a chair)
June
Marc
Wec
Kay
Robin

Communications
Hank (chair)
Jorge
Ty
Carol
Jacquie
will look at communications; web page; internet use; press releases; media outreach and Newsletter

Personnel
Kate (chair)
Marc
Pam
Wec

Restructuring (aka Committee on Committees)
June (convener)
Hank
Kay
Jacquie

Ad Hoc Committees
Hiring
Retreat
Wall Chart 9
Responses to Agenda Item #7

Look at Committee Structure
- number
- membership
- Executive Committee
- tasks

Restructuring Committee/Committee on Committees
- to review information raised from issues raised in response to Agenda item #6
- set next steps*
- look at issues of the Advisory board
- members: June (convener), Kay, Hank, Jacquie

Identify what was raised
- put forward plan for how to address issues

Budget
- will be presented in December for a February decision

Next Board Meeting
- December 10th in conference room on first floor of Resist’s building
- Carol will coordinate food
- meeting will be at Wec’s house if conference room is unavailable
RESIST RETREAT JUNE 20-22, 1997 NOTES

THESE NOTES FROM THE JUNE 1997 RETREAT BEGIN WITH THE TASKS THAT PEOPLE AGREED TO AT THE END OF THE RETREAT AND THEN GO BACK AND FOLLOW THE AGENDA FROM HISTORY THROUGH DISCUSSION OF PERSONAL COMMITMENT. Notes are respectfully submitted by Deborah Linnell.

DECISIONS TASKS THAT EMERGED FROM THE DISCUSSION

Decision: Eileen, Pam, and Hank will be an interim Executive Committee.

TASKS:

GRANTS:

Revisit: guidelines in regards to linking and connections
- grant size
- tier grants/multi-year grants
- timeline questions (6 meetings?)
- loose definition of small radical groups and organizing projects that still allow for flexibility

Should outreach be issue focused?
- more community groups used as source of information on applicants
- create description of some basic guidelines/criteria for funding to help guide the process

Who/Timeline: Grants Committee: Frank, Robin, Paul, June, Penn begin to look at this area within the next three weeks via a conference call

LINKAGES

* link with other foundations (be careful not to lead -- let groups set agendas, not foundations)
* traveling staff person
* Internet
  -- Web page linkages
* newsletter continue to use it as a way to link groups (in grantee profiles emphasize those groups that do linkages well)
* newsletter and pledge letters include info about other publications/resources
  -- find other people to collect/submit resources
* look at who else is creating links and support them
* promote conferences/grants that link people
* request for board members to submit names of contacts that know
* board develop committee should take a larger role (frame discussions for board on linkages)
* but all committees should look at linkages

Who/Timeline: Mark, Kay, Bell, Hank, Wex and Carol (no timeline given)
RESIST Retreat Notes June 20-22, 1997

STAFF

* More staff to do present work
* To grow we need more staff
* Re-evaluate restructuring of jobs, scenarios will be developed regarding job description use of 3rd person
* Personnel committee will look at current staff/comp. time and will evaluate staffing patterns (with input from finance committee)

Who/Timeline: Personnel Committee: Pam (chair), Cheryl, Marc (Wayne, Renae, and Tess need to be called regarding their continuing as active members of this committee)

BOARD

* Range of functions and expectations should be defined, but not as strictly as in the current "contract" --board development committee will re-write
* Diversity must be paid attention to in a deep way
* We should be flexible as to the options for participation and different levels of activity

We did not resolve, however, if different levels of participation should be "named" differently (i.e. what constitutes being a full board member versus a committee member or an advisor or a founder who no longer participates???)

* Buddy system should be reinstated
* Follow-through on tasks that a board member agrees to is a must
* Tasks need to be defined in a way that is manageable

Who/when: Eileen (chair), Robin, Louis, Carol, Paul (Renae needs to asked about her commitment) Between July 9 and July 20 when Paul is in town.

Pam, Hank, Eileen will be interim Executive Committee

AGENDA: (See your packages)

FRIDAY NIGHT: We spent a couple hours, after an ice-breaker, hearing stories about the history of RESIST. These were capture somewhat on the long computer paper which is now at the office. People are encouraged to keep adding to the timeline.
RESIST Retreat Notes June 20-22, 1997

Saturday:

We reviewed the agenda, set groundrules, and Deb L. reviewed some of the hopes and fears people had articulated in phone conversations with her. These hopes and fears are already typed up in your packages. We did another quick ice-breaker.

Deb presented some theories of organizational development...that spoke to the transitions between founders/first stages and systems/second stages and long-term sustainability ...which comes typically after a crisis and is born out of a renewal of mission and commitment, but also a commitment to do the "systems" work that enables organizations to grow and flourish. Systems work is often characterized as board development, fund development, sound financial management, strong personnel systems (hiring practice, training & supervision, evaluation and ongoing development) and finally ability to do long-range planning.

The group, on a whole, felt that RESIST is quite unique and doesn't necessarily fit a pattern of development.

Mapping the Current Reality

What do we know about current constituents:

* Over-time Resist has given 1 million to 5,000 groups (the bulk of this money has been given away last 4-8 years.
* 98,000 to 150,000 is given out per year
* There are about 800 to 900 grant applicants per year.
* 300-400 submit proposals and 150 get funded
* The bulk is related to economic justice/ "welfare organizing" requests.
* There is less now going to Central America efforts and more to environmental
* Anti-racism work is also an area where requests come in

Other thoughts about what is going on out there:

* Groups are not linked, there is cynicism about ability to be effective (for some), people have less time to work on political issues with disappearance of family wage and leisure time

* There could also be allot of activity out there that we just don't "see" through the lens of 1967...in fact there is probably much more activity today, then there was then...but its at the local level and not linked under one overarching issue. If this is true the question for RESIST becomes how do we help make linkages?

Resist has been giving less recently and we think its because:

1. Traditional groups we fund have folded
2. Allot of inappropriate requests
3. We need an outreach campaign
RESIST Retreat Notes June 20-22, 1997

4. Applying for money is generally overwhelming for some groups
5. Decline in groups working on issues in Central America and labor
6. Organizations have been sucked into providing direct services because there are so many emergency needs out there

We could probably raise requests by 33% by increasing budget cap above $100,000

DONORS

What do we know about them?
* 809 pledges from $5 to $200 per month
* 3,000 + other donors (not pledges)
* another 1,200 get the newsletter (prisoners, groups, exchange subs)
* there are about 20 to 25 anonymous larger gifts

85% give $100 or less per year

80% of the funding comes from 10% of the larger donors (reflects national fundraising trends)

RESIST treats all donors the same (no special programs for large donors)

Fear of loss of donors does not influence organizational or funding decisions

Anecdotally, donors are draft resisters, original signers of the Pledge, seniors, and gays/lesbians

CURRENT FUNCTIONS...WHAT WORKS/WHAT SHOULD WE CONSIDER CHANGING?

Deb summarized some of the internal functions based on conversations with individuals and broke them into Board, grantmaking, staff, newsletter, and linkages/networking. She extrapolated some of the key issues under each in order to get people focused in their conversation. (The big paper that summarizes this was sent to the office).

Grantmaking:

What works: It works! Quality of pre-screening has increased tremendously; references build up connections...its more complex than just grant making.

What we might consider changing:
* Look at grant size
* Look at budget cut-off
* Tiers
* Timeline of grant process (change amount of time between deadline and review)
RESIST Retreat Notes June 20-22, 1997

* Are 8 cycles per year too much?  
* Less reference from funding sources and more from community groups  
* Can we create some very basis criteria that allows for flexibility but makes us more consistent at the same time

**Board:**

**What works:** Background, life experience and skills of those on the board; the history some board members bring

**What we might consider changing:**

* We acknowledge that there is a range of functions and now need to create the "paper" that describes how the functions happen  
* We must frame board development from the perspective of what works best for RESIST, not individual board members)  
* People need to re-look at whether they have time to attend meetings  
* We need to define options for participation...people all agreed to this

but whether or not we "name" those options as board member, committee member that define the amount of time someone spends on behalf of the organization more closely, was not agreed to

* We need to strengthen the board development committee  
* We need to pay deep attention to diversity when we do outreach for board members  
* Bring back buddy system  
* Follow-up is essential

**Staff**

**What works:**

Good staff! Good personnel reviews, change of office space was positive, newsletter committee works.

**Consider changing:**

* Need a third person  
* in planning we need to factor in unusual stuff (like needing to move)  
* Its time to re-evaluate the restructuring that took place (downsizing from 3 to 2 people) and decide what staffing pattern makes sense  
* Board requests are generating more work  
* We need to stick to 40 hour work week

Newsletter (see tasks regarding linkages)
VISION DISCUSSION (from Robin Carton's notes)

Individual go-around so people each had an opportunity to express their view before a discussion ensued:

Hans: Corporate globalism has gone too far. Resist should be involved more on a national than a local basis and present a new call around the rejection of global corporate pursuits and support society oriented towards people and quality of life.

Frank: Look at the ways of linking groups on the left together since they are not well served by other left media. A traveler and report to look at what groups are doing and make links.

Louis: Continue to do what we are doing, but enhance quality and number.

Paul: Questions of class returning to the agenda in a way it has been absent for awhile. Look at attempts to consolidate (and thus eliminate) cultures and alternative policies -- "People against profits." Is sensible to issue a new call? Should it be about class?

Nancy: Keep issues of class, race, gender and make more links. Discuss role of electoral politics in the left.

Marc: What we are doing is right, two paths -- 1) resisting what is going on now; 2) working toward vision of the future. The two are inter-related. Tap great energy out there.

Fran: Fragmentation -- no major vision on the left. Don't issue a new call. Articulate connections. Likes what we are doing.

George: Last 15 years is a defensive strategy. Not coherent. Broad basis approach to help groups survive. At some point moment turns and something comes out of it. A critical moment is coming. Global capitalism already producing a backlash, but no alternative vision.

Pam: Making connections across issues is an important strategy. Connections between youth organizing and race issues...do we have an educational/leadership role around linkages?

Cheryl: Empower resistance -- making connections between people. Holding the door open. Small grants to groups who no one else will fund. Helping people make connections. Listen. Hear -- what is out there. Tell others what we heard. A network/connection -- people give money and help keep doors open.

Eileen: no comment.

Kay: Position to help strengthen groups funded. Convene groups to originate the call. Need to define/describe broader social change concepts...there is an interception between social services and community organizing we might be missing.
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Discussion:

Hans: People serve as a witness that there is combined support opposing super capitalism.

Louis: Call was meaningful -- an act of civil disobedience...people had to risk something in a public way. The impact/risk does not exist now.

Fran: Two views: We are talking about a multi-pronged approach or an overarching more unified approach -- there is somewhat of a generational split within the organization.

George: Analysis had led us to fund grassroots groups -- and the strategy would emerge. This has not happened. It is right to support resistance -- but they (the groups we fund) are not coming together.

Paul: Could continue what we are doing -- but recognize that it is a holding action. Look at where, when, how to tap into sense (widely held) that people are being fucked over.

Frank: Formal call not much use. It might be useful for ourselves. Get folks to sign might be useful. Not sure if it works as a fundraising tool. Consensus growing level of discontent. This is a good sign. Should fan the flames of discontent more.

Kay: Looking at grant guidelines -- not just connections with issues, but also with other groups.

Fran: Again, there is a split between: economics versus multiple strategies...where does Resist stand? What is the vision?

George: Can't stimulate discussions between other groups for integrated strategies if we don't talk about it ourselves.

Marc: Look at criteria for judging a grant -- absolutes and priorities.

THOSE AREAS WHERE WE FELT THERE WAS COMMONALITY:

* Fund small radical groups (but define radical group -- which we did loosely as those groups working to affect the distribution of power and the way in which they go about this work)

* Fund groups that have a integrated vision of how to go about the work

* Fund organizing projects (but need to loosely define)

* Make connections between groups

* Deliberately help groups make links and actively engage in that role

* Don't stand still -- even if there is no unified vision of the future
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* We fulfill an important niche and should keep doing this!

A Deb Linnell interpretation...

RESIST is a political organization that focuses on funding, at the national level, small, activist organizing groups and other small progressive/radical organizations engaged in activities that lead to social change and that affect the distribution of power. The activities of such groups are ideally linked with those of other organizations and to movements of oppressed people. RESIST raises funds from local activists throughout the country for these purposes.

BOARD OF DIRECTORS: ROLE AND PERSONAL COMMITMENT

Eileen: Suggests we get rid of the board job description
   Suggests that people agree to work on a committee or consider resigning

Carol: Her commitment is not to carry more than she needs to; staff is not capable of carrying the work alone

Robin: Lucky to work at Resist; its a unique organization; looking forward to speaking with people and helping to shape the future joint commitment of all

Wex: Committed to coming to as many board meetings as she can and is phone, e-mail, fax accessible. Will do committee work.

Fran: Resist pulls her out of here job...open to being told what sh's not pulling her weight...will come to meetings unless she has to work

Pam: Happy to fee more focused; glad to resign from one committee and devote herself more to the Personnel Committee as chair. Pleased to discover she still feels connected and involved -- especially appreciated hearing from people we don't ordinarily see

Marc: Comes to meetings if he is in town; is now more inspired about the potential of the organization; Resist helps him to stay sane

Kay: Glad to be here this weekend...as a new board member can contribute to the fundraising committee and wants to join the grants committee (this means dropping off of the newsletter committee)

Hans: Talks about Resist to the outside world as much as possible...is too out of touch to be helpful on details; would like to be involved if conversations emerge around another "call"

Frank: Will help connect with other funders like Northstar and will help develop the Webpage (Linnell note: should newsletter committee be broadened to be called Communications/linkages
committee...w/newsletter being only one tool)

George: Resist is one of the reference points in his life, a place to exchange ideas. Can help on the fundraising committee and with Washington DC connections...he's is geographically removed now and wants guidance from the organization as to his role

Louis: Feels strengthened by new people and glad to get the monkey of personnel committee off of his back and can be more committed to the Board Development committee. Resist is one of his main three activities and he will continue his commitment.

Paul: Important to recognize that people are far away and are going to diminish their commitment (unless people get after them). Tasks should be manageable: We need to talk to people who aren't here; keep after people to meet their commitments; we have to remember the amount of time that some people in the room spent over many years working with Resist.

PARKING LOT

Issues that came up during discussions that could not be resolved then and there and were put aside to talk about later. Many of these issues were re-integrated into "tasks" but all the parking lot issues have been recaptured here:

* What are the strategies for board members in regards to donors?
* We need to look at grant size and level of budget we are funding
* Would tier system of funding make sense?
* When we say we fund small radical groups are we all on the same page?
* " " organizing groups " "?
* Should "outreach" become an issue that is funded?
* Can the personnel committee report periodically to the board at board meetings (and should staff be present or not during these reports?)
* We need new ways of communicating and connecting as an organization...can there be a Board Web page???
Minutes
Grant Committee
September 21, 2000

Present: Robin Carton, June Lee and Marc Miller.

Agenda

Review of Topics for future discussion:

- Funding of events once they are over
- Funding of university affiliated groups
- Raising of the grant amount and the budget ceiling

Possibly have a meeting where the Board discusses what currently excites them about funding possibilities. Also discuss and make more explicit the types of projects that resist will fund.

Discuss whether there should be other funding strategies developed
1. Cultural Acceptance Now
7421 Main St. W., P.O. Box 602, Webster, WI 54893  Edna Coston  715-866-4778
Funding to purchase office equipment to support organization which seeks to counter increasing racism and bias in Burnett County.

Decision: Leave In _____  No _____  Undecided _____
Comments: Not clear kind of diversity or change working towards. Mainstream project. Cursory application.

2. The C.U.R.E.S. Project
P.O. Box 3023, Kalispell, MT 59901  Lee Ludden  406-756-0509
Funding for community outreach efforts from the Family Violence Prevention Council Indicator Work Group which educates community officials about the impact of domestic violence.

Decision: Leave In _____  No _____  Undecided _____
Comments: Mainstream project. Mostly social services.

3. Dark Night Press
P.O. Box 3629, Chicago, IL 60690-3629  Faith Attaguile  207-839-5794
Funding for an issue of the Dark Night Field Notes which will focus on issues of children’s rights and protections.

Decision: Leave In _____  No _____  Undecided _____
Comments: Just a publication. No organizing. Rejected twice in the past with poor references.

4. Deaf-Blind Video Project
54 McCarthy Road., Newton, MA 02459  Myles Gordon  617-965-2996
Funding for a documentary on the lives, struggles and triumphs of Deaf-Blind individuals.

Decision: Leave In _____  No _____  Undecided _____
Comments: Not a priority. Mainstream.
5. Democracy South/Latina Political Summit
605-A NC 54 West, Chapel Hill, NC 27516 Stan Goff 919-967-9942
Funding for Hispano-Latina Political Summit to determine the outlines of a political progressive agenda for Latino community organizers.

Decision: Leave In ___ No ___ X Undecided ___
Comments:
Too large. Suggest member groups apply for work on the summit.

6. Friends of Kahana
P.O. Box 653, Kaneohe, HI 96744 D. Ululani Beirne 808/237-8856
Funding for a video documentary about attempts to restore and preserve the natural resources, sites and culture of the rural Ahupua'a O Kalana land section.

Decision: Leave In ___ No ___ X Undecided ___
Comments:
Problems with answers to #10. Conservative approach.

7. Human Dignity Coalition $2,000
P.O. Box 6084, Bend, OR 97708 Stacey Donohue 541-385-3320
Funding to staff Diversity Conference which will bring together teachers law enforcement personnel and social service providers to promote social justice issues in their region.

Decision: Leave In ___ X No ___ Undecided ___
Comments:
Suggest change to general support.

8. Institute for Philosophy and Social Progress
805 Cedar Hill Avenue, Dallas, TX 75206 Anthony Mansueto 214-942-5074
Funding for the Phronesis Project, a community based educational program designed to give leaders of trade unions and community organizations tools to organize for structural change.

Decision: Leave In ___ No ___ X Undecided ___
Comments:
Mostly research. No political positions.

9. Intersex Society of North America
P.O. Box 3070, Ann Arbor, MI 48106-3070 Cheryl Chase 734-994-7369
Funding for travel costs to being a dozen ISNA volunteers to Creating Change, an annual conference sponsored by the National Gay and Lesbian Task Force.

Decision: Leave In ___ No ___ X Undecided ___
Comments:
All travel. No broad vision. Not a priority.
10. **Nuestra Salud**  
464 East 19th Street, Brooklyn, NY 11226   Suzanne Newman   718-462-3303  
Funding for English subtitling of a Spanish-language video, *Mi Droga Preferida*, about addiction and recovery issues among lesbian Latinas.

Decision: Leave In _____ No ____ Undecided _____  
Comments:  
Mainstream. Mostly social services.

11. **Oregon Human Rights Coalition**  
2710 NE 14th Ave, Portland Ave., OR 97212   Nancy Weed   503-282-5010  
Funding to support printing costs of the *Navigating the System* self-advocacy trainings which assist persons having difficulty accessing community services and the *Know Your Rights* manual.

Decision: Leave In ____ No ____ Undecided _____  
Comments:  
Project is not organizing. Come for general support.

12. **T.R.Y.B.E.**  
191 Abbotsville Avenue, #10, Pinewood Condos, West Hartford, CT 06110   Pam Hays   860-674-5794  
Funding for general support for community organizing project which seeks to organize adults and youth to stop physical and psychological violence in homes communities and the world.

Decision: Leave In _____ No ____ Undecided _____  
Comments:  
Not a priority. Based around one person who gives workshops.

13. **Women’s Business Network**  
P.O. Box 191283, Dallas, TX 75219-1283   Dana Ivy   972-949-4344  
Funding for a needs assessment of members of lesbian/bisexual and transgender business, professional and career women.

Decision: Leave In _____ No ____ Undecided _____  
Comments:  
No organizing. A support group without political vision.

14. **Women’s Caucus for Gender Justice**  
P.O. Box 3541, Grand Central Post Office, New York, NY 10163   Vahida Nainar   212-697-7741  
Funding for the distribution of a documentary training video which will provide information on the importance of the International Criminal Court.

Decision: Leave In _____ No ____ Undecided _____  
Comments:  
Budget is too large- over $320,000.
Dear Grant Committee members:

I have spoken with Marc and Kay about the Emergency Grants. So far the leanings are:

1. Independent Media Center - Boston

   No. Not an emergency. Presidential debates are not a Resist priority. Suggest, as with IMC - Los Angeles, that Resist would fund the IMCs to get together for a broader visionary meeting.

2. United Students Against DOMA

   Yes. High school and college students working together. Positive reference.

On another note, I would like to set up a Grant Committee meeting to work on the October grants (of which there are about 39) and to do some agenda planning for further meetings. Issues that are still to be addressed from last year include: the role of university groups and Resist funding; increasing grant size; looking at the budget caps. Newer issues that have arisen are- funding groups after events are over; the number of emergency grants one group can receive in one year; the number of accessibility grants a group can receive in one year; and the format for grantmaking.

Dates that have been suggested are:

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The meeting would be at or near Marc Miller's office- accessible by Blue line or red line.

Please respond ASAP. Thanks.

Robin
Hi everyone,

During my conversation with Jorge this morning, I said I would try to put Jim's suggested meeting structure in agenda form so we could contrast it with the first suggested agenda. So here is my attempt.

Kate

Resist Special Meeting Draft Agenda #2

10-10:30  Intro & Review Agenda (describe committee's process and our hopes for possible outcomes etc.)

