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Resist Board Meeting, Oct. 14, 2001

Resist

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Trinity College
HARTFORD CONNECTICUT

Screening List
October 2001

1. Ana da Hora Workers Center (Centro do Trabalhador Ana da Hora)
63 Moore Street, East Boston, MA 02128 Jonathan Fine 617/569-3048
Funding for a petition campaign requesting the President of Brazil to intercede with the Bush Administration and Congress to support the rights of undocumented Brazilian workers and to form a coalition of Brazilians dedicated to immigration legalization.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
Not an appropriate project. No apparent comnection to brazilian Immigrant Center. Several large foundation grants. Perhaps fund for organizing later.

2. BlackKat Collective
721 Walton Avenue, #E2, Bronx, NY 10451 Kat Aaron 718/665-3727
Funding for sound equipment and a coordinator for a series of activist oriented parties which will bring together youth with local activists.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
Merely hold parties. Fund participants rather than party. No organizing. Been around 5 years, but not able to put together a budget.

3. Campus Progressive Alliance
1070 Carmack Drive, 160 Pressey Hall, Columbus, OH 43224 Heather Lee Miller 614/292-3668
Funding for the *Discarding Apathy, Discovering Activism* conference which seeks to build alliances among progressive organizations at Ohio State University.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
One time conference. No stand on any progressive isues. Received Ford Foundation and Education Foundation of America funding (among 11 funders) for this project.

4. Central California Criminal Justice Committee
P.O. Box 4555, Fresno, CA 93744 Diane Scott 559/222-6135
Funding for campaign to develop a Citizen/Police Review Board which will create a direct dialogue with police and give a voice to the community on police behavior.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
Still unclear on their goals.Not sure if they are looking for elected officials or community members. Narrow focus.

5. Coalition for Economic Democracy
647 Cleveland Avenue South, # 5, St.Paul, MN 55116 Scott Raskiewicz 651/695-1535
Funding to contact supporters of economic and media democracy to have discussions about current impact of government/corporate policy.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
Not a group. An individual promoting his book.

6. Colorado People's Environmental and Economic Network (COPEEN)
2332 East 46th Avenue, Denver, CO 80216-3914 Laurel Mattrey 303/292-1236
Funding for travel to assist local citizens alliance in effort to close contaminated Army depot.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
No clear what the need is. No stands on #10. Over half of budget is state/federal funding. Talk with Colorado Progressive coalition before encourage to re-apply.

7. The Crosscultural Council
428 Park Avenue, Laguna Beach, CA 92651 David Peck 949/494-3542
Funding for an English as a Second Language program for local day laborers.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
Social service focus only.

8. EBT Working Group
299 Broadway, Suite 706, New York, NY 10007 T.T. To 212/393-9595
Funding for general support for coalition working to ensure access to public benefits, government and corporate accountability and overall equity under the state's Electronic Benefit's Transfer.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
Single issue. Looking at access, not welfare reform. No list of groups in coalition. No local references.

9. Environmental Community Organization (ECO) **$2,000**
515 Wyoming Avenue, Cincinnati, OH 45215 Naomi Bailis 513/761-6140 ext. 15
Funding to hire an apprentice for organization looking to reduce neighborhood exposure to dangerous pollutants.

Decision: Leave In __X__ No _____ Undecided _____
Comments:

10. Franklin/Hampshire Health Care Coalition
48 Cave Hill Road, Leverett, MA 01154 Eva Claeson 413/548-8911
Funding for a series of discussion groups on the health care crisis and its solutions.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
No organizing plan. Answers to #10 poor.

11. The Freedom Bound Center
909 12th Street #118, Sacramento, CA 95814 Carl Pinkston 916/381-8775
Funding for *Activist Encounter* a conference designed to provide youth of color leadership opportunities.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
No plan for how to develop leadership. No details on programs/services. Ask CTWO or SOUL about them before suggesting they re-apply.

12. Great Plains Restoration Council **$3,000**
P.O. Box 46216, Denver, CO 80201 Jarid Manos 303/866-0173
Funding for the *Stop the Stink* campaign, which involves young people of color in efforts to retake control of their communities' environmental health.

Decision: Leave In _____ No _____ Undecided __X__
Comments:
Rejected previously because majority of work was social service - diabetes and liver projects. Not very detailed strategies. Very minimal proposal. Talk with Colorado Progressive Coalition to decide. *Bill Vandenburg. Colorado Progressive Coalition. 303/866-0908.* Knows director and some of the Board members really well. Not sure campaign still exists. They helped to initiate and not clear what if any role they have in sustaining the work. Do health services work and buffalo preservation. Need to call them and check out more throughly.

13. The Inside Books Project
827 West 12th Street, Austin, TX 78701 David Martinez 512/647-4803
Funding to fill requests from Texas-based prisoners for books and magazines.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
Not an organizing request. Not a Resist priority.

14. Kaw Valley Living Wage Alliance
P.O. Box 44-2043, Lawrence, KS 66044 Mark Horowitz 785/832-9860
Funding to develop a broad based living wage coalition to pass a citywide ordinance requiring corporations which receive tax abatements to relocate or expand in Lawrence to pay their employees enough to keep them out of poverty.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
Not a very progressive approach. No real plan for how to accomplish the work.

15. Lucy Parsons Center
549 Columbus Avenue, Boston, MA 02118 Roger Winn 617/267-7262
Funding to purchase a video projection system to show politically empowering films at the Center's weekly movie night.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
No organizing. No recent budget information.

16. North Carolina Lambda Youth Network
115 Market Street, Durham, NC 27701 Paula Austin 919/683-3037
Funding for the Statewide Youth Health Campaign, which uses youth organizers to raise awareness of NC's Teach Abstinence Until Marriage Law, which misinforms youth about sexuality and sex health education.

Decision: Leave In _____ No __x__ Undecided _____
Comments:
Too big. Budget is over $200,000.

17. Pacifica Reporters Against Censorship
2210 Curtis Street, Apt. A, Berkeley, CA 94702 Matt Martin 510/848-7390
Funding to support the satellite distribution of Free Speech Radio News which provides uncensored, grassroots reporting on issues not covered by the mainstream media and to oppose the current management of Pacifica Radio.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
Too big. Raised almost $100,000 in three months. Budget of $296,000 for FY02. No attempts to increase diversity. No answers to several #10 questions.

18. Peace Action Wisconsin **$3,000**
1001 East Keefe Avenue, Milwaukee, WI 53212 Julie Enslow 414/964-5158
Funding for the Colombia Action Project which seeks to link the impact on poor Colombians as a result of the "drug-war" and the need for drug rehabilitation systems in the US.

Decision: Leave In __X__ No _____ Undecided _____
Comments:

19. Philadelphia International Action Center
813 South 48th Street, Philadelphia, PA 19143 Berta Joubert-Ceci 215/724-1618
Funding to produce the video, *Barbed Wire, Korea*, which will be based on footage shot in 2000 during an investigation of US military abuses during the Korean War.

Decision: Leave In _____ No __x__ Undecided _____
Comments:
For production. Come back with distribution plan.

20. Primus Mason Inter-Ethnic Alliance
1104A State Street, Springfield, MA 01109 Ed Charla 413/736-5888
Funding for general support for group that promotes public access to emerging media and universal access to computing.

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

21. Rural and Migrant Ministry, Inc.
P.O. Box 4757, Poughkeepsie, NY 12602 Reverend Richard Witt 845/485-8627
Funding for *Students Have a Right to Education Dollars*, which organizes Hudson Valley youth to change the status quo regarding educational access for immigrant youth.

Decision: Leave In _____ No __x__ Undecided _____
Comments:
Too big. Budget is $245,000 for YEP and $527,000 for RRM.

22. School of Unity and Liberation (SOUL)
1357A 5th Street, Oakland, CA 94607 Harmony Goldberg 510/451-5466
Funding for an accessibility grant to make program space accessible for people with disabilities.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
Too big. Budget is $264,000.

23. Twin Cities Cycle Collective
504 Cedar Avenue South, Minneapolis, MN 55401 Rosemary Fister/Benjamin Tsai 612/339-1630
Funding to expand community bicycle workshop to provide repair facilities for patrons.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
No organizing

24. *Voice*
P.O. Box 0541, Northampton, MA 01060 Tim Scott 413/261-5937
Funding for general support for community publication seeking to challenge the corporate agenda, expose deeper truths and empower the people.

Decision: Leave In _____ No __x__ Undecided _____
Comments:
Not clear on need for another paper in the area.

25. Witness for Peace/New England
P.O. Box 147, Richmond, VT 05477 Joanna Ranney 802/434-3233
Funding for speaker's tour with Cuban grassroots leader Joel Suarez Rodes who will discuss the effects of the embargo and the current political reality in Cuba.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
Got partial grant last time. Reasons: "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." No details for what happens after the tour. No local references. Look at application for follow up organizing.

26. Women's Resource Center
P.O. Box 81814, Pittsburgh, PA 15217 Christine Haas 412/521-2826
Funding for an outreach program for center hoping to provide resources, space and tools to empower women and girls to generate progressive social change.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
No organizing. Goals are limited.

27. Young Democratic Socialists
180 Varick Street, 12th Floor, New York, NY 10014 Tracie McMillan 212/560-7327
Funding for the Activist, a national magazine covering youth/student activism and youth culture.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
No recent sample of magazine (Fall 2000). Not clear who uses it. No clear links to youth activists.

Board Retreat
October 14, 15 2001
Blairhaven Retreat Center

1. Reactions to analysis of 9/11

Board members chose a statement from a compiled list (see attached) and responded with their own reactions to the events of September 11th and the following military actions.