10:30-11:30 Review current organizational structures and processes (descriptive and informative)

1. Structures and responsibilities
   Staff
   Board

2. Lines of communication and decision-making
   Staff
   Board

3. Accountability
   Staff
   Board

11:40-1 Evaluation of Existing Structures and Processes (identification of strengths & weaknesses; answer questions like what works well? what seems problematic? where does power and control reside? where should it reside? how do existing structures and processes affect staff/board relations? etc.)

   1. Structures & responsibilities
   2. Communication & decision-making
   3. Accountability

1 Lunch

1:30-2:30 Suggestions for Improvement (brainstorm??)

break

2:40-4 Decisions & Timeline

4-4:30 Wrap-up/Meeting Evaluation
Board Perspectives: Organizational Vision, Issues and Needs

1. In your experience as a Board member of Resist, Inc. what is the vision, and how is it expressed in programs and policy?

Board members had a range of responses which are summarized through direct quotes in the following manner:

“We fund groups working on social change and see social justice issues as being connected. Our program policy manifests our vision through our grant program. We do not fund social or human service agencies because our intent is to provide some measure of support to those groups nation-wide who are working on systemic change by organizing group action.”

“Our goal is to support a national movement for people working on social justice issues. We want to respond to the issues of our current times and demonstrate our commitment by funding a diversity of social justice issues. Our newsletter is an educational tool that reflects our vision and informs board members, funders, donors and grantees.”

All members interviewed were very clear in discussing the vision and identified grant making, technical assistance to groups, and the newsletter as the specific ways board and staff express the vision within the current organizational structure.

There was some question in regards to new people joining the organization (staff and board members) whether it was time to review the vision or create a new vision for the future of social justice work as Resists seeks and gets more income through its fundraising efforts. Some of these questions had to do with reviewing Resists’ role in
the social justice movement. In the past, Resist played a support role to groups doing this work.

This may be a good juncture for Resist to review its vision, structure and goals as it positions itself to make organizational changes. Included in this organizational review should be some discussion about whether Resist will get involved in making any policy decisions regarding the direction of social justice issues as it continues to fund groups.

2. Who are the Core Decision Makers on the Board? Committee Chairs or other individuals?

Some decisions makers were described as “old guard”, “founders”, “academic”, “people with a 60’s perspective” meaning having had the experience of sit-ins, and other social protest that were organized rebellions against US structures”.

Others identified the power base of Resist as “overwhelmingly white, middle-class and male.”

Another group of decision-makers were summarized as board members who attended meetings regularly, had many years work experience and similar political views shared from past social protest organizing or actions. These members were now mid-life, have responsible jobs, obligations and other responsibilities that require that they do their “political work” on the side. For many in this group of decision-makers, organizations like Resist is their political work.

The smaller group of decision makers were made up of a core group of members who attended 4-5 board meetings annually and did some committee work. This group was composed of committee chairs, as well as board members and staff.

These two groups have the most influence in developing programmatic and organizational policies. However, newer board members are not involved in these two groups in large
numbers and don’t have bonded relationships based on past political work or board work, or feel they have adequate ways to influence change or be heard in the same way as members of the other groups.

In terms of bringing on new staff and board members, current board members who are defined as new (under 5 years experience on the board) have expressed this concern.

**The board needs to think of how it will structure itself to manage its work and provide opportunities for new people to be an active part of the decision making group within the first year.**

A board interviewee stated “our struggle within the current board culture is to get members to recognize the need to bring new people on to help with fundraising and funding decisions for new political activities and new organizations”. “The unwritten rule of thumb has been, board members personal experiences with a certain kind of political activity has influenced their recommendations for funding certain groups and conflicts due occur when we try to go beyond that”.

**If the goal is to have new board members make a commitment to stay and grow with Resist, this is an issue for the board development committee to think about and develop ways to help people feel connected and empowered at the board level.**

3. What is the process of orientation and development for new members? What was your experience? How could it be improved?

**This summary of comments and suggestions for improvements responds to questions 3 - 6.**

A board member discussed this issue in this way. “The board has operated since its inception on the collective structure model”. Therefore, it has not always been clear about board
member expectations. The idea was not to create a bureaucratic structure but to try to find an alternative model. "Perhaps the time has come for us to review this model and determine if it will continue to meet the needs of a new board composed of members of different ages, personal and political experiences, cultural backgrounds". "Is the collective model still the way to go? It has worked for the board, but not always well for staff people. It is extremely frustrating for staff to not have specific board people as resources to make operational, organizational or staffing decisions on issues that come up".

"We find it extremely difficult to hold people accountable for their lack of performance. In my board experience, I can't recall one person who has been asked to leave because of non-performance". "Board members generally stop coming to meetings, and after a period of time we ask staff to call and confirm their status". "Eventually the person may resign after not coming or participating, but we have not suggested they resign. They are socially ostracized by other board members".

This way of dealing with lack of board member performance has created confusion, and people aren't aware of how they are personally doing because prior to the new guidelines (an important start) members didn't know what the goals or measure was. There are several tools that can be used as ways to measure board performance, structured to occur on an annual basis, and managed by the board development committee or an independent consultant. These board evaluation tools include surveys, interviews, and goal planning and review (check-in) sessions.

This year Resist instituted new guidelines that must be implemented by identifying clear expectations for current and new members to guide them. However, Resist still doesn't have the evaluation follow-up as part of these new guidelines. This is a significant piece that is missing and needs to be discussed and adopted as key tool to help
keep board members maintain their focus on organizational goals and personal performance.

A board member stated she felt members felt challenged by putting out a tool that measures individual performance because in the past we hasn’t been willing to measure ourselves as a group. “We just say, each year we are raising and funding more groups so we must be doing a good job at meeting our goals”. We aren’t clear about expected performance in the areas you outlined (board giving, fundraising work, committee work, representing Resist in the community, or attending/organizing special events for Resist). “These are areas we haven’t given a lot of discussion to”. “We don’t have specific performance criteria or expectations”. “People do what they feel comfortable with, or don’t do anything in these areas”.

Generally speaking, the board process as described by some of its members has not been a good one. Board members described the process as people being identified to the board development committee by several sources and those people receiving information about Resist and a (board orientation packet) sent by staff. Their first initial contact may be by staff who arranges interviews and manages the process of cultivating prospective members. They are the go between prospects and the board. Once there is agreement, and the individuals receive other information about the board and is expected to begin attending meetings.

Some members described this process as being disappointing to them in their first six months on the board because of the lack of follow-through by board members on how to help them become part of the group and inconsistencies that occurred with how they met board members. Other interviewees couldn’t remember having a board orientation at all. They just received information and started coming to meetings.

“We need to make changes in the way we have done our board recruitment and orientation process to make Resist more
welcoming. Not enough follow-up has occurred with new members to help them become valuable participants and to make sure their perspective gets heard."

A board member said, "Now we have made a decision to diversify the board as a part of this recruitment strategy you are coordinating. We have had people of color on the board before but that alone doesn't make Resist diverse". "We have had some past members attend the initial orientation process, attend a meeting and not return". "I ask myself why?" "I feel although we have made this decision, we don't all really agree on what diversity will mean to Resist". "We haven't really explored this. I hope we will discuss this at the retreat and come to a shared definition of what diversity will mean in our organization, as well as what we will need to do."

Board members felt Resist has done a good job in diversifying the board membership in recruiting educated, predominantly middle-class people who are white heterosexual males, with a good mix of heterosexual and lesbian women with a shared political outlook on the importance of working for social justice.

For Resist this has meant funding groups working on a range of issues that have been defined as "left" (i.e. gay/lesbian, anti-militarism, peace, issues). Interviewees indicated there wasn't enough perspectives reflecting diversity in age (younger people), income (low and/or wealthy) or enough cultural diversity that different board members could bring to discussions, policy making and funding decisions.

One board member stated, "working with a consultant to help recruit and diversify the board is a good first step. It is a recognition we need help with this process and issue." "There is additional work we will need to do, and the major part of that work is on part". We need to accept organizational changes. This will impact people remaining on the board. We need to find an active way to participate in the decision and process to bring new people on board".
A board member interviewed summarized why it is necessary to make organizational changes. She stated, "in my opinion, it isn't healthy to have people on a board forever because it doesn't allow room for necessary growth and change.”

All board members I interviewed agreed that it was time to change the board orientation/performance process and felt the November retreat would help them further explore the diversity issue. As a way to get started on making changes I made the following suggestions to board interviewees:

1) **Orientation**: should be a process that has specific activities scheduled to occur over last the first three meetings for the new person. They should receive before the first meeting, a board packet that contains the following:

   - summarize major board issues and decisions for the last two years, provide board profiles and current committee chairs with description of committee function, include a summary of grant policies and who has been funded over last three years, and last, but not least give an overview of outstanding organizational issues.

2) **Introductions to Committee Chairs**: This is an activity that could allow a give and take between core decision-makers and new members. This will allow for an informal exchange about organizational vision, review current organizational issues, and provide opportunities for current and new members to discover each other’s work and process style. This activity could be an after work meeting at the Resist office, or at a board members office. The idea to establish rapport before conducting the business of the board.

3. **Social Event Introduction to Resist**: Provide new members with a welcoming social event (pot-luck, breakfast, etc) prior to their first board meeting to get to know new members, hear their expectations and experiences, meet staff
and some board members (representing a mix of the old and new).

4. **Assign a board partner/mentor for first six months:**
This person checks in with new member before or after meetings to provide background of issues discussed or raised at meeting. Provides encouragement for new member to share their ideas/opinions at meetings. If new member require additional information, their board partner will see that they get it. If and when problems of communication, political differences, or personal styles come up, the board member can serve as an advocate who can help mediate "acceptance" within the board and provide support to new member.

The various suggestions are all a very good start to improving the current process, and will give a starting point as a place to evaluate the impact of these activities over the course of the year. I think what needs to happen next is to discuss a time frame to start the process of change, implement new activities and include an evaluation component (check in) to review how the process and activities are being received.

Resist also has a goal of diversifying its staff and board. There is recognition within the staff and board members interviewed that this is a process that has several steps involved. What is needed is the organizational agreement to commit resources to plan and implement new processes to achieve this task.

7. How would you describe the current Board culture? What are the political similarities or differences in current Board?

Board members described the culture in varying ways. Some described in the following terms: progressive, activist politics, Others defined the culture as representing people who define themselves as radical, feminist, leftist or intellectual. There were interviewees who felt the board was in transition from an academic, intellectual board model (given to much
political discussion and analysis of issues) to one that included more activist who were doing work in their communities or through their work. In contrast, another member described it as having “a shadow of the intellectual culture linger over everything so it influences how the board actually operates”.

There was an acknowledgement by all members interviewed that the board has a specific culture that influenced how the board works. However, this very culture has not allowed some of its newest members to participate more fully. It has been experienced by some members as restrictive and intimidating.

This is an important issue for the board to understand and think about ways to embrace new people, and work on revising the current culture. The board will need members who are willing to work together across different issues and can collaborate in bridging differences between them. The key to Resist making a successful transformation is the purposeful commitment to change.

8. What are the key characteristics/skills/politics new members need to have to work with current Board?

All board members interviewed felt that all new board members needed to have an understanding and belief that our political system needs to be changed (to make more resources accessible and equitable to people) and those changes were often defined as radical. This informed the work of all “progressive politics” and the guideline used to fund groups working on social justice issues. This was a base line requirement to become a member of the Resist board.

In summary, this belief and understanding, is most central to finding the best people to invite onto the board. People talked about this as more important than having specific skills (writing, fundraising, finance or specific personal characteristics). Members felt very strongly about this and felt it was the deciding factor in having new board members who can help Resist grow forward.
9. What are current unresolved organizational or staffing issues?

Current unresolved issues included:

- lack of third staff person (help with work/dynamics of adding third person)
- addressing how the collective structure helps/hinders board and staff work (no plan for staff growth)
- what is the staff relationship to the board (since staff are also board members)
- lack of having performance/evaluation tool to address board performance
- fast organizational growth – how to plan, manage, and evaluate it
- vision – how to discuss, change and evaluate

10. What are Resists goals and how do you plan to achieve them?

Board members described the following as organizational goals they would like Resist to discuss and decide on how to include these in the work of the organization:

- increase grant making (getting more money and giving more away to groups doing social justice work)
- increased collaborations with other organizations (to what purpose wasn’t discussed)
- expand ways to help grantees know more about each others work
- use Resist funding (in collaboration with other funders) to making it possible to create an infrastructure for people in social justice work to continue the work making a living wage
In summary, the concerns expressed by board members serve as a framework for Resist to review these issues. A series of discussions within various committees and the whole board should take place to discuss your future direction. In addition, participating in the retreat debrief on December 2, 1999 with Laverne and staff clearly indicated that the November retreat was an opportunity Resist can capitalize on. Other opportunities need to be created to move the organization along its internal review.

For continued organizational development and transformation to occur, Resist will need to continue the process. You can utilize your board development committee to coordinate these discussions and ensure they take place. This can be done through committee members and with independent consultants as a resource for support, and evaluation as work products are produced.

The final outcome of this process should result in a shared vision that expands to incorporate new experiences, skills, views, and ways of working.

My role has been defined in terms of recruiting prospects that can diversify Resist (age, class, culture,) in its staff and board positions. Currently the staff position is under review. I am continuing efforts to identify prospects through various contacts to recommend to staff and the board development committee.

It would be good to advise me of activities Resist undertakes as it relates to diversifying the organization and addressing organizational change. This is key information to impart to prospects interested in joining the organization.

Organizational Consultant, Jan Gadson Louissaint
December 4, 1999
Subject: planning for special meeting  
Date: Sun, 27 Aug 2000 13:38:44 -0400  
From: "jack kate" <jackate@rcn.com>  
To: "resist staff" <resistinc@igc.apc.org>, "jim campen" <jimcampen@mediaone.net>,  
"jorge Rogachevsky" <jrrogachevsky@osprey.smcm.edu>  

Hi,

Enclosed are some thoughts I have on ideas and issues that might be covered in the special meeting, based on the discussion at the last Board meeting and other related conversations over the past few months. Hope this is helpful.

Jorge, for some reason I'm not able to send it in text form so maybe you won't be able to see this. Jim or Robin, is it possible for you to send this in text from to Jorge?

Kate

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Name: Resist Organizational Issues.doc  
Type: Winword File (application/msword)  
Encoding: base64
Resist Organizational Issues

Board:

* Structure
What is current structure? (see bylaws and compare with actual practice)

Who is in the leadership? Committees? How are they selected?

* Responsibilities
What do we want the responsibilities of Board officers to be?

Should we have a functioning Exec. Committee to help plan meetings & deal with issues between Board meetings?

What is reasonable minimum time contribution to expect of volunteer Board members?

Which decisions are the responsibility of the Board?

* Accountability
How do we hold ourselves accountable?

Staff

* Structure
What is current structure? How does it work in practice?

* Responsibilities
How are Staff priorities determined? How are responsibilities decided upon? Who is responsible for coordination?

Which decisions are the responsibility of the Staff? When should a question or issue be brought to a committee or the Board for a decision?

* Accountability
How are individual Staff members held accountable?

Board/Staff

* Relations
How should we deal with tensions and concerns regarding B/S relations? What are the power and control issues we face?

How can Board members know what we can reasonably ask of Staff members in addition to their regular work (requests for materials, serving on/facilitating committees, following up on Board members' suggestions and ideas etc.)
Other

What do volunteer Board members need to keep their experience with Resist rewarding and interesting?
What do Staff members need to keep their experience with Resist rewarding and interesting?

What is our vision for Resist, say, 5 years from now?

Should we reconsider Resist as a Boston-based organization? Should we have Board representation from other parts of the country besides the east coast?
I think we may be making some progress. I hope that the following thoughts might more us further along.

I agree with Kate that Marc’s emphasis on identifying what outcomes we want to come out of the meeting provides a very helpful perspective. On the other hand, I don’t think it is important to get clarity or agreement on "why we are here" – beyond trying to achieve the outcomes that we want.

So: here’s my suggestions toward a list of what outcomes we should aim for:

**decisions on board officers and their role**, including whether or not to have an executive committee and, if so, what its role should be

**decisions on list of committees**, along with responsibilities and membership of each

**decisions on related to staff**: division of responsibilities, leadership and/or coordination, accountability, staff-board relationships, etc.

**decisions about the grant-making process**: any changes? and if so, what?

Perhaps this is too ambitious, but I don’t see what we can easily omit. I continue to think that reviewing and deciding upon grant applications is such an important part of what board members do now that we can’t realistically consider questions like the first two listed above without also considering this at the same time. I said this last time around, so I won’t go on repeating myself.

On the other hand, I have left off decisions about the structure, membership, and role of the Advisory Board, because it is a more separable set of issues that we can take up later. My own view is that the AB offers considerable untapped potential which could be very useful to Resist in carrying out its mission. However, I think that the role of the AB should be to help with strategizing, identifying potential grantees, evaluating applications/applicants, suggesting and writing/soliciting newsletter articles and/or reviews, etc. – not in advising the board or staff on matters of organizational structure and decision-making.

On the related issue of whether or not to invite the AB members, further reflection has led me to be more strongly opposed to doing so than before. One reason is implicit in my just-stated view on what the role of the AB should be. Another reason is what I said last time – a simple matter of the number of people taking part. Third, I think that it is important that the present board talk these matters through among ourselves – in particular, I think that having Louis or Paul there would change the nature of this particular meeting from what I would like to have it be. (I don’t think we should invite AB members, then hope that they don’t come. If we invite them, it should be because we want them there, and we should therefore encourage them to come.)
Three other matters:

**starting time:** the two people who live out of town are Jorge and Hank. I thought I remembered Jorge saying at some point that he was planning to be here on Saturday, but that Hank couldn't be. (I hope that it will be possible for you to be here on Saturday, Jorge, because I think that it might be very useful to have some discussion among our committee either before or after the Sat board meeting in final preparation for the 15th.) If this is so, couldn't we encourage Hank to come in on Saturday night and stay over with someone. It certainly couldn't hurt to at least ask him before pushing the meeting back almost two hours.

**questionnaire:** I think that such a questionnaire might be very useful. If we are going to use one however, this needs to be regarded as a preliminary draft rather than the final product. Kate has identified some issues. Here is another that strikes me as very important: if the goal is to have people fill out a second copy of the Q'aire to reflect "what they would consider to be the optimal decision-making process"—there should then be a column for "Executive Director decides" and a column for "Executive Committee decides" (maybe the latter is what is meant by "Officers Other Decides"??) and maybe other possibilities, too. Also, in many cases I think that the best answer would not be limited to a single column; it might be "A decides in consultation with B" or "C decides subject to approval by D." In cases like the latter it will often be the case that the real or de facto decision-making is done by C, although D does the formal or de jure decision-making.

**the charge/role of our committee:** I agree that we will do well to "come up with an agenda and propose and facilitate the process." In doing this, however, we ought to keep in mind that agendas are not always neutral, but often reflect views on substantive issues and can have major impacts on substantive outcomes.

Cheers,

Jim
Jim,

Thanks for your extended thoughts. Here are my reactions:

1. I think we are all in agreement that we need to get something out VERY SOON. I had hoped by tomorrow, this looks unlikely, we might need to settle for Monday, but I think that should be our final limit. So we may need to be in communication over the weekend, perhaps by phone if necessary (my new number for those who don't have it is 703-751-0251).

2. I don't agree that we can just send a notice of the meeting. Yes, the location can wait. But I believe that it makes no sense to invite people to a meeting without telling them what will go on there.

3. In terms of an agenda structure, I still prefer what I circulated. I think it addresses basically the same issues as Jim suggests, but breaks things down in a way that is more manageable. I think that defining our current structure is a factual matter that should be relatively short. Discussing how it works in terms of actual decision-making is another matter and that's why section 1b is lengthy. However, structural and decision-making issues as such are different from evaluation and accountability. One thing is to look at how we do things and whether we want to change that, another thing is to look at how we can be more accountable to each other in terms of concretizing what we determine to do. To lump both things together would only create a major stumbling block to moving the discussion forward.

4. I think the questionnaire is a very good tool. Of course, sight unseen that's hard to evaluate. I have seen it, I assumed Robin was making it available to Jim and Kate. Have you not gotten it?

5. At first glance I assumed that we would invite all Board members, from both categories, but have no strong feelings either way and can see the merits of both positions.

6. I don't agree that we were charged with more than drafting the agenda and setting forth the process. I think that the ideas that Jim proposes are items that should come out in the meeting. The double questionnaire should facilitate that, as we put forward both our understanding of current practices as well as our ideal vision. But for us to develop these now, and hash them out as a committee of four would preempt what in fact should be the process of the meeting.

7. I agree that the meeting is daunting and we need time for lunch and time for short breaks, etc. That is why some items were left out, such as the question of evaluation of grants which can stand as an item on its own to be evaluated at a different point. The problem with starting at 9 or ending after 4:30 is that those who come from out-of-town cannot get there as early as 9 and need to catch evening planes. I'm open to suggestions on this.

Well, that's my two cents. We need some consensus among ourselves very soon. Thanks to all,

Jorge
At the August 13 meeting a number of circumstances converged that suggested that this might be a good time to have a special Board meeting to address decision-making and organizational structure issues (among these circumstances was the addition to the Board of new members, the increase in the number of staff from two to four, the shift from active to advisory board membership by some of the earliest members of the organization, and the need to select new Board officers). At the meeting a committee was formed, composed of Jim Campen, Robin Carton, Kate Cloud, and Jorge Rogachevsky, to draft an agenda and determine the best time for such a meeting.

After some initial polling of Board members it seemed that it would be best to use the Sunday, October 15 date previously set aside for a Board meeting to hold this special discussion, and to shift the grant allocation meeting to the previous Saturday, October 14. The October 14 meeting should be relatively short since the only agenda item will be the evaluation of grant requests. This meeting, therefore, will be scheduled from 1-4 PM and will be held at a location yet to be determined.

The agenda for the October 15 meeting is as follows:

The meeting will convene at 10:45 and will be held at Marc Miller’s house.

1. Discussion of current organizational structure:
   a. Background information on existing structure and duties, informational discussion* (30 minutes):
      i. Committee structure
      ii. Board Officers
      iii. Staff

      (* For this part of the agenda we are including in this mailing a list of Committees with current membership, a list of current Officers, and job descriptions for the staff.)

   b. Discussion of decision-making process^ (90 minutes).

      (^ For this part of the agenda we are including in this mailing two copies of a questionnaire titled *Who Decides?* We propose that people fill out one questionnaire in a way that reflects how they see the current decision-making process, and the second questionnaire in a way that reflects what they would consider to be the optimal decision-making process. The purpose is for us to share both assessments at the meeting to see what consensus exists about our current process, and what consensus we can define about the optimal process.)

2. Evaluation/Accountability (45 minutes):

   How do we evaluate and hold accountable the responsibilities and commitments of non-staff Board members, and staff members?
3. Board/Staff Relations (45 minutes):

   At this juncture in the organization’s history, with recent changes in Board and staff composition, what concerns need to be addressed?

4. Conclusions (30 minutes).

5. Criticism/Self-Criticism (45 minutes).
Subject: special meeting (for Robin at Resist)

Date: Mon, 18 Sep 2000 14:26:15 EDT

From: JorgeRR@aol.com

To: resistinc@igc.apc.org, jimcampen@mediaone.net, jackate@rcn.com

Dear Jim, Kate and Robin,

Let me try to pull together the various strands of our process.

We have all agreed about the urgency of getting an announcement of the meeting on the 15th out at the very latest today. Given this, I've talked to the staff and Carol will send out an announcement of a short grants meeting on Saturday morning, Oct. 14, with the organizational discussion on the 15th. The meeting on the 15th will be scheduled from 10-4:30 so that folks from out of town can reasonably attend. The announcement will include the first two paragraphs of the draft agenda first distributed among us, with an indication that an agenda and background materials will follow. The announcement will go to both Board members and Advisory Board members. The reason for this is that Advisory Board members are always apprised of all Board meetings, and the list of functions that the Board approved for the Advisory Board members includes their ability to participate in meetings of the Board; therefore, there seemed to be no valid justification for not informing them of this particular Board meeting.

We now need to resolve matters regarding the agenda and the process of the meeting itself. We have two agendas currently before us. I would propose that we try to look at the virtues of both and see how we can come up with a consensus decision on the final agenda. I think we are at a point where we need to be able to have a bit more fluid back and forth than is possible through e-mails. It is possible and I think important for us to set up a conference call. I know this will be a bit of a hardship but we need to resolve this relatively quickly. The process for this is relatively simple. We would each independently call the Resist Office at a time designated and we would get hooked up through a conference phone. We should schedule 90 minutes for the call. I propose that we have the call this Thursday. I can do it starting anytime between 9AM and 1PM. If Thursday is not possible for somebody then I propose next Monday as a backup, starting anytime between 9:30AM and 3:30PM. Could everyone please respond ASAP about both availability during those days and times, and preferences, and I will schedule what seems best and will let you know.

For this conference-call meeting we should focus on the agenda itself and how to incorporate the best of the two drafts now circulating. So, if everyone could print those out and think about both areas of agreement as well as possible concerns it would move us along. I think we are all in agreement that as part of the background materials a questionnaire would be useful. Rather than spend valuable time during the conference-call meeting discussing specific issues about the questionnaire I would ask that everyone send to Robin any specific comments or suggestions about wording, and she would do her best to incorporate as much as seems reasonable and then the questionnaire can go out with the background materials.

So, please let me know ASAP about availability for the conference-call meeting. Thanks to all for all the effort.

Jorge
Resist Organizational Issues

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* Structure

What is current structure? (see bylaws and compare with actual practice)

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* Responsibilities

What do we want the responsibilities of Board officers to be?

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* Structure

What is current structure? How does it work in practice?

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**Board/Staff**

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How should we deal with tensions and concerns regarding B/S relations? What are the power and control issues we face?

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What do volunteer Board members need to keep their experience with Resist rewarding and interesting?
What do Staff members need to keep their experience with Resist rewarding and interesting?

What is our vision for Resist, say, 5 years from now?

Should we reconsider Resist as a Boston-based organization? Should we have Board representation from other parts of the country besides the east coast?
Hi Folks,

I, too, have been feeling swamped. [It is probably a fact of life that almost all Board members are swamped (too busy, overcommitted, whatever) most of the time.] So I apologize for not offering my two cents worth earlier.

What follows are some of my thoughts. I'll be interested in your reactions.

Once I got started, I ended up writing more than I had anticipated - even though in a number of places I simply say WHAT I think without trying to explain WHY I think it. Everything that follows is offered as friendly and constructive suggestions, even though I realize that some of my ideas differ substantially from what is on the table so far. It also seems that what I am suggesting that our committee do in the next few weeks may be more than we could possibly in fact do, given the other demands on the time of each of us. But enough of this prefatory blather.

** I think that we need to get a message out to all board members as soon as possible about our decision to call for the special meeting on Sun the 15th and the grantmaking meeting on the afternoon of Sat the 14th. [I think that we probably should schedule 4 rather than 3 hours for this meeting, although that depends on how many applications we will be reviewing.] This is what people need to know now. They don't need to know now exactly where the meeting will be held, and they don't need to know now the details of the agenda. I think that the first two paragraphs of Jorge's draft would be excellent for introducing such a message to the board. This message should also indicate that our committee is discussing both the substance of the issues and how best to structure the meeting and that we will prepare an agenda that will be circulated perhaps a week before the meeting.

** In terms of structuring the agenda, I would suggest dividing the day up into three major substantive units (the "substantive" sections could be preceded by a short introductory/preview/review-approval of the agenda section and followed by some criticism/self-criticism)

First: devoting at least an hour, and perhaps two hours, at the beginning to reviewing/identifying/clarifying our present structure and decision-making process. This would include all of the interrelated areas on Jorge's draft agenda: (1) organizational structure, (2) decision-making process, (3) evaluation/accountability, (4) board/staff relations. The ground rules for this part of the agenda would be that we stick to description and clarification. There would be no criticism or defense of how things are done or not done now. There would be no discussion of alternatives. [It will of course prove to be impossible to avoid indicating our positive or negative feelings about various structures or practices, or to avoid suggesting alternatives, at least implicitly -- but the job of the chair will be to keep the discussion during this initial segment focussed on description/background. Someone should be explicitly charged with keeping track of issues that surface during this part of the discussion that need to
Re: Special Meeting [at Resist: for Robin]

be pursued later.]

Second: devoting a good chunk of time to evaluating the current structure and decision-making that we have just reviewed/clarified along with identifying and considering the pros and cons of possible alternatives. This part of the meeting would not attempt to make any formal decisions (although we may hope that consensus may emerge on at least some issues), and while we might try to suggest focusing on one issue at a time, I think that many of the issues that we face are so interrelated that it may be hard to discuss them separately.

Third: devoting the final major chunk of time to seeing if we can make decisions about at least some of the issues that have been raised and discussed. How we will or should do this, I don't know (that is, I don't know either what past organizational practice has been on issues like this or what I think the best way would be). Do we require a simple majority, a consensus, or something in between? My initial thoughts about reaching decisions are that we probably wouldn't want to finalize any major changes at the end of the Oct 15, although we might want to take some straw votes to clarify the sentiment of the people who are there. On the other hand, I think it is possible that there will be no substantial sentiment for any major, controversial changes, in which case we could reach closure at the end of the day.

** That is my suggestion for the overall structure of the agenda, but I am not stopping here, because I interpreted our committee's charge to include going beyond just structuring an agenda to having serious substantive discussions among ourselves about the issues concerning organizational structure and decision-making that the Resist faces. That is, we should be talking about not only what the major questions are but what some of the answers might be and what we think are the pros and cons of these possible answers. We haven't begun to do this yet, and I know that doing it will be hard given other demands on our time, etc. Still, I think that we should try. And I think that the detailed/specific agenda for the meeting itself should emerge after such discussion has taken place.

Let me be a bit more specific about what I have in mind that our committee try to do in the time between now and Oct 6 (the deadline if we want to send out a detailed agenda a week before the meeting). In particular, I think that (1) we need to acquaint ourselves with the "background" info that I propose be discussed in the first part of the agenda and give some thought to how this might best be presented. Then (2) we could do our own initial evaluation of current structure/practice, identification of alternatives, and the discussion of pros and cons of possible alternatives compared to current arrangements and to each other. My idea is that having such discussion among ourselves might enable us to help structure the detailed agenda and provide some starting points for discussion by the entire board. And finally (3) we could think about what we would like to see emerge from the day in terms of decisions. In this regard, we might want to draft some specific proposals (e.g., on a revised committee structure).

**There are a number of substantial - radical, even -- possible changes from current arrangements that I think the Board should discuss at the meeting and that I would like to throw out here for initial discussion. I am not sure about where I think that we ought to end up on these issues, but I think that putting them on the table and discussing them will be constructive and productive for the organization regardless of what we decide. In particular, here are three alternatives that have occurred to me:

(1) the Board could have an Executive Committee that would be responsible for overseeing the operation of the organization in an on-going way and preparing the agenda for board meetings. The Executive Committee could be headed by a president or chair who had real leadership responsibilities.

(2) Job descriptions of the staff could be changed to reflect a form of organization common to many non-profits: one member of the staff - called an
executive director or something similar - would have primary responsibility. This staff person could be chosen by the board and accountable to the board. This staff person could supervise the other staff members, who would be accountable to her (or him, at some future date).

(3) Board membership could be limited to one (perhaps two) staff members. This would be the executive director, if there were an executive director (and perhaps one other staff member, elected by the staff). I expect that my own views on this would be influenced by what the role of the board ends up being and how the grant-making process ends up being structured. I would also be interested in knowing if board membership is viewed by staff members in a positive way or viewed as, on balance, more of a burden. I think this issue would be sharpened if there was general agreement with my own view that no board member should be paid (or, what amounts to the same thing, given comp time) for attending board meetings - on the other hand, if a staff member is asked to attend a board meeting in a staff capacity, then I think that payment is certainly appropriate.]

** Important note: I have tried to think about alternatives for Resist as an organization, independently of the individuals now on the board or staff, and I hope that it is not too naive to think that we might be able to carry on a discussion on this basis. This is because I think that issues of personnel should not drive decisions about structure - but that decisions about structure should guide future decisions about personnel (board and staff). Of course, what we actually decide to do in the short run will have to - and should - take current people into account. For example, it wouldn't make any sense to decide to have a president/chair and executive committee now if there aren't now current board members, whom the rest of the board has confidence in, who are willing to take on those responsibilities. Or, the skills, preferences, and relationships among current staff might not be consistent with a more hierarchical structure, even if the board decided that it favored having such a structure in the abstract. In either of these situations, we could decide to stay with current arrangements, while recognizing that there is a superior structure that we would like to move toward when the opportunity arises. For example, a board member might be too busy now to take on the responsibilities of being president/chair, but might be able to arrange things so that he or she could take on such a responsibility starting 3 or 6 or 12 months from now. Or, the discussion about the best staff structure might have more of an impact on how we proceed next time we have a job opening rather than on staff structure in the short run.

** I think that it is important that the issue of how we make decisions about grants is included in the day's discussion. At present, reviewing application before Board meetings, and participating in the actual decision-making at the Board meetings, is a very significant time commitment for Board members. If decision-making on grants was structured in such a way that it required substantially less time (perhaps only half as much time, but conceivably much less than that), then Board members would be in a different situation when it came time to think about what else they might be doing for Resist, service on committees, etc. That is, I don't think that we can realistically consider Board members's involvement in Resist's structure and decision-making process without at the same time considering how much time and energy will be devoted to reviewing and deciding upon grant applications. (We could and should ask the grants committee to consider this issue before the Oct 15 meeting.)

** The current five-year plan should certainly be circulated. And among the issues to be discussed at the meeting should be what it means to have a five-year plan that at least three board members were totally unaware of (at least I was unaware of it, and that is the way that I read the comments of Jorge and Kate.) I also like the proposal to circulate a list of current committee memberships and current job descriptions.

** Concerning the questionnaire that Jorge mentions -- I think that we should review the questionnaire and discuss it among ourselves before making
any decision on whether or not we should circulate it to all board members and ask them to fill it out. This is not a question to be decided in the abstract; we need to consider the particular questionnaire. And the question is not just whether we like the questionnaire, but whether we think it is worth having it play a central role in our agenda and taking an hour or more (?) of our very limited meeting time. Or is the proposal that we ask people to return the questionnaires to us in advance of the meeting so that our committee can distill some perceptions and ideas that can help us to structure the agenda and to draft proposals, in addition to being shared with the larger group?

** On the question of whether or not Advisory Board members should be invited to this meeting, my initial feeling is that they should not. The composition and role of the advisory board is certainly among the issues that should be discussed on Oct 15. But I think that it will be hard enough to have the discussions with only Board members there and that the addition of even a few AB board members would make the whole process even more unwieldy.

** As Kate says, and Jorge agrees, this is all very "daunting." One practical conclusion I draw from this is that five and one-half hours from start to finish is not enough time. I think that the meeting should start earlier than 10:45 and/or end later than 4:15. In particular, why couldn't we start at 9:00?
Subject: Re: Resist Special Meeting October 15, 2000

Date: Fri, 22 Sep 2000 00:15:27 -0400

From: "George Vickers" <gvickers@igc.org>

To: "Lauter, Paul" <lauter@exchange.cc.trincoll.edu>, <resistinc@igc.org>,
"Marc Miller" <mmiller@jff.org>, "Pam Chamberlain" <pamnicki@ix.netcom.com>,
"Eileen Bolinsky" <eileenbo@juno.com>, "Nancy Wechsler" <Nanwec@aol.com>,
"Jim Campen" <jimcampen@mediaone.net>,
"Jorge Rogachevsky" <jrogachevsky@osprey.smcm.edu>,
"Kate Cloud" <k.cloud@mindspring.com>, "Kay Mathew" <kaymathew@juno.com>,
"June Lee" <junel_98@yahoo.com>, "Ty dePass" <maceito@aol.com>,
"George Vickers" <gvickers@igc.apc.org>, "Tess Ewing" <tewing@igc.apc.org>,
"Lauter, Paul" <paul.lauter@trincoll.edu>, "Wayne O'Neil" <waoneil@mit.edu>,
"Amy Swerdlow" <ammer@worldnet.att.net>, "Penn Loh" <psloh@ix.netcom.com>,
"Louis Kampf" <lkampf@mit.edu>, "Renae Scott" <renae35@juno.com>,
"merreagon" <merreagon@aol.com>, "Cheryl Smith" <csmith@trilliuminvest.com>,
"nchomsky" <nchomsky@mit.edu>, "otero" <otero@ucla.edu>, "f.white" <f.white@nyu.edu>,
"khale" <khale@mit.edu>

Dear Paul (and others) --

I have to say that I agree with you. WOLA is a staff-driven organization,
and I don't want the board getting into matters that I feel should be left
to the staff. Nevertheless, I have strongly argued that there should not be
more than one staff member actually on the board, although others attend
meetings and speak on policy issues (and other issues). I suppose some may
feel that this is just a way of maintaining vertical control, but it is the
board that has the legal responsibility for what the organization does.

I don't disagree with the creation of the advisory board, since I think
board members have a responsibility to be active. But despite the fact that
staff may feel a strong sense of ownership (we do at WOLA) of the
organization's culture and program, staff also are self-interested in their
own priorities. There is nothing wrong with believing that what you think is
the right thing to do is the right thing to do, but the whole point of
having a board is to be able to look at policy from a perspective broader
than the current program priorities. It is very hard for staff to do that,
precisely because we are overwhelmed by the difficulties of implementing
what we want to do.

Most of the time, our board and staff are in nearly complete agreement about
mission and program, but on the rare occasions when they are not, the
separation of powers has been crucial to reaching a livable resolution of
the differences.

I think what is happening is a mistake.

Regards,
George

-----Original Message-----
From: Lauter, Paul <lauter@exchange.cc.trincoll.edu>
To: 'resistinc@igc.org' <resistinc@igc.org>; Marc Miller <mmiller@jff.org>;
Pam Chamberlain <pamnicki@ix.netcom.com>; Eileen Bolinsky
<eileenbo@juno.com>; Nancy Wechsler <Nanwec@aol.com>; Jim Campen
<jimcampen@mediaone.net>; Jorge Rogachevsky <jrogachevsky@osprey.smcm.edu>;
Kate Cloud <k.cloud@mindspring.com>; Kay Mathew <kaymathew@juno.com>; June
Lee <junel_98@yahoo.com>; Ty dePass <maceito@aol.com>; George Vickers
<gvickers@igc.apc.org>; Tess Ewing <tewing@igc.apc.org>; Lauter, Paul
<paul.lauter@trincoll.edu>; Wayne O'Neil <waoneil@mit.edu>; Amy Swerdlow
<ammer@worldnet.att.net>; Penn Loh <psloh@ix.netcom.com>; Louis Kampf
<lkampf@mit.edu>; Renae Scott <renae35@juno.com>; merreagon
Dear Paul,

Thank you for your email. I agree with all you've said, and was thinking some of this might be brought up at the October 15 meeting.

Kay Mathew

On Wed, 20 Sep 2000 16:13:04 -0400 "Lauter, Paul" lauter@exchange.trincoll.edu writes:
Thanks to the committee for the invitation. However, I have long-standing commitments that weekend in Detroit. But even if I were free, I do not think that I would attend.

Having said that, I guess I owe some sort of brief explanation. I have been opposed, more and less strongly, to a series of organizational decisions taken over the last few years. These have included ending meetings in New York, establishing an advisory board separate from the board, expanding the staff by two people, among a number of other things.

I've expressed my views both by letter and, when I could get to meetings, in person, and even in a number of committee conference calls. It has been a remarkably frustrating experience: decisions were already made, or would be made when I couldn't be there, and so forth and so on.

This kind of frustrating experience is not unusual in voluntary
organizations, of course. Non-staff board members—and especially those who live at a distance—work elsewhere and have a variety of other commitments.

It is almost impossible for them to maintain a long-term argument about organizational form or organizational priorities. Inevitably, staff and a rather few local board members, who are more likely to continue to be able to be at meetings, will have their way over the long term.

That is why, I think, having all staff members as members of the board of directors is generally a fatal practice. It requires remarkable restraint for a person not to push his or her agenda. But because staff members inevitably have huge organizational advantages over board members, pushing one’s agenda as a staff person on a board is more than likely to have the effect of driving other board members away. And the result, to my frequent observation, is that the organization becomes effectively a staff organization. To be sure, some people from a board will persist for a while and others will, often under pressure, take on some task. But whether the organization will continue to express the social or political concerns of board members will depend not on their participation but on the accidental coincidence of their views and those of the pie-cards.

In my view, that’s where things are at in Resist, and I really am not interested in giving the coloration of "participation" or "consultation" to what is, from my perspective, a fait accompli.

Please do not read this as a personal criticism of any individuals, for I have good reason to respect the work that continues to be done. But organizationally, I find the situation untenable.

Paul
Re: conference call (for Robin at Resist)

Subject: Re: conference call (for Robin at Resist)
Date: Wed, 20 Sep 2000 08:25:13 -0400
From: "jack kate" <jackate@rcn.com>
To: <JorgeRR@aol.com>, <resistinc@igc.apc.org>, <jimcampen@mediaone.net>

OK, good. I'm going to try to get over to the office at 6:30 on the 27th, but one way or another I'll be there for that call.

Kate

-----Original Message-----
From: JorgeRR@aol.com <JorgeRR@aol.com>
To: resistinc@igc.apc.org <resistinc@igc.apc.org>; jimcampen@mediaone.net <jimcampen@mediaone.net>; jackate@rcn.com <jackate@rcn.com>
Date: Tuesday, September 19, 2000 10:35 PM
Subject: conference call (for Robin at Resist)

>Well, it sounds as if we have a winner. We can have our conference call next
>Wed. evening, Sept. 27, starting at 6:30 PM. The idea, therefore, is that
>each of us will call into the Resist office at that time and Robin will hook
>us up to the conference phone. Till then,
>
> Jorge
Well, it sounds as if we have a winner. We can have our conference call next Wed. evening, Sept. 27, starting at 6:30 PM. The idea, therefore, is that each of us will call into the Resist office at that time and Robin will hook us up to the conference phone. Till then,

Jorge
Next Mon night I'll be flying home from Wis., but Wed eve would be OK for me.

...Jim
Dear Jacque,

I will be at a conference in Seattle from 12 October through the 15th. Thus, since it is necessary that I deal with getting the building open; seeing that the room is restored to its original condition; etc., I am afraid I can't help with this.

However, if Louis is planning to attend, you could ask him to make the arrangements.

Later,
Wayne

>Hi Wayne,
>
> I am writing to ask for your help in securing a meeting room at MIT for
> up to 25 people for Sunday, Oct. 15th from 9-5.
>
> If you would contact me by email or telephone, I would appreciate it.
> Thank you for your help
>
> Jacque Bishop
> 623-5110
Subject: Re: special meeting (for Robin at Resist)

Date: Mon, 18 Sep 2000 20:04:20 -0400

From: "jack kate" <jackate@rcn.com>

To: <JorgeRR@aol.com>, <resistinc@igc.apc.org>, <jimcampen@mediaone.net>

Dear Jorge, Robin & Jim,

Sorry, but I am not available for a conference call at either of those times. In fact, I can't participate in a 90 minute conference call unless it is after 6 PM on certain weekday or on the weekend. (And I already have several things scheduled for this coming Sat. I could do it Sunday though.)

However, if the three of you can meet at one of the times suggested by Jorge, you can feel free to hash it out without me. If that's what you decide to do, let me know and I'll send last minute thoughts to you before your meeting.

Finally - I realize we have to get the questionnaire out soon if we want folks to get it back to us in time for us to understand the results and incorporate them usefully into our planning. But I don't think there's a big rush on the agenda. If we got the agenda out a week in advance I think that would be fine, although two weeks would be better.

Kate

-----Original Message-----
From: JorgeRR@aol.com <JorgeRR@aol.com>
To: resistinc@igc.apc.org <resistinc@igc.apc.org>; jimcampen@mediaone.net <jimcampen@mediaone.net>; jackate@rcn.com <jackate@rcn.com>
Date: Monday, September 18, 2000 2:27 PM
Subject: special meeting (for Robin at Resist)

>Dear Jim, Kate and Robin,
>
>Let me try to pull together the various strands of our process.
>
>We have all agreed about the urgency of getting an announcement of the
>meeting on the 15th out at the very latest today. Given this, I've talked to
>the staff and Carol will send out an announcement of a short grants meeting
>on Saturday morning, Oct. 14, with the organizational discussion on the
>15th.
>
The meeting on the 15th will be scheduled from 10-4:30 so that folks from
>out of town can reasonably attend. The announcement will include the first
>two paragraphs of the draft agenda first distributed among us, with an
>indication that an agenda and background materials will follow. The
>announcement will go to both Board members and Advisory Board members. The
>reason for this is that Advisory Board members are always appraised of all
>Board meetings, and the list of functions that the Board approved for the
>Advisory Board members includes their ability to participate in meetings of
>the Board; therefore, there seemed to be no valid justification for not
>informing them of this particular Board meeting.
>
>We now need to resolve matters regarding the agenda and the process of the
>meeting itself. We have two agendas currently before us. I would propose
>that we try to look at the virtues of both and see how we can come up with a
>consensus decision on the final agenda. I think we are at a point where we
>need to be able to have a bit more fluid back and forth then is possible
>through e-mails. It is possible and I think important for us to set up a
>conference call. I know this will be a bit of a hardship but we need to
>resolve this relatively quickly. The process for this is relatively simple.

>We would each independently call the Resist Office at a time designated and
>we would get hooked up through a conference phone. We should schedule 90
>minutes for the call. I propose that we have the call this Thursday. I
do it starting anytime between 9AM and 1PM. If Thursday is not possible for somebody then I propose next Monday as a backup, starting anytime between 9:30AM and 3:30PM. Could everyone please respond ASAP about both availability during those days and times, and preferences, and I will schedule what seems best and will let you know.

For this conference-call meeting we should focus on the agenda itself and how to incorporate the best of the two drafts now circulating. So, if everyone could print those out and think about both areas of agreement as well as possible concerns it would move us along. I think we are all in agreement that as part of the background materials a questionnaire would be useful.

Rather than spend valuable time during the conference-call meeting discussing specific issues about the questionnaire I would ask that everyone send to Robin any specific comments or suggestions about wording, and she would do her best to incorporate as much as seems reasonable and then the questionnaire can go out with the background materials.

So, please let me know ASAP about availability for the conference-call meeting. Thanks to all for all the effort.

Jorge
Dear Special Meeting Com. members,

I have been sitting at the kitchen table surrounded by documents we have generated already: my org. issues outline, Jorge and Robin's agenda, the questionnaire, Jim's extended comments, Jorge's response and a few thoughts from Marc (forwarded to you earlier today). Yikes! Here are my comments on all this:


   I agree that something **definitely should go out Monday**. We're clearly not ready to send an agenda and I don't think folks need one yet as long as the date and time and purpose are clearly indicated. We can use the first 2 paragraphs developed by Jorge and Robin and then say something like: The Oct. 15 Special Board Meeting will be held from 10:45 to 4:30? 5? at a location to be announced. The Committee is preparing an agenda and preparatory materials that will be sent to you a week or two before the meeting. Questions or comments? Contact anyone on the committee.

I think the Advisory Committee should be invited although I think few if any will come. But there must have been reasons to have an advisory committee (to advise?) and their input should be solicited. I don't have really strong feelings about it though.

2. The Questionnaire

It arrived Thursday I think. It could help to inform the discussion but a) some questions are way too elementary. I could be wrong but I don't think we need to get more clarity on who chooses a brand of office equipment or who adopts the annual budget or changes the bylaws; b) my own answers to some of the questions would depend on the situation, i.e. content of press release; c) there needs to be a "don't know" or "not sure" category; d) what is "Officers Others Decides"?

3. About the agenda:

I'm more drawn to the logic of Jim's general agenda structure, especially because the 4 interrelated areas are woven into each section, rather than leaving any one item until the end (when, realistically, we are less likely to get to it). Jim's structure seems to me more likely to produce outcomes, and I do think - as Marc says - that we should be as clear as possible about what outcomes we are going for.

4. Our Committee work:

I agree with Jorge that our specific charge is to draft an agenda and to propose and facilitate the process. Judging by how this is going so far, I think we'll be doing well to come up with a clear agenda and process that produces some substantive outcomes.

5. About that strategic plan: Robin, please tell us more.

6. We are trying to do a very difficult thing here and I think we're all quite brave to volunteer for this. As Jim said and we all know, we are very busy people doing the best we can. Maybe the most important thing of all is for us to set a tone at the special meeting of frank, open-minded and non-judgmental discussion, and for that we've already gotten a good start.

Best,
Robin Carton

From: jack kate <jackate@rcn.com>
To: resist staff <resistinc@igc.apc.org>; jorge Rogachevsky <jrogachevsky@osprey.smcm.edu>; jim campen <jimcampen@mediaone.net>
Sent: Saturday, September 16, 2000 2:00 PM
Subject: Fw: Special Meeting

Robin, Jim, Jorge,

I showed my outline of preliminary thoughts on the special meeting to the Personnel Com. last week and encouraged comments. Marc had this to say:

-----Original Message-----
From: Marc Miller <mmiller@jff.org>
To: jackate@rcn.com <jackate@rcn.com>
Date: Saturday, September 16, 2000 9:47 AM
Subject: Board meeting

>Kate,
>
>Some quick (and probably late) thoughts on the planning for the board meeting. I forget who's on the committee, so you can just forward this to them. I know you aren't the chair.
>
>The outline looks excellent. I would use these as underlying considerations for the meeting.
>
>In addition, to give the day coherance (and feasibility for the time limits), I think it's important to specify two things in the beginning: why we are here and what outcomes we want from the day.
>
>Why we are here, to me, is to address organizational structure as we grow, particularly when we are more Boston-based, have more money, give more grants, have more staff, and needs change for our funds.
>
>Some possible outcomes (pick two or three??):
>Who's on what committee is clearer, along with committee mandate?
>Guidelines for staff autonomy and lines of authority (who does the staff report to?)
>Guidelines for board governance
>A sense of where we want the organization to be in 3 years?
>Guidelines for board officer roles
>Guidelines for advisory board roles and recruitment
>Rough timeline for follow-up/implementation
>
>Marc

9/18/00
Hi,

Yes I think 45 minutes would be better for Conclusions. But I also think we have to build in a reasonable amount of time for lunch and a couple of 5 minute breaks. And it is highly unlikely that we will start right on time. So the agenda is going to be very crowded. Fortunately we have a few weeks to plan it out in more detail.

We're going to need a good chair and notetaker.

Jim, what do you think??

Kate

-----Original Message-----
From: Jorge Rogachevsky <jrrogachevsky@osprey.smcm.edu>
To: resistinc@igc.apc.org <resistinc@igc.apc.org>; jimcampen@mediaone.net <jimcampen@mediaone.net>; jackate@rcn.com <jackate@rcn.com>
Date: Wednesday, September 13, 2000 10:22 AM
Subject: Re: Special Meeting

Hi Kate,

Thanks for getting back quickly. I suppose Robin would know if indeed there is a written copy of a five-year plan that can be sent out to folks. If so, that's a good idea. The Conclusions section would be to define any action items or resolutions that we might wish to set down. Should we allot 45 minutes? Crit./Self-Crit. was put in there to help us evaluate how we felt that our discussion worked. Robin is working on finding an appropriate meeting space since Marc's house would be too small. I was hoping that we could work over lunch, maybe a 20 minute break to stretch legs and get food because as you say the agenda is somewhat daunting. We're hoping to get things out to the rest of the Board by Friday.

Jorge

<< "jack kate" <jackate@rcn.com> 9/12 8:39p >>>
Hi all,

What a relief! I'm so glad you did up an agenda etc. I think it looks good, if somewhat daunting.

My thoughts on this:

I really like the two intro paragraphs.

If we are working on a five year plan right now, then perhaps a copy of the plan can be sent out with the invitation. I didn't know this and maybe some others don't know about it either. It could really inform our discussion.

I'm not sure what you envision for the Conclusions (policy decisions?) and the Crit/Self crit piece (evaluation of the meeting?) We might need more time for Conclusions than 30 minutes.
Are we figuring on 30 minutes for lunch?
Let's get a location before we send out the invite.

Should we ask folks to RSVP?

I look forward to seeing the questionnaire.
All in all, I think we've got a good plan. Thanks.

Kate
Hi Kate,

Thanks for getting back quickly. I suppose Robin would know if indeed there is a written copy of a five-year plan that can be sent out to folks. If so, that's a good idea. The Conclusions section would be to define any action items or resolutions that we might wish to set down. Should we allot 45 minutes? Crit./Self-Crit. was put in there to help us evaluate how we felt that our discussion worked. Robin is working on finding an appropriate meeting space since Marc's house would be too small. I was hoping that we could work over lunch, maybe a 20 minute break to stretch legs and get food because as you say the agenda is somewhat daunting. We're hoping to get things out to the rest of the Board by Friday.

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Let's get a location before we send out the invite.

Should we ask folks to RSVP?

I look forward to seeing the questionnaire.

All in all, I think we've got a good plan. Thanks.

Kate
Hi Jim, Jorge and Robin,

If we are going to have our special meeting on October 15, we should probably be notifying folks now. The Advisory group too, if they are being invited - and I think they should be.

A week ago I sent out some thoughts about the content of the special meeting. I got feedback from Jim but haven't heard from Robin or Jorge. Did you two receive that note? What do you think?

What are the next steps? I hope we can start communicating more frequently now as we only have a few weeks to plan.

Kate
Who Decides
Board Committees
Committee members
Current officers
Job descriptions
Board/Committee Responses to Issues Raised in 6/97 Resist Retreat

11/97

The Board voted:
1) to raise the maximum grant to $2,000 at the beginning of 1998, and to consider raising the maximum grant to $2,500 at the end of 1998.
2) to raise the maximum loan to $2000 at the beginning of 1998.
3) to raise the Emergency Grant to $300 at the beginning of 1998.
4) to eliminate the “Some” and “Token” grant and replace them with a “Partial Grant” of an amount between $500 and $2,000.
5) to postpone a decision on Marc Miller’s proposal concerning organizations with budget’s between $100,000 and $200,000 for further discussion by the Grant Committee, as well as the rest of the Board.
6) to have the Grants Committee come up with a proposal for a new grant formula by the December meeting;
7) to accept the recommendation of the Grants and Finance Committee to increase the current formula for the rest of 1997.
8) to accept the proposed revisions to the Funding Guidelines with minor changes. The Board commends the Grant Committee for the proposed changes.

12/97 The Board accepted the Finance Committee recommendation for the funding formula of 75% of the total request. A suggestion was made to add a line to get organization’s e-mail address on the application.

9/98 Grant Committee discussion on Seed/Planning Grants
- There was consensus that this may not reflect the most immediate need for Resist’s grantees. This proposal may not reflect a need that has arisen among Resist’s current grantees or potential grantees.
- There are several holes in the current grant configuration that could be addressed rather than initiating a new grant
  - Currently nothing in the Guidelines strongly indicates that regular grants can be used for planning purposes- this should be addressed
  - In order to keep pace with inflation, the annual budget cap for potential grantees should be raised to $150,000
  - In order to maintain a bias in favor of smaller groups, at each cycle 75% of grants should be targeted to groups with budgets of approximately $100,000 or less and 25% should be for groups with budgets between $100,000 and $150,000.

11/98 The Board voted to intitute Multi-Year grants as of February 1999

1/99 The Board set up the Leslie D'Cora Holmes Memorial Fund

12/99 Board policy on Arts/Media funding: When requests are made for funding cultural/artistic work the primary consideration will be whether such work will be an effective tool or means of organizing; funding consideration will be given to those projects that are not purely of a personal nature, but rather reflect a group process, where the actual product can be assessed in terms of its potential impact, and where the primary funding request is for the dissemination or utilization of the resource.
## ASSETS

### CURRENT ASSETS

<table>
<thead>
<tr>
<th>ACCOUNT NUMBER</th>
<th>ACCOUNT NAME</th>
<th>THIS PERIOD</th>
<th>THIS PERIOD LAST YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>11035</td>
<td>GENERAL CASH-CAMB. TRUST</td>
<td>$19,862.56</td>
<td>115,969.22</td>
</tr>
<tr>
<td>11050</td>
<td>PETTY CASH</td>
<td>50.00</td>
<td>50.00</td>
</tr>
<tr>
<td></td>
<td>OPERATING FUND-SCHWAB</td>
<td>28,197.09</td>
<td>26,844.39</td>
</tr>
<tr>
<td><strong>Total Cash</strong></td>
<td></td>
<td>48,109.65</td>
<td>142,863.61</td>
</tr>
</tbody>
</table>

**Investments**

<table>
<thead>
<tr>
<th>ACCOUNT NUMBER</th>
<th>ACCOUNT NAME</th>
<th>THIS PERIOD</th>
<th>THIS PERIOD LAST YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>11240</td>
<td>WOMEN'S EQUITY</td>
<td>0.00</td>
<td>&lt;0.01&gt;</td>
</tr>
<tr>
<td>14000</td>
<td>INVESTMENTS/STOCKS</td>
<td>817.25</td>
<td>0.00</td>
</tr>
<tr>
<td>11045</td>
<td>CALVERT INVSTMNT BOND FND</td>
<td>0.02</td>
<td>0.02</td>
</tr>
<tr>
<td>11046</td>
<td>CALVERT INVSTMNT MGD GRTH</td>
<td>5,236.38</td>
<td>9,169.57</td>
</tr>
<tr>
<td></td>
<td>INVESTMENT FUND-SCHWAB</td>
<td>285,421.87</td>
<td>155,951.17</td>
</tr>
<tr>
<td></td>
<td>RESIST LOAN FUND-SCHWAB</td>
<td>13,262.72</td>
<td>5,739.69</td>
</tr>
<tr>
<td></td>
<td>RESIST ENDOWMENT-SCHWAB</td>
<td>66,728.63</td>
<td>53,618.11</td>
</tr>
<tr>
<td></td>
<td>COHEN MEM FUND-SCHWAB</td>
<td>10,793.72</td>
<td>9,967.87</td>
</tr>
<tr>
<td></td>
<td>HOLMES MEM FUND-SCHWAB</td>
<td>25,217.86</td>
<td>22,770.87</td>
</tr>
<tr>
<td><strong>Total Investments</strong></td>
<td></td>
<td>407,478.45</td>
<td>257,217.29</td>
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**Total Current Assets**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td><strong>455,588.10</strong></td>
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</table>

### OTHER ASSETS

<table>
<thead>
<tr>
<th>ACCOUNT NUMBER</th>
<th>ACCOUNT NAME</th>
<th>THIS PERIOD</th>
<th>THIS PERIOD LAST YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>16220</td>
<td>PRE-PAID INSURANCE</td>
<td>288.00</td>
<td>308.00</td>
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<tr>
<td>16225</td>
<td>PRE-PAID EXPENSES-OTHER</td>
<td>1,561.05</td>
<td>2,617.54</td>
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<tr>
<td>16230</td>
<td>INVENTORY- T-SHIRTS</td>
<td>1,084.95</td>
<td>1,993.26</td>
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<tr>
<td>16250</td>
<td>DEPOSITS</td>
<td>2,230.00</td>
<td>2,230.00</td>
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<tr>
<td>16260</td>
<td>LOANS OUTSTANDING-LN FND</td>
<td>1,950.00</td>
<td>3,000.00</td>
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</table>

**Total Other Assets**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>TOTAL OTHER ASSETS</strong></td>
<td><strong>7,114.00</strong></td>
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### FIXED ASSETS

<table>
<thead>
<tr>
<th>ACCOUNT NUMBER</th>
<th>ACCOUNT NAME</th>
<th>THIS PERIOD</th>
<th>THIS PERIOD LAST YEAR</th>
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</thead>
<tbody>
<tr>
<td>18000</td>
<td>IMPROVEMENTS</td>
<td>9,860.68</td>
<td>9,460.68</td>
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<tr>
<td>18100</td>
<td>DEPRECIATION</td>
<td>&lt;2,365.17&gt;</td>
<td>0.00</td>
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<tr>
<td>19000</td>
<td>OFFICE FURN./EQUIPMENT</td>
<td>31,846.54</td>
<td>24,240.35</td>
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<tr>
<td>19100</td>
<td>ACCUMULATED DEPRECIATION</td>
<td>&lt;19,388.12&gt;</td>
<td>&lt;16,446.69&gt;</td>
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**Total Fixed Assets**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL FIXED ASSETS</strong></td>
<td><strong>19,953.93</strong></td>
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</table>

**Total Assets**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$482,656.03</strong></td>
</tr>
</tbody>
</table>

Unaudited
RESIST, Inc.
Balance Sheet
As of September 30, 2000

<table>
<thead>
<tr>
<th>LIABILITIES AND CAPITAL</th>
<th>THIS PERIOD</th>
<th>THIS PERIOD LAST YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EMPLOYMENT TAX</td>
<td>$ 5,039.57</td>
<td>4,422.74</td>
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<tr>
<td>SECURITY DEPOSITS HELD</td>
<td>1,500.00</td>
<td>1,500.00</td>
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<tr>
<td><strong>TOTAL CURRENT LIABILITIES</strong></td>
<td>6,539.57</td>
<td>5,922.74</td>
</tr>
<tr>
<td><strong>LONG-TERM LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL LONG-TERM LIABILITIES</strong></td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>6,539.57</td>
<td>5,922.74</td>
</tr>
<tr>
<td><strong>CAPITAL</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fund Balance: Cohen Endmt</td>
<td>10,022.62</td>
<td>10,022.62</td>
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<tr>
<td>Fund Balance: Resist Endm</td>
<td>50,754.03</td>
<td>50,754.03</td>
</tr>
<tr>
<td>FUND BALANCE- GENERAL</td>
<td>437,882.11</td>
<td>343,818.48</td>
</tr>
<tr>
<td>CURRENT EQUITY</td>
<td>&lt;22,542.30&gt;</td>
<td>16,966.17</td>
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<tr>
<td><strong>TOTAL CAPITAL</strong></td>
<td>476,116.46</td>
<td>421,561.30</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES &amp; CAPITAL</strong></td>
<td>$ 482,656.03</td>
<td>427,484.04</td>
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</tbody>
</table>

Unaudited
**BREAKDOWN BY ACCOUNT**

**OPERATING ACCT**

<table>
<thead>
<tr>
<th>Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>10199 SCHWAB 1 - OPERATING</td>
<td>$28,197.09</td>
</tr>
<tr>
<td><strong>TOTAL OPERATING-SCHWAB</strong></td>
<td><strong>$28,197.09</strong></td>
</tr>
</tbody>
</table>

**INVESTMENT ACCT**

<table>
<thead>
<tr>
<th>Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>10293 CITIZEN'S INDEX - INVESTMENT</td>
<td>$3,395.70</td>
</tr>
<tr>
<td>10295 WOMEN'S EQUITY - INVESTMENT</td>
<td>$31,688.24</td>
</tr>
<tr>
<td>10296 DOMINI SOC EQUITY - INVESTMENTS</td>
<td>$184,403.45</td>
</tr>
<tr>
<td>10297 CALVERT BALANCED FUND-INV</td>
<td>$10,328.91</td>
</tr>
<tr>
<td>10298 CALVERT BOND FND - INVESTMENTS</td>
<td>$4,148.44</td>
</tr>
<tr>
<td>10299 SCHWAB 1 - INVESTMENT</td>
<td>$51,457.13</td>
</tr>
<tr>
<td>11045 CALVERT INVESTMENT BOND FND</td>
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</tr>
<tr>
<td>11046 CALVERT INVESTMENT MGD GRTH</td>
<td>$5,236.38</td>
</tr>
<tr>
<td><strong>TOTAL INVESTMENT FND</strong></td>
<td><strong>$290,658.27</strong></td>
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</table>

**RESIST LOAN FUND**

<table>
<thead>
<tr>
<th>Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>10399 SCHWAB 1 - LOAN FUND</td>
<td>$13,262.72</td>
</tr>
<tr>
<td><strong>TOTAL RESIST LOAN FND-SCHWAB</strong></td>
<td><strong>$13,262.72</strong></td>
</tr>
</tbody>
</table>

**RESIST ENDOWMENT**

<table>
<thead>
<tr>
<th>Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>10494 N &amp; B - RESIST ENDWMT</td>
<td>$12,872.53</td>
</tr>
<tr>
<td>10498 CALVERT BOND FND-ENDWMT</td>
<td>$53,853.70</td>
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<td>10499 SCHWAB 1 - ENDOWMENT</td>
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<td><strong>TOTAL RESIST ENDWMT-SCHWAB</strong></td>
<td><strong>$66,728.63</strong></td>
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</table>

**COHEN MEMORIAL FUND**

<table>
<thead>
<tr>
<th>Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>10500 SCHWAB 1 - COHEN MEM FUND</td>
<td>$7.03</td>
</tr>
<tr>
<td>10596 DOMINI-COHEN MEM FUND</td>
<td>$10,786.69</td>
</tr>
<tr>
<td>10599 SCHWAB 1 - COHEN MEM FUND</td>
<td>$0.00</td>
</tr>
<tr>
<td><strong>TOTAL COHEN MEM FND-SCHWAB</strong></td>
<td><strong>$10,793.72</strong></td>
</tr>
</tbody>
</table>

**HOLMES MEMORIAL FUND**

<table>
<thead>
<tr>
<th>Account</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>10696 DOMINI SOC EQUITY - HOLMES</td>
<td>$25,180.07</td>
</tr>
<tr>
<td>10699 SCHWAB 1 - HOLMES</td>
<td>$37.79</td>
</tr>
<tr>
<td><strong>TOTAL HOLMES FUND-SCHWAB</strong></td>
<td><strong>$25,217.86</strong></td>
</tr>
</tbody>
</table>

**TOTAL BY ACCOUNT**

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$434,858.29</td>
</tr>
</tbody>
</table>

**BREAKDOWN BY INVESTMENT**

<table>
<thead>
<tr>
<th>Investment</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizen's Index</td>
<td>$3,395.70</td>
</tr>
<tr>
<td>Neuberger Berman</td>
<td>$12,872.53</td>
</tr>
<tr>
<td>Women's Equity</td>
<td>$31,688.24</td>
</tr>
<tr>
<td>Domini Social Equity</td>
<td>$220,370.21</td>
</tr>
<tr>
<td>Calvert Balanced Fund</td>
<td>$15,565.29</td>
</tr>
<tr>
<td>Calvert Bond</td>
<td>$58,002.16</td>
</tr>
<tr>
<td>Schwab One</td>
<td>$92,957.13</td>
</tr>
<tr>
<td>Uninvested</td>
<td>$7.03</td>
</tr>
<tr>
<td><strong>TOTAL BY INVESTMENT</strong></td>
<td><strong>$434,858.29</strong></td>
</tr>
</tbody>
</table>

Unaudited
# RESIST, Inc.
## Income Statement
### For the Nine Months Ending September 30, 2000

**Printed On:** October 13, 2000

<table>
<thead>
<tr>
<th>REVENUE - Internal Mailings</th>
<th><strong>THIS YEAR</strong></th>
<th><strong>BUDGET</strong></th>
<th><strong>LAST YEAR</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Month</strong></td>
<td><strong>Y-T-D</strong></td>
<td><strong>Budget</strong></td>
<td><strong>Current Month</strong></td>
</tr>
<tr>
<td><strong>Revenue - Internal Mailings</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30400 CONTRIBUTIONS-PLEDGES</td>
<td>10,124.00</td>
<td>94,167.00</td>
<td>29.49</td>
</tr>
<tr>
<td>30500 CONTRIBUTIONS-NEWSLETTER</td>
<td>2,339.00</td>
<td>59,840.63</td>
<td>18.74</td>
</tr>
<tr>
<td>30600 CONTRIBUTIONS-ABC MAILING</td>
<td>4,133.00</td>
<td>58,172.00</td>
<td>18.22</td>
</tr>
<tr>
<td>30700 CONTRIBUTIONS-NATIONAL LIST</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total Internal Mailings</strong></td>
<td>16,596.00</td>
<td>212,179.63</td>
<td>66.46</td>
</tr>
<tr>
<td><strong>Other Revenue</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31400 CONTRIBUTIONS-PROSPECTING</td>
<td>25.00</td>
<td>1,740.00</td>
<td>0.54</td>
</tr>
<tr>
<td><strong>Total Other Revenue</strong></td>
<td>&lt;5,070.15&gt;</td>
<td>107,097.18</td>
<td>33.54</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>11,525.85</td>
<td>319,276.81</td>
<td>100.00</td>
</tr>
</tbody>
</table>

**Cost of Sales** | | | |
| **Total Cost of Sales** | 0.00        | 288.17     | 0.09          | 1,125.00   | 0.00     | 0.00      |

**Gross Profit** | 11,525.85    | 318,988.64 | 99.91         | 385,342.47 | 11,661.93 | 302,453.76 |

**Expenses - Internal Mailing Costs** | | | |
| **Pledge Costs** | 174.75       | 4,134.43   | 1.29          | 4,874.94   | 1,360.74 | 3,337.75 |
| **Newsletter Costs** | 4,417.30     | 23,712.01  | 7.43          | 27,525.06  | 3,375.38 | 18,733.26 |
| **National List Costs** | 0.00         | 0.00       | 0.00          | 0.00       | 0.00     | 0.00      |
| **ABC Mailing Costs** | 360.00       | 3,245.46   | 1.02          | 6,750.00   | 1,474.35 | 3,379.68 |
| **Zo Costs** | 0.00         | 176.14     | 0.06          | 2,549.97   | 0.00     | 2,690.90 |
| **Total Internal Mailing Costs** | 4,952.05     | 31,268.04  | 9.79          | 41,699.97  | 6,210.47 | 28,141.59 |

**Prospecting Mailing Costs** | 0.00         | 1,362.90   | 0.43          | 23,700.06  | 9,170.26 | 16,799.56 |

**Total Mailing Costs** | 4,952.05     | 32,630.94  | 10.22         | 65,400.03  | 15,380.73 | 44,941.15 |

**Net Revenue After Mailing Costs** | 6,573.80     | 286,337.70 | 89.69         | 319,942.44 | <3,718.80> | 257,512.61 |

**Program, General & Administrative Expenses** | | | |
| **Fiscal Sponsor Grants** | 0.00         | 0.00       | 0.00          | 0.00       | 0.00     | 0.00      |
| **Resist Grants Paid Out** | 300.00       | 158,500.00 | 49.64         | 187,500.06 | <300.00> | 124,300.00 |
| **Other fundraising Costs** | 0.00         | 1,140.01   | 0.36          | 2,737.44   | 0.00     | 6,105.13 |
| **Personnel** | 14,154.60    | 112,000.48 | 35.08         | 120,637.53 | 12,720.30 | 77,035.15 |
| **Occupancy** | 2,810.05     | 22,093.11  | 6.92          | 17,624.97  | 2,098.62 | 17,817.62 |
| **Office Expenses** | 1,183.41     | 9,501.86   | 2.98          | 11,782.44  | 1,611.78 | 9,018.83 |
| **Grant Program** | 0.00         | 144.75     | 0.05          | 2,437.56   | 0.00     | 355.03   |
| **Postage** | 33.00        | 2,426.92   | 0.76          | 1,799.91   | 15.95    | 1,538.75 |
| **Travel** | 0.00         | 1,016.35   | 0.32          | 187.47     | 0.00     | 13.60    |
| **Staff Development** | 0.00         | 2,345.00   | 0.73          | 1,874.97   | 0.00     | 400.00   |
| **Conferences/Meetings** | 72.41        | 290.16     | 0.09          | 749.97     | 30.75    | 153.84   |
| **Advertising & Outreach** | 0.00        | 1,919.01   | 0.60          | 9,150.03   | 329.20   | 3,805.20 |
| **Repairs and Maintenance** | 0.00        | 99.00      | 0.03          | 562.50     | 0.00     | 0.00     |
| **Professional Fees** | 0.00         | 2,820.00   | 0.88          | 6,252.03   | 420.00   | 4,905.00 |
| **Insurance-Office** | 89.00        | 1,468.00   | 0.46          | 1,125.00   | 0.00     | 929.00   |
| **Board Expenses** | 0.00         | 2,838.88   | 0.89          | 4,687.47   | 0.00     | 2,053.19 |
| **Other Expenses** | 0.00         | 1,073.45   | 0.34          | 4,409.91   | 0.06     | 810.31   |

**Total Program, General & Administrative Expenses** | 18,643.37    | 319,676.97 | 100.13        | 373,492.26 | 16,926.66 | 249,240.65 |

Unaudited
RESIST, Inc.
Income Statement
For the Nine Months Ending September 30, 2000

<table>
<thead>
<tr>
<th></th>
<th>Current Month</th>
<th>Y-T-D</th>
<th>Ratio</th>
<th><strong>BUDGET</strong></th>
<th>Budget</th>
<th>Current Month</th>
<th>Y-T-D</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Other Income &amp; Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>LAST YEAR</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>81000 RENTAL INCOME</td>
<td>&lt;1,025.00&gt;</td>
<td>&lt;9,975.00&gt;</td>
<td>&lt;3.12&gt;</td>
<td>&lt;7,312.50&gt;</td>
<td>&lt;800.00&gt;</td>
<td>&lt;7,537.50&gt;</td>
<td></td>
</tr>
<tr>
<td>81100 OCCUPANCY INCOME</td>
<td>&lt;192.77&gt;</td>
<td>&lt;801.97&gt;</td>
<td>&lt;0.25&gt;</td>
<td>&lt;1,500.03&gt;</td>
<td>&lt;249.31&gt;</td>
<td>&lt;1,156.71&gt;</td>
<td></td>
</tr>
</tbody>
</table>

Total Other Income/Expense | <1,217.77>    | <10,776.97> | <3.38> | <8,812.53> | <1,049.31> | <8,694.21> |       |

Total Expenses             | 17,425.60     | 308,900.00 | 96.75  | 364,679.73 | 15,877.35 | 240,546.44 |       |

NET INCOME (LOSS)          | <10,851.80>   | <22,542.30> | <7.06> | <44,737.29> | <19,596.15> | 16,966.17 |       |

Unaudited
<table>
<thead>
<tr>
<th>Description</th>
<th>Current Month</th>
<th>Y-T-D</th>
<th>Ratio</th>
<th>Budget</th>
<th>Current Month</th>
</tr>
</thead>
<tbody>
<tr>
<td>OTHER CONTRIBUTIONS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
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<td>CONTRIBUTIONS-RESTRICTED</td>
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Unaudited
### Income Statement

**For the Nine Months Ending September 30, 2000**

**RESIST, Inc.**

**Printed On:** October 13, 2000

**Ratio:** Total Revenue

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<tr>
<th>SUBSIDIARY SCHEDULE</th>
<th><strong>THIS YEAR</strong></th>
<th><strong>LAST YEAR</strong></th>
<th><strong>BUDGET</strong></th>
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Unaudited
Printed On: October 13, 2000
Ratio: Total Revenue

### Income Statement
For the Nine Months Ending September 30, 2000

**RESIST, Inc.**

**CURRENT MONTH**

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<th>Current Month</th>
<th>Y-T-D Ratio</th>
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<th><strong>LAST YEAR</strong></th>
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**TOTALS** | 1,183.41 | 9,501.86 | 2.98 | 11,782.44 | 1,611.78 | 9,018.83

Unaudited
Technical Assistance Funding

Purchase and Distribution of National Network of Grantmakers Directory ~$6750
The Board voted to purchase, at bulk discount rate, a copy of the National Network of Grantmakers Directory 2000 for all grantees from the past two years. Three Board members requested a copy as well. A note should go to grantees stating that if they already have a copy to please pass this copy on to other groups.

Request for Reconsideration

Citizen Soldier
267 Fifth Ave, #901, New York, NY 10016 Tod Ensign 212 679 2250
Funding for general support for program which seeks to enforce the human rights and liberties of military personnel including opposition to anthrax vaccine programs, advocating for new health studies regarding military veterans' exposure to toxic chemicals and opposing federal legislation curtailing public funding for schools which bar military recruiters.

Decision: Full _____ Partial _____ No _____ Undecided _____
Comments: References are problematic. Continually hear he is a loan wolf, not a team player. North Star will no longer fund him until he deals with issues of diversity on his board. Need to be really specific about problems and what he will need to do to be eligible in the future.

Emergency Grants

United Students Against DOMA (Defense of Marriage Amendment) $300
1324 Claremont Street, Lincoln, NE 68508 Angela Clements 402/474-4193
Funding to educate high school and college students about the effects of a defense of marriage constitutional amendment recently filed in Nebraska which would ban "gay marriages", civil unions, and domestic partnerships.

Decision: Full _____ Partial _____ No _____ Undecided _____
Comments: Students only found out about amendment when returned to school. Unable to organize sooner.

New York City AIDS Housing Network $300
625 Broadway, #10D, New York, NY 10012 Jennifer Flynn 877/615-2217
Funding for transportation and literature costs associated with a march protesting the denial of emergency housing assistance and benefits to homeless people living with AIDS.

Decision: Full _____ Partial _____ No _____ Undecided _____
Comments: Take a chance
Multi Year Grants

Renewals

1. **Citizens for Safe Water Around Badger**
   - Address: E12629 Weigand's Bay South, Merrimac, WI 53561
   - Contact: Laura Olah, 608/643-3124
   - Funding: $2,000
   - Description: Support for organization working on clean up of toxic waste at Badger Army Ammunition Plant and creation of healthy sustainable re-use plans.
   - Decision: Full ___ Partial ___ No ___ Undecided ___
   - Comments:

2. **Coalition for Prisoners' Rights**
   - Address: P.O. Box 1911, Santa Fe, NM 87504-1911
   - Contact: Mara Taub, 505/982-9520
   - Funding: $2,000
   - Description: Support for organization which supports prisoners, family members and others and seeks to challenge the social and economic injustice inherent in the criminal justice system.
   - Decision: Full ___ Partial ___ No ___ Undecided ___
   - Comments:

3. **Prison and Jail Project**
   - Address: P.O. Box 6749, Americus, GA 31709
   - Contact: John Cole Vodicka, 912/928-2080
   - Funding: $2,000
   - Description: Support for organization which challenges the corrupt and racist criminal justice system in southwest Georgia.
   - Decision: Full ___ Partial ___ No ___ Undecided ___
   - Comments:

4. **School of Unity and Liberation (SOUL)**
   - Address: 1625 Broadway, Oakland, CA 94612
   - Contact: Harmony Goldberg, (510) 451-5466
   - Funding: $2,000
   - Description: Support for organization which works to develop multi-cultural leadership development and organizing training programs for youth and to fight for affirmative action in California.
   - Decision: Full ___ Partial ___ No ___ Undecided ___
   - Comments:

5. **Support Team International Textileras (STITCH)**
   - Address: 4933 S. Dorchester, Chicago, IL 60615
   - Contact: Hannah Frisch, 773/924-5057
   - Funding: $2,000
   - Description: Support for network of U.S. women engaged in cross-border labor organizing and support for women workers in Central America.
   - Decision: Full ___ Partial ___ No ___ Undecided ___
   - Comments:
New

6. Sweatshop Watch $2,000
310 Eighth Street, Suite 309, Oakland, CA 94607 Nikki Fortunato Bas 510-834-8990
Funding for multi-year general support for organization which seeks to force retailers and manufacturers to ensure that garment workers are paid fairly and work under decent conditions.

Decision: Full X Partial No Undecided
Comments: ONE YEAR ONLY based upon size of budget.

Central, Latin America and the Caribbean

7. Anti-War Committee of Minneapolis $2,000
610 West 28th Street, Minneapolis, MN 55408 James Paist 612-872-0944
Funding to support the Campaign to End U.S. Military Aggression in Colombia, an effort to end U.S. policies of repression in Colombia.

Decision: Full X Partial No Undecided

8. Witness for Peace - New England $1,000
P.O. Box 147, Richmond, VT 05477 Joanne Ranney 802-434-3233
Funding to promote and publicize the tour of an indigenous speaker from Chiapas who is a representative of "El Pueblo Creyente."

Decision: Full X Partial No Undecided
Comments: Not clear how tour is tied to community organizing. People of color issues they are involved in are outside of U.S. and unclear where local links occur. Not clear they make connection to local economic conditions.

Community Organizing/Anti-Racism

9. Coalition for the Human Rights of Immigrants $2,000
339 Lafayette Street, New York, NY 10012 Jane Guskin 212-254-2591
Support for printing of leaflets, posters, and for purchase of banner-making materials for a march to demand amnesty for undocumented immigrants.

Decision: Full X Partial No Undecided

10. Human Dignity Coalition $2,000
P.O. Box 6084, Bend, OR 97708 Stacey Donohue 541-385-3320
Funding for general support for coalition which seeks to address issues of racism, sexism and homophobia in Central Oregon.

Decision: Full X Partial No Undecided
11. Kentucky Alliance Against Racist and Political Repression $2,000
P.O. Box 1543, Louisville, KY 40201 Alice Wade 502-778-8130
Funding to publish the Kentucky Alliance NEWS which is used as an organizing tool to bring together racially diverse communities to take specific and visible actions against racist policies and practices.

Decision: Full x Partial No Undecided
Comments:
Holmes Grant

12. Malcolm X Grassroots Movement Defer
1195 Bedford Avenue, Brooklyn, NY 11216 Monifa Bandele 718-622-8292
Funding for the Central Brooklyn Community Cop Watch; a program that will establish nightly patrols to observe police interactions with community residents.

Decision: Full Partial No Undecided
Comments:
Not clear they can achieve goals set out. Need a breakdown on how the copwatch program works- who participates, what role legal advisors play after training is over, how do patrols deal with issues of community diversity; where in Central Brooklyn will patrols occur. Need a real budget.

13. Oregon Human Rights Coalition $2,000
2710 NE 14th Ave, Portland Street, Portland, OR 97212 Nancy Weed 503-282-5010
Funding for general support for community based organization which advocates for the rights of low-income people.

Decision: Full x Partial No Undecided
Comments:

14. Peace and Social Justice Center of South Central Kansas $1,600
1407 N. Topeka, Wichita, KS 67214 Pat Cameron 316-263-5886
Funding to publish newsletter which focuses on peace and social justice issues in South Central Kansas.

Decision: Full x Partial No Undecided
Comments:

Economic Justice

15. Washington Peace Center Defer
1801 Columbia Road NW, Suite 104, Washington, DC 20009 Maria Lya Ramos 202-234-2000
Funding to support the expansion of the Economics for the People! Project which will bring together domestic and internationally focused organizers to examine the interconnections between local, national and international economic issues.

Decision: Full Partial No Undecided
Comments:
Not clear who attends- would help to see a list of targeted groups. Not enough information provided on the project. Need to know where they are held.
16. Welfare and Low-Income Support Network, Inc. $2,000
509 Broadway, Santa Cruz, CA 95060  Elaine Parker  831-458-9070
Funding for the welfare rights project Motivate, Organize, Mobilize (MOM) which works with low-income families and their allies to fight for more realistic and humane welfare reform.

Decision:  Full  X  Partial  ____  No  ____  Undecided  ____
Comments: Spanish language materials could be better.

Environmental

17. Blue Mountain Biodiversity Project $2,000
HCR-82, Fossil, OR 97830  Karen Coulter  541-468-2028
Funding to support printing and distribution of The Corporate Consensus - a primer on the institutional structures and mechanisms driving corporate globalization and transnational corporate governance.

Decision:  Full  X  Partial  ____  No  ____  Undecided  ____
Comments:

Health/AIDS/Disability

18. Disabled Rights Action Committee Defer
2757 South 300 West, Suite B, Salt Lake City, UT 84115  Barbara Toomer  801-685-8214
Funding for the Our Homes Not Nursing Homes campaign which organizes around housing issues for people with disabilities.

Decision:  Full  ____  Partial  ____  No  ____  Undecided  ____
Comments: They re-frame the debate around nursing homes. Need to see their long-term organizing perspective. Need to differentiate from social services.

Labor

19. RUGMARK Foundation USA
Funding for the printing of RUGMARK Grassroots Action Kits designed to increase the market demand for child labor-free carpets.

Decision:  Full  ____  Partial  ____  No  X  Undecided  ____
Comments: Consumer oriented. Not a priority.
Native Americans/Native Peoples

20. Leonard Peltier Defense Committee $2,000
P.O. Box 583 Lawrence, KS 66044 Gina Chiala 785-842-5774
Funding for an intensive educational campaign and demonstration to seek the release of Leonard Peltier from prison.

Decision: Full _X_ Partial ____ No ____ Undecided ____

Comments:

Peace/Anti-Militarism

21. War Resister's League/Military & Draft Counseling Project $1,400
2000 NE 42nd Avenue, Suite 224, Portland, OR 97213 John Grueschow 503-238-0605
Funding to strengthen and expand student outreach efforts in area schools challenging military recruitment propaganda.

Decision: Full _X_ Partial ____ No ____ Undecided ____

Comments:

Prisoners

22. Campaign to End the Death Penalty $2,000
P.O. Box 25730, Chicago, IL 60625 Alice Kim 312-409-7145
Funding for general support for organization which raises awareness about the barbarity of the death penalty and organizes to end the death penalty in the U.S.

Decision: Full _X_ Partial ____ No ____ Undecided ____

Comments:

23. Families to Amend California's Three Strikes $2,000
3982 S. Figueroa Street, #210, Los Angeles, CA 90037 Linda Nelson 213-746-4844
Funding to support the Prison Correspondence Project which enables prisoners to participate in organization's campaigns to change the criminal justice system.

Decision: Full _X_ Partial ____ No ____ Undecided ____

Comments:

24. Political Prisoners of War Coalition
40 Chicago ABC Zinc District, P.O. Box 721, Homewood, IL 60430 Anthony Rayson 708-534-1334
Funding for "In the Trenches" a newsletter designed to educate and empower prisoners.

Decision: Full ____ Partial ____ No _X_ Undecided ____

Comments:
40 North Main Avenue, Albany, NY, 12208  
Alison Coleman 518-453-6659  
Funding for staff time for intensive outreach to prison families in order to create support groups as a model for organizing changes in the criminal justice system.

Decision: Full X  Partial ___  No ___  Undecided ___
Comments: Hook them up with TecSChange and other computer give-a-way groups.

Women

P.O. Box 390412, Cambridge, MA 02139  
Marisa Howard 781-516-4362  
Funding to subsidize the cost of producing outreach materials to make the organization more accessible to non-English speaking communities.

Decision: Full X  Partial ___  No ___  Undecided ___
Comments: Need to build volunteers who can do outreach to communities of color. Need to address cultural literacy or organization for the future. See answer to #4- ask when re-apply to tell how outreach worked out.

27. Mormon Feminist Network  
P.O. Box 1778, Salt Lake City, UT 84110  
Maxine Hanks 801-322-5640  
Funding for a website which seeks to network and support both Mormon and non-Mormon feminists in Utah.

Decision: Full ___  Partial ___  No X  Undecided ___
Comments: One person shop. No organizing concept- a web site alone is not organizing.

Youth

28. Project 10 East, Inc.  
P.O. Box 382401, Cambridge, MA 02238  
Christine Markowski 617-864-4528  
Funding to design and print organizational brochures which describe their work with marginalized gay/lesbian/bisexual and transgender youth.

Decision: Full ___  Partial ___  No X  Undecided ___
Comments: Re-structured Board of directors but Executive director is dysfunctional and negative. Using a liberal model to do outreach to communities of color. Love the work with kids, but serious reservations about ability for project to be effective. Recognize it as important to fund.
29. South End/Lower Roxbury Youth Alliance
1601 Washington Street, Boston, MA 02118  Sandy Martin  617-425-2081
Funding for general operating support for organization which offers support and training to youth workers.

Decision: Full  X  Partial  ___  No  ____  Undecided  ___

Comments:
Letter asking them to provide more specifics of programmatic work.

Total Number of Requests  24 regular grants; 5 multi-year grants; 2 emergency grants; 0 loans; 1 request for reconsideration; 14 not on agenda
Total Amount Requested:  $57,675
Total Allocation for Cycle:  $40,300
Total Grants:  $32,000 regular grants; $10,000 multi-year grants; $600 emergency grants
Total Loans:  $0
Total Allocated:  $42,600
Total # of Grants Allocated:  17 regular grants; 5 multi-year grants; 2 emergency grants
Total # of Loans Allocated:  0
Total # of Grants and Loans:  24

Holmes Grant:  Kentucky Alliance Against Racist and Political Repression
Deferred:  Disabled Rights Action Committee
Malcolm X Grassroots Movement
Washington Peace Center

Technical Assistance Grants:  ~$6750 to purchase NNG Directory
1. **Independent Media Center - Boston**  
107 Brighton Avenue, Boston, MA 02134  
Linda Setchell 617/591-1669  
Funding to support an Independent media Center which will provide audio, video and print coverage of the events leading up to the October 3rd Presidential Debates.  
**Reason:** Just recently formed. Missed August deadline for regular grant so seeking emergency grant. Debates have been tentatively scheduled since June or July. Not a Resist priority.

2. **Mobilization for Survival - Boston**  
971 Commonwealth Avenue, Boston, MA 02215  
Roni Krouzman 617/354-0008  
Funding for a series of teach-ins, trainings and actions that will highlight progressive issues, protest the Presidential debates in Boston and continue to build the progressive movement.  
**Reason:** Proposal was not an emergency since Mobe knew about debates since June/July. Already received a regular grant so could not apply for August deadline. Not a Resist priority.

3. **Cultural Acceptance Now**  
7421 Main Street W., P.O. Box 602, Webster, WI 54893  
Edna Coston 715-866-4778  
Funding to purchase office equipment to support organization which seeks to counter increasing racism and bias in Burnett County.  
**Reason:** Not clear kind of diversity or change working towards. Mainstream project. Cursory application.

4. **The C.U.R.E.S. Project**  
P.O. Box 3023, Kalispell, MT 59901  
Lee Ludden 406-756-0509  
Funding for community outreach efforts from the Family Violence Prevention Council Indicator Work Group which educates community officials about the impact of domestic violence.  
**Reason:** Mainstream project. Mostly social services.

5. **Dark Night Press**  
P.O. Box 3629, Chicago, IL 60690-3629  
Faith Attaguile 207-839-5794  
Funding for an issue of the *Dark Night Field Notes* which will focus on issues of children's rights and protections.  
**Reason:** Just a publication. No organizing. Rejected twice in the past with poor references.

6. **Deaf-Blind Video Project**  
54 McCarthy Road, Newton, MA 02459  
Myles Gordon 617-965-2996  
Funding for a documentary on the lives, struggles and triumphs of Deaf-Blind individuals.  
**Reason:** Not a priority. Mainstream.

7. **Democracy South/Latina Political Summit**  
605-A NC 54 West, Chapel Hill, NC 27516  
Stan Goff 919-967-9942  
Funding for Hispano-Latina Political Summit to determine the outlines of a political progressive agenda for Latino community organizers.  
**Reason:** Too large. Suggest member groups apply for work on the summit.

8. **Friends of Kahana**  
P.O. Box 653, Kanéhoe, HI 96744  
D. Ululani Beirne 808/237-8856  
Funding for a video documentary about attempts to restore and preserve the natural resources, sites and culture of the rural Ahupua'a O Kalana land section.  
**Reason:** Problems with answers to #10. Conservative approach.
9. Institute for Philosophy and Social Progress
805 Cedar Hill Avenue, Dallas, TX 75206    Anthony Mansueto    214-942-5074
Funding for the Phronesis Project, a community based educational program designed to give leaders of trade unions and community organizations tools to organize for structural change.
Reason: Mostly research. No political positions.

10. Intersex Society of North America
P.O. Box 3070, Ann Arbor, MI 48106-3070    Cheryl Chase    734-994-7369
Funding for travel costs to being a dozen ISNA volunteers to Creating Change, an annual conference sponsored by the National Gay and Lesbian Task Force.
Reason: All travel. No broad vision. Not a priority.

11. Nuestra Salud
464 East 19th Street, Brooklyn, NY 11226    Suzanne Newman    718-462-3303
Funding for English subtitling of a Spanish-language video, *Mi Droga Preferida*, about addiction and recovery issues among lesbian Latinas.
Reason: Mainstream. Mostly social services.

12. T.R.Y.B.E.
191 Abbotsville Avenue, #10, Pinewood Condos, West Hartford, CT 06110    Pam Hays    860-674-5794
Funding for general support for community organizing project which seeks to organize adults and youth to stop physical and psychological violence in homes communities and the world.
Reason: Not a priority. Based around one person who gives workshops.

13. Women's Business Network
P.O. Box 191283, Dallas, TX 75219-1283    Dana Ivy    972-949-4344
Funding for a needs assessment of members of lesbian/bisexual and transgender business, professional and career women.
Reason: No organizing. A support group without political vision.

14. Women's Caucus for Gender Justice
P.O. Box 3541, Grand Central Post Office, New York, NY 10163    Vahida Nainar    212-697-7741
Funding for the distribution of a documentary training video which will provide information on the importance of the International Criminal Court.
Reason: Budget is too large- over $320,000.
Emergency Grant Requests
September 2000

1. Independent Media Center - Boston $300
107 Brighton Avenue, Boston, MA 02134 Linda Setchell 617/591-1669
Funding to support an Independent media Center which will provide audio, video and print coverage of the events leading up to the October 3rd Presidential Debates

Decision: Yes _____ No _____ Undecided _____
Comments:
Robin's comments: Just recently formed. Missed August deadline for regular grant so seeking emergency grant. Debates have been tentatively scheduled since June or July.

2. Mobilization for Survival - Boston $300
971 Commonwealth Avenue, Boston, MA 02215 Roni Krouzman 617/354-0008
Funding for a series of teach-ins, trainings and actions that will highlight progressive issues, protest the Presidential debates in Boston and continue to build the progressive movement.

Decision: Yes _____ No x_____ Undecided _____
Comments:
Rejected: Proposal was not an emergency since Mobe knew about debates since June/July. Already received a regular grant so could not apply for August deadline.

3. United Students Against DOMA (Defense of Marriage Amendment) $300
1324 Claremont Street, Lincoln, NE 68508 Angela Clements 402/474-4193
Funding to educate high school and college students about the effects of a defense of marriage constitutional amendment recently filed in Nebraska which would ban "gay marriages", civil unions, and domestic partnerships.

Decision: Yes _____ No _____ Undecided _____
Comments:
Robin's comments: Students only found out about amendment when returned to school. Unable to organize sooner.
Elizabeth Goodbreak, Nebraskans for Peace. 402/475-4620. Is personally involved in other aspects of this campaign. Referred group to Resist. DOMA legislation is really problematic. State Attorney General is attempting to remove some language which restricts heterosexual privilege while maintaining bans on same-sex liaisons.
Resist Special Meeting

October 15, 2000

10:00 AM- 4:30 PM

Location:
Northeastern University
Snell Library, Room #90
Huntington Avenue, Boston

AGENDA

Prepared by: Jim Campen, Robin Carton, Kate Claud, and Jorge Rogachevsky

1. Introduction and Review of Agenda: (15 minutes)

   Brief discussion of the background which occasioned this meeting, and review of
   the structure and goals of the agenda. We hope to begin as close to 10 AM as
   possible since the agenda is very full!

2. Review of Current Organizational Structure, Process, and Accountability: (30 minutes)

   This is intended primarily as an informational discussion to make sure that all
   participants share a common base of information regarding the structure of Resist
   and the interaction among the different components of this structure, which
   include:

   a. Advisory Board
   b. Board of Directors
      i. Committees
      ii. Executive Committee
      iii. Officers
   c. Staff

   For this part of the agenda we are including the following informational materials
   in this mailing:

   a. List of Committees with current membership
   b. List of Current Officers
   c. List of Executive Committee members and description of Executive
      Committee functions
   d. Job descriptions for the Staff
   e. Description of responsibilities for members of the Board of Directors
f. Description of responsibilities for members of the Board of Advisors

g. Summary of discussions held during 1997 Board retreat outlining future goals for Resist

3. Assessment of Existing Structure, Process, Accountability and Decision-Making: (60 minutes)

In this section we would assess our common understanding of the structure and process of decision-making which currently exists in Resist. The main goals are to:

a. bring forth an understanding of how people view our current situation to highlight areas of convergence and divergence;
b. bring forth ideas of ways in which we might change/improve our current situation.

For this part of the agenda we are including in this mailing two copies of a questionnaire titled *Who Decides?* We propose that people fill out one questionnaire in a way that reflects how they see the current decision-making process, and the second questionnaire in a way that reflects what they would consider to be the optimal decision-making process. The purpose is for us to share both assessments at the meeting to see what consensus exists about our current process, and what consensus we can define about the optimal process. Please bring both completed questionnaires to the meeting.

4. Lunch (45 minutes)

5. Open Discussion: (90 minutes)

During this part of the agenda we would look closely at the organizational image which emerged during the morning session, paying close attention to areas of convergence and divergence regarding both existing and optimal practices in terms of structure, process, accountability, decision-making, board-staff relations, etc.

6. Break (15 minutes)

7. Summary and Identification of Possible Action Items: (60 minutes)

During this part of the agenda we would refer back to the previous open discussion to summarize significant areas of agreement and concern, and to identify any necessary action items, including defining a process for carrying out such items.

8. Wrap-up/Meeting Evaluation: (30 minutes)
Northeastern University
360 Huntington Avenue
Boston, MA 02115

Getting to Northeastern

From the north (via Route I-93 or Route 1)
Take the Storrow Drive exit, and proceed to the Fenway exit. Follow signs for Boylston Street inbound, and bear right onto Westland Avenue. Turn right onto Massachusetts Avenue, proceed to the third traffic light, and turn right onto Columbus Avenue. The Northeastern University Parking Garage is approximately one-half mile ahead on your right, at 795 Columbus Avenue.

From the west (via Route 90, Massachusetts Turnpike)
Take Exit 22 (Copley Square), and bear right. Proceed to the first traffic light, and turn right onto Dartmouth Street. Take the next right onto Columbus Avenue. The Northeastern University Parking Garage is approximately one mile ahead on your right, at 795 Columbus Avenue.

From the west (via Route 9)
Proceed east on Route 9; it will become Huntington Avenue. Turn right onto Ruggles Street. At the third traffic light, turn left onto Tremont Street, take the next left, and then turn right onto Columbus Avenue. The Northeastern University Parking Garage is two blocks ahead on your left, at 795 Columbus Avenue.

From the south (via Route 3, Southeast Expressway)
Take Exit 18 (Massachusetts Avenue), and proceed onto Melnea Cass Boulevard. Continue for approximately two miles, and turn right onto Columbus Avenue. The Northeastern University Parking Garage is two blocks ahead on your left, at 795 Columbus Avenue.

Via public transportation
Northeastern is accessible by subway via the Green Line of the MBTA. From downtown Boston, take an “E” train outbound to the Northeastern stop, the first stop above ground. The campus can also be reached from downtown via the Orange Line by taking any train going outbound to Forest Hills and getting off at Ruggles Station. Commuter rail lines connect with the Orange Line at Back Bay Station and North Station.

Snell Library
Snell Library is near the Ruggles Station MBTA stop on the Orange line. From Huntington Avenue walk through the middle of the campus towards the parking garage and the Orange line. Alternatively, from Huntington Avenue walk down Forsyth Street until reaching the Ruggles Station MBTA stop. The library will be off to the left. Room 90 is one level down.
BOARD MEMBER RESPONSIBILITIES

Members of the Board of Directors agree with the mission and political goals of Resist, determine Resist's programmatic priorities, allocate grants and ensure the fiscal health of Resist's programs and operations.

Board member responsibilities include:

1. Attend at least four of the six regularly scheduled Board meetings annually. Try to attend any special Board meetings that are scheduled. If unable to attend a Board meeting, send in a non-binding Proxy Statement for consideration.

2. Actively serve on at least one committee.

3. Review funding applications and award grants to eligible activist organizations.

4. Share resources and talents with Resist, including expertise, reference information, contacts for financial supports, and contacts for in-kind contributions.

5. Participate in fund raising activities for Resist and, according to my personal ability, make a financial contribution to Resist.

6. Maintain the confidentiality of any information deemed confidential given to members of the Board.

Approved 2/99
ADVISORY BOARD MEMBER RESPONSIBILITIES

Members of the Advisory Board agree with the mission and political goals of Resist. Advisory Board members may request to receive minutes of Board meetings.

Advisory Board member roles may include:

1. Participation in Board meetings and special meetings, as desired.
2. Participation in annual meetings of the Board of Advisors and Directors.
3. Service on Board Committees, as desired.
4. Engaging in outreach for new grant applicants.
5. Sharing resources and talents with Resist, including expertise, reference information, contacts for financial supports, and contacts for in-kind contributions.
6. Participation in fund raising activities for Resist and, according to their personal ability, Advisory Board members are encouraged to make a financial contribution to Resist.
7. Maintenance of the confidentiality of any information deemed confidential given to members of the Board of Advisors or Directors.
Officers of the Board of Directors

Officers have one year tenure

**President:** Chief Executive Officer. General charge and supervision of Resist subject to the control of the Board of Directors. Preside at meetings if no chairperson is selected.

**Vice President:** If any shall exercise the duties of the president during the absence of the President or if the President is unable to act.

**Treasurer:** Chief financial and accounting Officer of Resist. In charge of financial affairs, funds, securities and valuable papers. Keep full and accurate records. In charge of books of account, accounting records and accounting procedures.

**Clerk:** Record and maintain records of all proceedings. If the clerk is absent from any meeting a temporary clerk chosen at the meeting exercises duties of the Clerk.

**Chairperson:** not an officer. Presides at meetings and has powers and duties determined by the directors.

By-Laws, 5/1/78
October 1999 Election of Current Officers

President: Louis Kampf
Vice President: Pam Chamberlain
Treasurer: Kay Mathew
Clerk: June Lee
a call to **RESIST** illegitimate authority

259 Elm Street, Suite 201 • Somerville, Massachusetts 02144
(617) 623-5110 / www.resistinc.org

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**Board Committees**

**1999**

**Board Development/Outreach Committee**
Analyzes growth and development needs of Board and members. Recruits new Board members. Plans Retreats in conjunction with Retreat Committee. Meets several times each year.

**Executive Committee**
Composed of Board Officers and Committee Chairs. Acts on behalf of the Board between meetings for issues which need an immediate decision. Meets as necessary.

**Finance Committee**
Oversight of monthly financial statements, annual budget process, monthly operating and cash flow position. Review and response to the annual audit. Recommend fiscal policy to the Board for approval, including investment policy and guidelines. Meets quarterly.

**Fundraising Committee**
Oversight of plans for securing funds ensuring the long term stability of Resist, including internal and external direct mail campaigns.

**Grant Committee**
Performs initial review of grant applications. Assesses success/challenges of grantmaking process. Makes recommendations for changes in grant size, grantees qualifications and application process. Oversees outreach for new applicants. Meets in between Board meetings- at least six times per year.

**Hiring Committee**
Outreach, recruitment for candidates. Initial interviews of candidates. Recommendation of candidates to Board. Meets on an ad hoc basis.

**Newsletter Committee**
Edits articles for content and style. Develops themes for upcoming issues. Makes recommendations for changes in Newsletter format and content. Conducts meetings via Internet/fax/telephone up to ten times per year.

**Personnel Committee**
Annual review and recommendation of personnel policies, salary ranges and benefits for staff. Assessment of on-going staffing needs. Meets at least once per year.

**Retreat Committee**
Recommends content, location and facilitators for Retreat.
Board Committees
1999

Board Development/Outreach Committee
Eileen Bolinsky (Chair)
Robin Carton
Louis Kampf
Paul Lauter
Carol Schachet
Renae Scott

Finance Committee
Jim Campen
Robin Carton (Chair)
Carol Schachet
Cheryl Smith
Nancy Wechsler (inactive)
Debra Kay Jefferson (inactive)

Fundraising Committee
Kay Mathew
Merble Reagon
Carol Schachet
George Vickers
Nancy Wechsler
Fran White

Grant Committee
Frank Brodhead
Robin Carton
Paul Lauter
June Lee
Kay Mathew
Marc Miller
Nancy Wechsler

Hiring Committee
Marc Miller
Renae Scott

Newsletter Committee
Bell Chevigny
Marc Miller
Jorge Rogachevsky
Hank Rosemont (Chair)
Carol Schachet
Amy Swerdlow

Personnel Committee
Kate Cloud (Chair)
Tess Ewing
Marc Miller
Wayne O’Neil
Renae Scott
Cheryl Smith

Retreat Committee
Eileen Bolinsky
Robin Carton
Pam Chamberlain (Chair)
Louis Kampf
Carol Schachet
# Resist Job Responsibilities

## 2000

<table>
<thead>
<tr>
<th>Responsibilities</th>
<th>Carol</th>
<th>Robin</th>
<th>Jacque</th>
<th>Amanda</th>
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<tbody>
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<td><strong>Communications</strong></td>
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<td>NL Publication/Design</td>
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<td>NL Editing</td>
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<td>Pledge Program</td>
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<td>In House Direct Mail</td>
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<td>Other Fundraising</td>
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<td><strong>Financial Management</strong></td>
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<td>Payroll/403(b) Plan</td>
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<td>Tax Payments</td>
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<td>Audit Preparation</td>
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<td>Cash Receipts</td>
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<td>Board Minutes</td>
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<td>Other Grants</td>
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<td><strong>Office Management</strong></td>
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<td>Committee Staff</td>
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<td>Office Supplies</td>
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<td>Mailing Supplies</td>
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<td>Clothing Inventory</td>
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<td>Correspondence</td>
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<td>Library Upkeep</td>
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<td>Mail Processing</td>
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<td>Tenancy</td>
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<td>Intern Outreach/Supervision</td>
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</table>

* indicates shared responsibilities
Job Description for Amanda Matos-Gonzalez

Overall: shared or sole job responsibilities for Communications, Grant Management, Financial Management, and Office Management

Responsibilities include, but are not limited to, the following tasks:

Communications
- Newsletter: For one or two issues each year, select topics, solicit articles, editing, and proofread the Resist Newsletter, under the supervision of Carol Schachet

Grant Management
- Data Entry: Maintenance and upkeep of Resist’s of grantees and reference contacts (shared responsibility)
- Outreach: Enlarge the number of grantees, particularly to board-targeted geographic or topical areas; analyze the impact of these efforts, analyze the need for additional grantmaking by topic or geographic area (shared responsibility)

Financial Management
- Accounts Payable: Pay bills, review bills for accuracy
- Payroll: Pay and adjust payroll
- Tax Payments/403(b) Plan: Pay monthly and quarterly taxes, make 403(b) plan payments to TIAA-CREF
- Audit Preparation: Prepare documents requested by auditor (shared responsibility)
- Financial Statements: Review monthly Financial Statements with bookkeeper (shared responsibility)

Office Management
Tasks related to the management of a small office will be determined in consultation with other Resist staff and board members. Such tasks will include, but are not limited to, any of the following:
- Staff Committees: Set up meetings, take minutes, post minutes to board members, filing, etc.
- Office Supplies: order office and mailing materials in consultation with other staff
- Telephone Duty: All staff answer telephones as necessary
- Office Maintenance: All staff share responsibility for keeping the office clean, emptying waste barrels, and recycling
- Clothing Inventory: Inventory Resist T-shirts for annual audit, reorder and/or redesign clothing as necessary
- Correspondence: Respond to requests for grant or general information; and
- Library: Maintain library, order new publications, maintain subscriptions, develop new resources
Job Description for Jacquelyn Bishop

Overall: shared or sole job responsibilities for Communications and Fundraising

Responsibilities include, but are not limited to, the following tasks:

Communications

- Newsletter: For three issues each year, select topics, solicit articles, editing, and proofread the Resist Newsletter
- Advertising: Respond to requests by grantees, foundation colleagues, and political allies for advertising in their publications; develop new advertising placements for outreach and fundraising purposes
- Press Releases: Develop press-release strategy as needed

Fundraising

- Pledge Program: Maintain Resist pledge program and reach out to new pledge program members
- Prospect Mail: Maintain Resist's direct-mail prospecting program
- Data Entry: Maintain Resist's donor data base (shared responsibility)
- Other: Develop fundraising strategies in consultation with other staff members and upon approval of the Board of Directors (shared responsibility)

Office Management

Tasks related to the management of a small office will be determined in consultation with other Resist staff and board members. Such tasks will include, but are not limited to, any of the following:

- Staff Committees: Set up meetings, take minutes, post minutes to board members, filing, etc.
- Office Supplies: order office and mailing materials in consultation with other staff
- Telephone Duty: All staff answer telephones as necessary
- Office Maintenance: All staff share responsibility for keeping the office clean, emptying waste barrels, and recycling
- Interns: Develop university and community contacts to recruit interns; develop job responsibilities for interns; supervise interns
Grant Manager Job Description

1. Answer all inquiries regarding grant applications and procedures
2. Send application packets
3. Enter data on queries into spreadsheets
4. Intake Grant and Send Acknowledgment Card
5. Screen Out Inappropriate Grants
6. Maintain record of denials in “General No” Folder
7. Create Cover Sheets
8. Determine additional information required
9. Conduct reference checks
10. Make Board Agenda and Proxy
11. Xerox Board Packet (2 weeks before meeting)
12. Send Out Agenda and Packet
13. Send out References and up-dates
14. Put All Information Sent to Board in Minute Book
15. Clean Up Minutes
16. Xerox and Send Minutes
17. Put Minutes in Minute Book
18. Make Grant Decision List
19. Make Yes/No Lists
20. Make Grant Book pages
21. Create Summary for Newsletter
22. Write grant checks and enter check numbers in ledger book
23. Create Progress Reports to send with checks
24. Enter data in Grant-o-matic data base
25. Up-date Grant Guidelines and Application Form as necessary
26. Up-date *Finding Funding* brochure as necessary
27. Serve as resource for Applicants regarding other funding sources
28. Maintain contacts with other progressive foundations
29. Participate in production of February/March Resist *Newsletter* which focuses in grantmaking program, including writing articles, creating graphs and/or charts, and preparing annual overview of grantgiving program
30. Write monthly Grants column for Resist *Newsletter*
Bookkeeper's Job Description

   a. Maintain and reconcile records of all cash receipts

2. Accounts Payable
   a. Computerized payments of all bills and grant awards

3. Maintain payroll and retirement records

4. Pay monthly and quarterly taxes
   a. File all required federal and state financial statements

5. Reconcile accounts
   a. Cambridge Trust
   b. Schwab
   c. Calvert

6. Maintain and reconcile Petty Cash

7. Financial Reports
   a. Work with bookkeeper to prepare monthly financial statements and quarterly reports for Board members

8. Audit preparation
   a. Conduct inventory
   b. Enter all hourly data
   c. Compile all data requested by auditor

9. Finance Committee Member
   a. Oversight of all investments
   b. Preparation and oversight of annual budget
This outline is provided as an overview and the basis for a larger discussion of Resist's organizational structure. Participants are encouraged to offer clarification as necessary.

I. Organizational Structure: Resist currently has three principle components:

A. Board of Directors: the main body that makes organizational decisions about grants, newsletter, staffing, finances, etc. Members also serve on committees. The Board of Directors includes officers (president, vp, treasurer and clerk). These officers, along with chairs of the various committees, act as an Executive Committee to make organizational decisions between Board meetings when necessary. [Job description adopted in February 1999]

B. Board of Advisors: currently a body that consists mostly of former Directors who, for reasons of time and personal considerations, felt unable to fulfill the requirements of the Board of Directors but continue to serve an important role within Resist. BOA members may attend Resist grant-making meeting but cannot vote. Encouraged to attend special meetings and participate in organizational development, as well as serve on Committees. [Job description adopted in February 1999]

C. Staff. Currently Resist employs four staff people, three of whom are full-time, who are responsible for carrying out the programs of the organization. Staff are voting members of the Board except on issues of personnel.

Members of the Boards of Directors and Advisors as well as staff participate in committees, including: [see attached committee sheets for descriptions and members]

1. Standing Committees: Board Development/Outreach; Finance; Fundraising; Grants; Newsletter; Personnel

2. Ad Hoc Committees: Hiring Committee; Retreat Planning Committee; Web Site Committee.

II. Process: Resist structure continues to evolve and shift with time and changes in participation.

A. Proposals for initiatives, organizational changes and programs and other new ideas generally come from Committees. These are then submitted to the Board of Directors for vote. Once approved, new initiatives are implemented by staff.
B. At the retreat in June 1997, the Board decided to recommit to funding small radical grassroots groups; to hire an additional staff; to encourage linkages among grantees; to pay more attention to diversity on the Board.

C. The Board Development Committee generated proposals of "job descriptions" for the Board of Directors. These were discussed over the course of a year, then accepted. To acknowledge the value and allow the participation of members who might be unable to attend the required meeting, the Board of Advisors was also established.

D. Resist hired a consultant (Jan Gadsen Louissant) to assist with outreach for Board members and staff of color. Several candidates were identified. Two new members joined the Board (Ty and Mario) and two individuals were hired for the staff—one at full-time (Jacquie) and one at half-time (Amanda).

III. Accountability: Do we do what we said we’d do?

The Board Development Committee was tasked with encouraging Board members to fulfill their responsibilities. The Personnel Committee is tasked with overseeing staff responsibilities. The latter has been active, while the former hasn’t quite worked out systematically.
### Who Decides

Instructions: Check where you think the **FINAL** decision is made now

<table>
<thead>
<tr>
<th>Type of Decision</th>
<th>Individual Staff Decides</th>
<th>Collective Staff Decides</th>
<th>Board Committee Decides</th>
<th>Board of Directors Decides</th>
<th>Non-Staff Board Members Decide</th>
<th>Officers/Others Decide</th>
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</thead>
<tbody>
<tr>
<td>1. Deciding to start a new program (in addition to grantmaking and newsletter)</td>
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<td>2. Formulating new grant initiatives or proposing changes to existing practice</td>
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<td>3. Starting a new grantmaking initiative</td>
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<td>4. Formulating outreach strategies to attract new grantee applicants</td>
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<td>5. Deciding the format/content of the newsletter</td>
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<td>6. Deciding on the content of a press release</td>
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<td>7. Formulating fundraising strategies, including prospecting, major donor programs</td>
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<td>8. Deciding who to maintain/remove from mailing lists</td>
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<td>9. Developing list of potential new Board members</td>
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<td>10. Selecting nominees for new Board members</td>
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<td>11. Electing new Board members</td>
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<td>12. Setting the agenda for Board meetings</td>
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<td>13. Convening a new Board committee</td>
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<td>14. Determining if Board members are meeting their responsibilities</td>
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<td>15. Changing the by-laws</td>
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<td>16. Changing or adding a new component to organization's mission</td>
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<td>17. Hiring and releasing staff</td>
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<td>18. Evaluating staff performance</td>
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<td>19. Deciding to change existing staff job descriptions</td>
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<td>20. Deciding to increase staffing levels</td>
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<td>21. Deciding what type/brand of office equipment to purchase</td>
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<td>22. Preparing the annual budget</td>
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### Instructions

- Check where you think the **FINAL** decision is made now.
- Indicate the responsible party for each decision.
- Use a checkmark to mark the final decision.
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<thead>
<tr>
<th>Type of Decision</th>
<th>Individual Staff Decides</th>
<th>Collective Staff Decides</th>
<th>Board Committee Decides</th>
<th>Board of Directors Decides</th>
<th>Non-Staff Board Members Decide</th>
<th>Officers/Others Decide</th>
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<td>1. Deciding to start a new program (in addition to grantmaking and newsletter)</td>
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<td>12. Setting the agenda for Board meetings</td>
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<td>13. Convening a new Board committee</td>
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<td>14. Determining if Board members are meeting their responsibilities</td>
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<td>16. Changing or adding a new component to organization's mission</td>
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<td>19. Deciding to change existing staff job descriptions</td>
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<td>20. Deciding to increase staffing levels</td>
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<td>21. Deciding what type/brand of office equipment to purchase</td>
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RESIST RETREAT JUNE 20-22, 1997 NOTES

THESE NOTES FROM THE JUNE 1997 RETREAT BEGIN WITH THE TASKS THAT PEOPLE AGREED TO AT THE END OF THE RETREAT AND THEN GO BACK AND FOLLOW THE AGENDA FROM HISTORY THROUGH DISCUSSION OF PERSONAL COMMITMENT. Notes are respectfully submitted by Deborah Linnell.

DECISIONS TASKS THAT EMERGED FROM THE DISCUSSION

Decision: Eileen, Pam, and Hank will be an interim Executive Committee.

TASKS:

GRANTS:

Revisit: guidelines in regards to linking and connections
grant size
tier grants/multi-year grants
timeline questions (6 meetings?)
loose definition of small radical groups and organizing projects that still allow flexibility
should outreach be issue focused?
more community groups used as source of information on applicants
create description of some basic guidelines/criteria for funding to help guide the process

Who/Timeline: Grants Committee: Frank, Robin, Paul, June, Penn begin to look at this area within the next three weeks via a conference call

LINKAGES

* link with other foundations (be careful not to lead -- let groups set agendas, not foundations)
* traveling staff person
* Internet
   -- Web page linkages
* newsletter continue to use it as a way to link groups (in grantee profiles emphasize those groups that do linkages well
* newsletter and pledge letters include info about other publications/resources
   -- find other people to collect/submit resources
* look at who else is creating links and support them
* promote conferences/grants that link people
* request for board members to submit names of contacts that know
* board develop committee should take a larger role (frame discussions for board on linkages)
* but all committees should look at linkages

Who/Timeline: Mark, Kay, Bell, Hank, Wex and Carol (no timeline given)
RESIST Retreat Notes June 20-22, 1997

STAFF

* More staff to do present work
* To grow we need more staff
* Re-evaluate restructuring of jobs, scenarios will be developed regarding job description use of 3rd person
* Personnel committee will look at current staff/comp. time and will evaluate staffing patterns (with input from finance committee)

Who/Timeline: Personnel Committee: Pam (chair), Cheryl, Marc (Wayne, Renae, and Tess need to be called regarding their continuing as active members of this committee)

BOARD

* Range of functions and expectations should be defined, but not as strictly as in the current "contract" --board development committee will re-write
* Diversity must be paid attention to in a deep way
* We should be flexible as to the options for participation and different levels of activity
  
  We did not resolve, however, if different levels of participation should be "named" differently (i.e. what constitutes being a full board member versus a committee member or an advisor or a founder who no longer participates???)
* Buddy system should be reinstituted
* Follow-through on tasks that a board member agrees to is a must
* Tasks need to be defined in a way that is manageable

Who/when: Eileen (chair), Robin, Louis, Carol, Paul (Renae needs to asked about her commitment) Between July 9 and July 20 when Paul is in town.

Pam, Hank, Eileen will be interim Executive Committee

AGENDA: (See your packages)

FRIDAY NIGHT: We spent a couple hours, after an ice-breaker, hearing stories about the history of RESIST. These were capture somewhat on the long computer paper which is now at the office. People are encouraged to keep adding to the timeline.
RESIST Retreat Notes June 20-22, 1997

Saturday:

We reviewed the agenda, set groundrules, and Deb L. reviewed some of the hopes and fears people had articulated in phone conversations with her. These hopes and fears are already typed up in your packages. We did another quick ice-breaker.

Deb presented some theories of organizational development...that spoke to the transitions between founders/first stages and systems/second stages and long-term sustainability ...which comes typically after a crisis and is born out of a renewal of mission and commitment, but also a commitment to do the "systems" work that enables organizations to grow and flourish. Systems work is often characterized as board development, fund development, sound financial management, strong personnel systems (hiring practice, training & supervision, evaluation and ongoing development) and finally ability to do long-range planning.

The group, on a whole, felt that RESIST is quite unique and doesn't necessarily fit a pattern of development.

MAPPING THE CURRENT REALITY

What do we know about current constituents:

* Over-time Resist has given 1 million to 5,000 groups (the bulk of this money has been given away last 4-8 years.
* 98,000 to 150,000 is given out per year
* There are about 800 to 900 grant applicants per year.
* 300-400 submit proposals and 150 get funded
* The bulk is related to economic justice/ "welfare organizing" requests.
* There is less now going to Central America efforts and more to environmental
* Anti-racism work is also an area where requests come in

Other thoughts about what is going on out there:

* Groups are not linked, there is cynicism about ability to be effective (for some), people have less time to work on political issues with disappearance of family wage and leisure time

* There could also be allot of activity out there that we just don't "see" through the lens of 1967...in fact there is probably much more activity today, then there was then...but its at the local level and not linked under one overarching issue. If this is true the question for RESIST becomes how do we help make linkages?

Resist has been giving less recently and we think its because:

1. Traditional groups we fund have folded
2. Allot of inappropriate requests
3. We need an outreach campaign
4. Applying for money is generally overwhelming for some groups
5. Decline in groups working on issues in Central America and labor
6. Organizations have been sucked into providing direct services because there are so many emergency needs out there

We could probably raise requests by 33% by increasing budget cap above $100,000

DONORS

What do we know about them?

* 809 pledges from $5 to $200 per month
* 3,000 + other donors (not pledges)
* another 1,200 get the newsletter (prisoners, groups, exchange subs)
* there are about 20 to 25 anonymous larger gifts

85% give $100 or less per year

80% of the funding comes from 10% of the larger donors (reflects national fundraising trends)

RESIST treats all donors the same (no special programs for large donors)

Fear of loss of donors does not influence organizational or funding decisions

Anecdotally, donors are draft resisters, original signers of the Pledge, seniors, and gays/lesbians

CURRENT FUNCTIONS...WHAT WORKS/WHAT SHOULD WE CONSIDER CHANGING?

Deb summarized some of the internal functions based on conversations with individuals and broke them into Board, grantmaking, staff, newsletter, and linkages/networking. She extrapolated some of the key issues under each in order to get people focused in their conversation. (The big paper that summarizes this was sent to the office).

Grantmaking:

What works: It works! Quality of pre-screening has increased tremendously; references build up connections...its more complex than just grant making.

What we might consider changing:

* Look at grant size
* Look at budget cut-off
* Tiers
* Timeline of grant process (change amount of time between deadline and review)
RESIST Retreat Notes June 20-22, 1997

* Are 8 cycles per year too much?
* Less reference from funding sources and more from community groups
* Can we create some very basis criteria that allows for flexibility but makes us more consistent at the same time

Board:

**What works:** Background, life experience and skills of those on the board; the history some board members bring

**What we might consider changing:**

* We acknowledge that there is a range of functions and now need to create the "paper" that describes how the functions happen
* We must frame board development from the perspective of what works best for RESIST, not individual board members
* People need to re-look at whether they have time to attend meetings
* We need to define options for participation...people all agreed to this but whether or not we "name" those options as board member, committee member that define the amount of time someone spends on behalf of the organization more closely, was not agreed to

* We need to strengthen the board development committee
* We need to pay deep attention to diversity when we do outreach for board members
* Bring back buddy system
* Follow-up is essential

Staff

**What works:**

Good staff! Good personnel reviews, change of office space was positive, newsletter committee works.

**Consider changing:**

* Need a third person
* in planning we need to factor in unusual stuff (like needing to move)
* Its time to re-evaluate the restructuring that took place (downsizing from 3 to 2 people) and decide what staffing pattern makes sense
* Board requests are generating more work
* We need to stick to 40 hour work week

Newsletter (see tasks regarding linkages)
VISION DISCUSSION (from Robin Carton's notes)

Individual go-around so people each had an opportunity to express their view before a discussion ensued:

**Hans:** Corporate globalism has gone too far. Resist should be involved more on a national than a local basis and present a new call around the rejection of global corporate pursuits and support society oriented towards people and quality of life.

**Frank:** Look at the ways of linking groups on the left together since they are not well served by other left media. A traveler and report to look at what groups are doing and make links.

**Louis:** Continue to do what we are doing, but enhance quality and number.

**Paul:** Questions of class returning to the agenda in a way it has been absent for awhile. Look at attempts to consolidate (and thus eliminate) cultures and alternative policies -- "People against profits." Is sensible to issue a new call? Should it be about class?

**Nancy:** Keep issues of class, race, gender and make more links. Discuss role of electoral politics in the left.

**Marc:** What we are doing is right, two paths -- 1) resisting what is going on now; 2) working toward vision of the future. The two are inter-related. Tap great energy out there.

**Fran:** Fragmentation -- no major vision on the left. Don't issue a new call. Articulate connections. Likes what we are doing.

**George:** Last 15 years is a defensive strategy. Not coherent. Broad basis approach to help groups survive. At some point moment turns and something comes out of it. A critical moment is coming. Global capitalism already producing a backlash, but no alternative vision.

**Pam:** Making connections across issues is an important strategy. Connections between youth organizing and race issues...do we have an educational/leadership role around linkages?

**Cheryl:** Empower resistance -- making connections between people. Holding the door open. Small grants to groups who no one else will fund. Helping people make connections. Listen. Hear -- what is out there. Tell others what we heard. A network/connection -- people give money and help keep doors open.

**Eileen:** no comment

**Kay:** Position to help strengthen groups funded. Convene groups to originate the call. Need to define/describe broader social change concepts...there is an interception between social services and community organizing we might be missing.
RESIST Retreat Notes June 20-22, 1997

Discussion:

Hans: People serve as a witness that there's combined support opposing super capitalism.

Louis: Call was meaningful -- an act of civil disobedience...people had to risk something in a public way. The impact/risk does not exist now.

Fran: Two views: We are talking about a multi-pronged approach or an overarching more unified approach -- there is somewhat of a generational split within the organization

George: Analysis had led us to fund grassroots groups -- and the strategy would emerge. This has not happened. It is right to support resistance -- but they (the groups we fund) are not coming together.

Paul: Could continue what we are doing -- but recognize that it is a holding action. Look at where, when, how to tap into sense (widely held) that people are being fucked over.

Frank: Formal call not much use. It might be useful for ourselves. Get folks to sign might be useful. Not sure if it works as a fundraising tool. Consensus growing level of discontent. This is a good sign. Should fan the flames of discontent more.

Kay: Looking at grant guidelines -- not just connections with issues, but also with other groups

Fran: Again, there is a split between: economics versus multiple strategies...where does Resist stand? What is the vision?

George: Can't stimulate discussions between other groups for integrated strategies if we don't talk about it ourselves

Marc: Look at criteria for judging a grant -- absolutes and priorities

THOSE AREAS WHERE WE FELT THERE WAS COMMONALITY:

* Fund small radical groups (but define radical group -- which we did loosely as those groups working to affect the distribution of power and the way in which they go about this work)

* Fund groups that have a integrated vision of how to go about the work

* Fund organizing projects (but need to loosely define)

* Make connections between groups

* Deliberately help groups make links and actively engage in that role

* Don't stand still -- even if there is no unified vision of the future
RESIST Retreat Notes June 20-22, 1997

* We fulfill an important niche and should keep doing this!

A Deb Linnell interpretation...

RESIST is a political organization that focuses on funding, at the national level, small, activist organizing groups and other small progressive/radical organizations engaged in activities that lead to social change and that affect the distribution of power. The activities of such groups are ideally linked with those of other organizations and to movements of oppressed people. RESIST raises funds from local activists throughout the country for these purposes.

BOARD OF DIRECTORS: ROLE AND PERSONAL COMMITMENT

Eileen: Suggests we get rid of the board job description
   Suggests that people agree to work on a committee or consider resigning

Carol: Her commitment is not to carry more than she needs to; staff is not capable of carrying the work alone

Robin: Lucky to work at Resist; it's a unique organization; looking forward to speaking with people and helping to shape the future joint commitment of all

Wex: Committed to coming to as many board meetings as she can and is phone, e-mail, fax accessible. Will do committee work.

Fran: Resist pulls her out of here job...open to being told what sh's not pulling her weight...will come to meetings unless she has to work

Pam: Happy to fee more focused; glad to resign from one committee and devote herself more to the Personnel Committee as chair. Pleased to discover she still feels connected and involved - especially appreciated hearing from people we don't ordinarily see

Marc: Comes to meetings if he is in town; is now more inspired about the potential of the organization; Resist helps him to stay sane

Kay: Glad to be here this weekend...as a new board member can contribute to the fundraising committee and wants to join the grants committee (this means dropping off of the newsletter committee)

Hans: Talks about Resist to the outside world as much as possible...is too out of touch to be helpful on details; would like to be involved if conversations emerge around another "call"

Frank: Will help connect with other funders like Northstar and will help develop the Webpage

(Linnell note: should newsletter committee be broadened to be called Communications/linkages
committee...w/newsletter being only one tool)

**George:** Resist is one of the reference points in his life, a place to exchange ideas. Can help on the fundraising committee and with Washington DC connections...he's is geographically removed now and wants guidance from the organization as to his role.

**Louis:** Feels strengthened by new people and glad to get the monkey of personnel committee off of his back and can be more committed to the Board Development committee. Resist is one of his main three activities and he will continue his commitment.

**Paul:** Important to recognize that people are far away and are going to diminish there commitment (unless people get after them). Tasks should be manageable: We need to talk to people who aren't here; keep after people to meet their commitments; we have to remember the amount of time that some people in the room spent over many years working with Resist.

**PARKING LOT**

Issues that came up during discussions that could not be resolved then and there and were put aside to talk about later. Many of these issues were re-integrated into "tasks" but all the parking lot issues have been recaptured here:

* What are the strategies for board members in regards to donors?
* We need to look at grant size and level of budget we are funding
* Would tier system of funding make sense?
* When we say we fund small radical groups are we all on the same page?
* "organizing groups"?
* Should "outreach" become an issue that is funded?
* Can the personnel committee report periodically to the board at board meetings (and should staff be present or not during these reports?)
* We need new ways of communicating and connecting as an organization...can there be a Board Web page???
Board/Committee Responses to Issues Raised in 6/97 Resist Retreat

11/97
The Board voted:
1) to raise the maximum grant to $2,000 at the beginning of 1998, and to consider raising the maximum grant to $2,500 at the end of 1998.
2) to raise the maximum loan to $2000 at the beginning of 1998.
3) to raise the Emergency Grant to $300 at the beginning of 1998.
4) to eliminate the "Some" and "Token" grant and replace them with a "Partial Grant" of an amount between $500 and $2,000.
5) to postpone a decision on Marc Miller's proposal concerning organizations with budget's between $100,000 and $200,000 for further discussion by the Grant Committee, as well as the rest of the Board.
6) to have the Grants Committee come up with a proposal for a new grant formula by the December meeting;
7) to accept the recommendation of the Grants and Finance Committee to increase the current formula for the rest of 1997.
8) to accept the proposed revisions to the Funding Guidelines with minor changes. The Board commends the Grant Committee for the proposed changes.

12/97 The Board accepted the Finance Committee recommendation for the funding formula of 75% of the total request. A suggestion was made to add a line to get organization's e-mail address on the application.

9/98 Grant Committee discussion on Seed/Planning Grants
- There was consensus that this may not reflect the most immediate need for Resist's grantees. This proposal may not reflect a need that has arisen among Resist's current grantees or potential grantees.
- There are several holes in the current grant configuration that could be addressed rather than initiating a new grant
  - Currently nothing in the Guidelines strongly indicates that regular grants can be used for planning purposes- this should be addressed
  - In order to keep pace with inflation, the annual budget cap for potential grantees should be raised to $150,000
  - In order to maintain a bias in favor of smaller groups, at each cycle 75% of grants should be targeted to groups with budgets of approximately $100,000 or less and 25% should be for groups with budgets between $100,000 and $150,000.

11/98 The Board voted to institute Multi-Year grants as of February 1999

1/99 The Board set up the Leslie D'Cora Holmes Memorial Fund

12/99 Board policy on Arts/Media funding: When requests are made for funding cultural/artistic work the primary consideration will be whether such work will be an effective tool or means of organizing; funding consideration will be given to those projects that are not purely of a personal nature, but rather reflect a group process, where the actual product can be assessed in terms of its potential impact, and where the primary funding request is for the dissemination or utilization of the resource.
Dear Board member:

For this meeting, we have 31 requests to consider which means we’ll have $40,300 for grants ($1,300 x 31).

Please remember the Maximum grants will be $2,000; Partial grants will be between $500-2,000; and Emergency grants will be $300.

GRANT REQUESTS

Please consider giving out one or two Holmes grants.

HOLMES MEMORIAL FUND GUIDELINES

The Leslie D’Cora Holmes Memorial Fund ... will support activities and organizations ... including: empowerment for communities and individuals; self-determination through education and community organizing; harmonization of diverse communities of interest; actualization and recognition of individual potential; courage of conviction; and pride in culture, community and self.

IF YOU HAVE ANY SUGGESTIONS FOR REFERENCES- PLEASE CALL, FAX, E-MAIL OR MAIL THEM ASAP. DON'T WAIT UNTIL THE MEETING TO FIND OUT IF YOUR FAVORITE PERSON WAS CONTACTED!

PLEASE REMEMBER TO SEND IN YOUR PROXY IF YOU WILL NOT BE ABLE TO ATTEND THE MEETING!!!!
Request for Reconsideration

Citizen Soldier $2,000
267 Fifth Ave, #901, New York, NY 10016 Tod Ensign 212 679 2250
Funding for general support for program which seeks to enforce the human rights and liberties of military personnel including opposition to anthrax vaccine programs, advocating for new health studies regarding military veterans' exposure to toxic chemicals and opposing federal legislation curtailing public funding for schools which bar military recruiters.

Decision: Full _____ Partial _____ No _____ Undecided _____
Comments:

Emergency Grants

United Students Against DOMA (Defense of Marriage Amendment) $300
1324 Claremont Street, Lincoln, NE 68508 Angela Clements 402/474-4193
Funding to educate high school and college students about the effects of a defense of marriage constitutional amendment recently filed in Nebraska which would ban "gay marriages", civil unions, and domestic partnerships.

Decision: Full X Partial _____ No _____ Undecided _____
Comments:
Students only found out about amendment when returned to school. Unable to organize sooner.

Multi Year Grants

1. Citizens for Safe Water Around Badger $2,000
E12629 Weigand's Bay South, Merrimac, WI 53561 Laura Olah 608/643-3124
Funding for general support for organization working on clean up of toxic waste at Badger Army Ammunition Plant and creation of healthy sustainable re-use plans.

Decision: Full _____ Partial _____ No _____ Undecided _____
Comments:

2. Coalition for Prisoners' Rights $2,000
P.O. Box 1911, Santa Fe, NM 87504-1911 Mara Taub 505/982-9520
Funding for general support for organization which supports prisoners, family members and others and seeks to challenge the social and economic injustice inherent in the criminal justice system.

Decision: Full _____ Partial _____ No _____ Undecided _____
Comments:
3. **Prison and Jail Project**

$2,000
P.O. Box 6749, Americus, GA 31709   John Cole Vodicka   912/928-2080
Funding for general support for organization which challenges the corrupt and racist criminal justice system in southwest Georgia.

Decision: Full ______  Partial ______  No ______  Undecided ______
Comments:

4. **School of Unity and Liberation (SOUL)**

$2,000
1625 Broadway, Oakland, CA 94612   Harmony Goldberg   (510) 451-5466
Funding for general support for organization which works to develop multicultural leadership development and organizing training programs for youth and to fight for affirmative action in California.

Decision: Full ______  Partial ______  No ______  Undecided ______
Comments:

5. **Support Team International Textileras (STITCH)**

$2,000
4933 S. Dorchester, Chicago, IL 60615   Hannah Frisch   773/924-5057
Funding for general support for network of U.S. women engaged in cross-border labor organizing and support for women workers in Central America.

Decision: Full ______  Partial ______  No ______  Undecided ______
Comments:

6. **Sweatshop Watch**

$2,000
310 Eighth Street, Suite 309, Oakland, CA 94607   Nikki Fortunato Bas   510-834-8990
Funding for multi-year general support for organization which seeks to force retailers and manufacturers to ensure that garment workers are paid fairly and work under decent conditions.

Decision: Full ______  Partial ______  No ______  Undecided ______
Comments:

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**Central, Latin America and the Caribbean**

7. **Anti-War Committee of Minneapolis**

$2,000
610 West 28th Street, Minneapolis, MN 55408   James Paist   612-872-0944
Funding to support the Campaign to End U.S. Military Aggression in Colombia, an effort to end U.S. policies of repression in Colombia.

Decision: Full ______  Partial ______  No ______  Undecided ______
Comments:
8. Witness for Peace - New England  
P.O. Box 147, Richmond, VT 05477  
Joanne Ranney  802-434-3233  
Funding to promote and publicize the tour of an indigenous speaker from Chiapas who is a representative of "El Pueblo Creyente."  
Decision: Full ____  Partial ____  No ____  Undecided ____  
Comments: 

Community Organizing/Anti-Racism  

9. Coalition for the Human Rights of Immigrants  
339 Lafayette Street, New York, NY 10012  
Jane Guskin  212-254-2591  
Support for printing of leaflets, posters, and for purchase of banner-making materials for a march to demand amnesty for undocumented immigrants.  
Decision: Full ____  Partial ____  No ____  Undecided ____  
Comments: 

10. Human Dignity Coalition  
P.O. Box 6084, Bend, OR 97708  
Stacey Donohue  541-385-3320  
Funding for general support for coalition which seeks to address issues of racism, sexism and homophobia in Central Oregon.  
Decision: Full ____  Partial ____  No ____  Undecided ____  
Comments: 

11. Kentucky Alliance Against Racist and Political Repression  
P.O. Box 1543, Louisville, KY 40201  
Alice Wade  502-778-8130  
Funding to publish the Kentucky Alliance NEWS which is used as an organizing tool to bring together racially diverse communities to take specific and visible actions against racist policies and practices.  
Decision: Full ____  Partial ____  No ____  Undecided ____  
Comments:
12. Malcolm X Grassroots Movement $2,000
1195 Bedford Avenue, Brooklyn, NY 11216  Monifa Bandele  718-622-8292
Funding for the Central Brooklyn Community Cop Watch; a program that will establish nightly patrols to observe police interactions with community residents.

Decision: Full _____ Partial _____ No _____ Undecided _____
Comments:

13. Oregon Human Rights Coalition $2,000
2710 NE 14th Ave, Portland Ave., OR 97212  Nancy Weed  503-282-5010
Funding for general support for community based organization which advocates for the rights of low-income people.

Decision: Full _____ Partial _____ No _____ Undecided _____
Comments:

14. Peace and Social Justice Center of South Central Kansas $1,575
1407 N. Topeka, Wichita, KS 67214  Pat Cameron  316-263-5886
Funding to publish newsletter which focuses on peace and social justice issues in South Central Kansas.

Decision: Full _____ Partial _____ No _____ Undecided _____
Comments:

Economic Justice

15. Washington Peace Center $2,000
1801 Columbia Road NW, Suite 104, Washington, DC 20009  Maria Lya Ramos  202-234-2000
Funding to support the expansion of the Economics for the People! Project which will bring together domestic and internationally focused organizers to examine the interconnections between local, national and international economic issues.

Decision: Full _____ Partial _____ No _____ Undecided _____
Comments:
16. Welfare and Low-Income Support Network, Inc.  $2,000
509 Broadway, Santa Cruz, CA 95060  Elaine Parker  831-458-9070
Funding for the welfare rights project Motivate, Organize, Mobilize (MOM) which works with low-income families and their allies to fight for more realistic and humane welfare reform.

Decision: Full _____  Partial _____  No _____  Undecided _____
Comments: 

Environmental

17. Blue Mountain Biodiversity Project  $2,000
HCR-82, Fossil, OR 97830  Karen Coulter  541-468-2028
Funding to support printing and distribution of The Corporate Consensus - a primer on the institutional structures and mechanisms driving corporate globalization and transnational corporate governance.

Decision: Full _____  Partial _____  No _____  Undecided _____
Comments: 

Health/AIDS/Disability

18. Disabled Rights Action Committee  $2,000
2757 South 300 West, Suite B, Salt Lake City, UT 84115  Barbara Toomer  801-685-8214
Funding for the Our Homes Not Nursing Homes campaign which organizes around housing issues for people with disabilities.

Decision: Full _____  Partial _____  No _____  Undecided _____
Comments: 

Labor

19. RUGMARK Foundation USA  $2,000
Funding for the printing of RUGMARK Grassroots Action Kits designed to increase the market demand for child labor-free carpets.

Decision: Full _____  Partial _____  No _____  Undecided _____
Comments: 
Native Americans/Native Peoples

20. Leonard Peltier Defense Committee $2,000
P.O. Box 583 Lawrence, KS 66044 Gina Chiala 785-842-5774
Funding for an intensive educational campaign and demonstration to seek the release of Leonard Peltier from prison.

Decision: Full ____ Partial ____ No ____ Undecided ____
Comments:

Peace/Anti-Militarism

21. War Resister's League/Military & Draft Counseling Project $1,400
2000 NE 42nd Ave., Suite 224, Portland, OR 97213 John Grueschow 503-238-0605
Funding to strengthen and expand student outreach efforts in area schools challenging military recruitment propaganda.

Decision: Full ____ Partial ____ No ____ Undecided ____
Comments:

Prisoners

22. Campaign to End the Death Penalty $2,000
P.O. Box 25730, Chicago, IL 60625 Alice Kim 312-409-7145
Funding for general support for organization which raises awareness about the barbarity of the death penalty and organizes to end the death penalty in the U.S.

Decision: Full ____ Partial ____ No ____ Undecided ____
Comments:

23. Families to Amend California's Three Strikes $2,000
3982 S. Figueroa St., #210, Los Angeles, CA 90037 Linda Nelson 213-746-4844
Funding to support the Prison Correspondence Project which enables prisoners to participate in organization's campaigns to change the criminal justice system.

Decision: Full ____ Partial ____ No ____ Undecided ____
Comments:
24. Political Prisoners of War Coalition $1,000
40 Chicago ABC Zinc District, P.O. Box 721, Homewood, IL 60430 Anthony Rayson 708-534-1334
Funding for "In the Trenches" a newsletter designed to educate and empower prisoners.

Decision: Full ______ Partial ______ No ______ Undecided ______
Comments: ____________________________

25. Prison Families of New York, Inc. $1,800
40 North Main Avenue, Albany, NY, 12208 Alison Coleman 518-453-6659
Funding for staff time for intensive outreach to prison families in order to create support groups as a model for organizing changes in the criminal justice system.

Decision: Full ______ Partial ______ No ______ Undecided ______
Comments: ____________________________

Women

26. Eastern Massachusetts Abortion Fund, Inc. $2,000
P.O. Box 390412, Cambridge, MA 02139 Marisa Howard 781-516-4362
Funding to subsidize the cost of producing outreach materials to make the organization more accessible to non-English speaking communities.

Decision: Full ______ Partial ______ No ______ Undecided ______
Comments: ____________________________

27. Mormon Feminist Network $2,000
P.O. Box 1778, Salt Lake City, UT 84110 Maxine Hanks 801-322-5640
Funding for a website which seeks to network and support both Mormon and nonMorman feminists in Utah.

Decision: Full ______ Partial ______ No ______ Undecided ______
Comments: ____________________________
Youth

28. Project 10 East, Inc. $1,600
P.O. Box 382401, Cambridge, MA 02238 Christine Markowski 617-864-4528
Funding to design and print organizational brochures which describe their work with marginalized gay/lesbian/bisexual and transgender youth.

Decision: Full _____ Partial _____ No _____ Undecided _____
Comments:

29. South End/Lower Roxbury Youth Alliance $2,000
1601 Washington St., Boston, MA 02118 Sandy Martin 617-425-2081
Funding for general operating support for organization which offers support and training to youth workers.

Decision: Full _____ Partial _____ No _____ Undecided _____
Comments:

Total Number of Requests: 24 regular grants; 5 multi-year grants; 1 emergency grant (funded); 0 loans; 1 request for reconsideration; 14 not on agenda
Total Amount Requested: $57,675
Total Allocation for Cycle: $40,300
Total Grants: $ regular grants; $ multi-year grants; $ emergency grants
Total Loans: $0
Total Allocated: $ regular grants; multi-year grants; emergency grants
Total # of Grants Allocated: 0
Total # of Grants and Loans:
NOT ON AGENDA

1. Independent Media Center - Boston
107 Brighton Avenue, Boston, MA 02134 Linda Setchell 617/591-1669
Funding to support an Independent media Center which will provide audio, video and print coverage of the events leading up to the October 3rd Presidential Debates.
Reason: Just recently formed. Missed August deadline for regular grant so seeking emergency grant. Debates have been tentatively scheduled since June or July. Not a Resist priority.

2. Mobilization for Survival - Boston
971 Commonwealth Avenue, Boston, MA 02215 Roni Krouzman 617/354-0008
Funding for a series of teach-ins, trainings and actions that will highlight progressive issues, protest the Presidential debates in Boston and continue to build the progressive movement.
Reason: Proposal was not an emergency since Mobe knew about debates since June/July. Already received a regular grant so could not apply for August deadline. Not a Resist priority.

3. Cultural Acceptance Now
7421 Main St. W., P.O. Box 602, Webster, WI 54893 Edna Coston 715-866-4778
Funding to purchase office equipment to support organization which seeks to counter increasing racism and bias in Burnett County.
Reason: Not clear kind of diversity or change working towards. Mainstream project. Cursory application.

4. The C.U.R.E.S. Project
P.O. Box 3023, Kalispell, MT 59901 Lee Ludden 406-756-0509
Funding for community outreach efforts from the Family Violence Prevention Council Indicator Work Group which educates community officials about the impact of domestic violence.
Reason: Mainstream project. Mostly social services.

5. Dark Night Press
P.O. Box 3629, Chicago, IL 60690-3629 Faith Attaguile 207-839-5794
Funding for an issue of the Dark Night Field Notes which will focus on issues of children's rights and protections.
Reason: Just a publication. No organizing. Rejected twice in the past with poor references.

6. Deaf-Blind Video Project
54 McCarthy Road., Newton, MA 02459 Myles Gordon 617-965-2996
Funding for a documentary on the lives, struggles and triumphs of Deaf-Blind individuals.
Reason: Not a priority. Mainstream.

7. Democracy South/Latina Political Summit
605-A NC 54 West, Chapel Hill, NC 27516 Stan Goff 919-967-9942
Funding for Hispano-Latina Political Summit to determine the outlines of a political progressive agenda for Latino community organizers.
Reason: Too large. Suggest member groups apply for work on the summit.

8. Friends of Kahana
P.O. Box 653, Kaneohe, HI 96744 D. Ululani Beirne 808/237-8856
Funding for a video documentary about attempts to restore and preserve the natural resources, sites and culture of the rural Ahupua'a O Kalana land section.
9. Institute for Philosophy and Social Progress
805 Cedar Hill Avenue, Dallas, TX 75206 Anthony Mansueto 214-942-5074
Funding for the Phronesis Project, a community based educational program designed to give leaders of trade unions and community organizations tools to organize for structural change.
Reason: Mostly research. No political positions.

10. Intersex Society of North America
P.O. Box 3070, Ann Arbor, MI 48106-3070 Cheryl Chase 734-994-7369
Funding for travel costs to being a dozen ISNA volunteers to Creating Change, an annual conference sponsored by the National Gay and Lesbian Task Force.
Reason: All travel. No broad vision. Not a priority.

11. Nuestra Salud
464 East 19th Street, Brooklyn, NY 11226 Suzanne Newman 718-462-3303
Funding for English subtitling of a Spanish-language video, *Mi Droga Preferida*, about addiction and recovery issues among lesbian Latinas.
Reason: Mainstream. Mostly social services.

12. T.R.Y.B.E.
191 Abbotsville Avenue, #10, Pinewood Condos, West Hartford, CT 06110 Pam Hays 860-674-5794
Funding for general support for community organizing project which seeks to organize adults and youth to stop physical and psychological violence in homes, communities and the world.
Reason: Not a priority. Based around one person who gives workshops.

13. Women's Business Network
P.O. Box 191283, Dallas, TX 75219-1283 Dana Ivy 972-949-4344
Funding for a needs assessment of members of lesbian/bisexual and transgender business, professional and career women.
Reason: No organizing. A support group without political vision.

14. Women's Caucus for Gender Justice
P.O. Box 3541, Grand Central Post Office, New York, NY 10163 Vahida Nainar 212-697-7741
Funding for the distribution of a documentary training video which will provide information on the importance of the International Criminal Court.
Reason: Budget is too large - over $320,000.
Subject: Resignation  
Date: Fri, 13 Oct 2000 12:01:40 -0400  
From: "Jim Campen" <jimcampen@mediaone.net>  
To: "Resist Board Members" <jimcampen@mediaone.net>

Dear Resist Board,

I am writing to let you know that I have decided to resign from the Board of Directors, effective immediately. I have come to this decision reluctantly, after protracted deliberation, and for a complicated set of reasons. (My attempts to summarize these reasons in writing haven’t been successful, but I would be happy to discuss them with any of you who may be interested.)

Having decided that I will not be a member of Resist’s Board going forward, I think that it would not be appropriate for me to participate in this weekend’s special meeting.

I wish you all well at that meeting – and in carrying on Resist’s important work.

Jim