2. Discussion of Board Member Goals for Retreat

Eileen: long range plan for where Resist is going
Wec: feelings regarding issues raised in questionnaire -- clarify
Carol: clarify regarding Resist's mission, community building
Jorge: long range plan, clarity of mission
Robin: clarity, community, commitment
Ty: Ain't what you don't know what hurts you–it's what you do know that ain't so (code words)
June: decision making (make some)
Becca: intro to Resist
Abby: intro to Resist, issues regarding structural change
Marc: a little bit on many issues, how 9-11 does/doesn't affect mission/[Resist's] place in the world
Kate: Resist as a center – how Resist engages in leadership
Kay: clarity of mission, planning for Long Range Planning Committee (LRPC), decision and commitment to make space for political discussion in on-going way
Pam: clarify, accomplish something; decisions, outcome to provide leadership; must have political discussion

3. Working Agreements/Ground Rules

- consensus-based model
- listen carefully and be open to different ideas
- avoid changing mind simply to avoid conflict
- don't vote or "horse trade"
- welcome differences of opinion
- reached consensus when:
    - your point of view has been fully heard and considered
    - you have considered everyone else's point of view
    - you can "live" with the decision and support it

-Note: these rules for today; Resist has not changed decision-making for grants and board meetings

- build on what others say instead of repeating it

4. Time line

Carol reviewed the Resist time line which was originally created at the 1997 retreat.

At some point it might be a good idea to highlight a selection of groups that have been funded over the years.

Comment: Does funding follow movements or is it in the vanguard? Is it appropriate for funders to lead or does it raise power issues?

4. Time line (cont.)

Issues arising:

- connections to world struggle
- getting arrested (here) not a high-risk activity
- similar struggles/actions abroad have greater risk
- "Call to Resist Illegitimate Authority" still a viable document
    - words still resonate with younger contemporary activists
- different connections based on generation
- raised question regarding who is missing [today]
- earlier years were more crowded with information
- personal stories are part of the historical archives
- organizations rise and disappear
- change can be good
- "Big Bang" theory of the movement
    - ... or many movements simultaneously
- movement encompassed friends, lovers, community
- different communities view history [differently]
    - ... e.g. anti-racism work leads to training of anti-war movements
- ruling class appears to have overcome Vietnam War experience (where to start now)
- with time, events are given more historical "value"
- struggle over media/communication
- how to avoid preaching to the converted
- youth organizing
- miss older generation of founders
    - [their] knowledge/experience
    - founders were national leaders of movement

5. Overview of Strategic Planning:

- see Fogg organizational model sheets, etc. (attached)
- Strengths, Weaknesses, Opportunities, Threats (SWOTs)
- definitions of terms

6. Goals/Broad Outcome:

Mohan: support broad social change from grassroots and oppose injustice
Jorge: fund progressive organizations but no clear definition of outcome
Wec: newsletter is part of mission, an articulation of politics
Ty: where do assumptions come from

Strategy:

Ty: funding, newsletter and relationships developed; funding, education, movement building

Tactics:

grantmaking, newsletter, activists (conference, tabling, workshops), board roles, retreat

Objectives:

measurable milestones

7. Political Mapping

See attachments

Group 1. Microcosm of state of the left; no matter where live in world, the US plays a central role; central role of US and viability of progressive movement to affect it;

- when World Trade Center collapsed it left a big hole–what fills it?
  - -WTC represents US dominance
  - -peace movement, liberation/armed resistance, capitalism–will one of these fill it?

Group 2. see chart

Group 3. popular struggle:

- -progressive movements and struggles that give encouragement
- -don't spring up but arise out of common denominator (see chart)
- -lid has to be on to generate enough heat to enable the kernels to force the top off

8. Philanthropic Map

1. Who are the progressive funders and what are they doing?
2. How does Resist define community of foundations that Resist operates within
3. Who leads? Funders or grantees?
   - power dynamic
4. To what extent is movement support coming from foundations or individuals?
5. Where is the money coming from and how much is there?
6. What's not getting funded?
7. What is getting funded?
8. Social entrepreneurship funding and venture philanthropy–is there a relationship between them?

Some progressive funders are:

Veatch; Haymarket; New World; Funding Exchange; Public Welfare; Tides; PDF; Schott; AJ Muste; Mott; Ben & Jerry's; Astraea; Discount; Beldon; Benton; NY Foundation; Boston Foundation; [general] community foundations; [general] family foundations; Soros; Ford; Rockefeller; Casey; Kellogg

Questions to consider:

- What defines community of interest?
- interest in upsetting the status quo (redefining)
- social change not social peace is fundamental
- addressing root causes of injustice
- support constituency leadership and organizing
- redefining rather than upsetting status quo
- redirection to addressing root causes of injustice
- shifting power
- does Resist exclude funders that don't have anti-capitalist analysis?
- what is purpose in defining [our] allies?
- series of concentric circles
- strategic relationships and long haul
- tactical relationships

-case by case

8. Philanthropic Map (cont.)

-Resist is a political organization, not just a philanthropic organization

What is funded: (brief discussion)

- organizational development for staffed organizations
- academic research
- conferences
- non-organizing
- service delivery
- human rights work in other countries
- youth (?)
- anti-prison
- traditional services

What's under-funded:

- tenant organizing
- community based research
- progressive electoral activities
- service delivery
- anti-globalization movement
- anti-sweatshop
- union democracy
- union organizing
- US-based human rights work
- youth
- anti-war/anti-military
- criminal justice
- alternative media
- environmental racism, anti-corporate environmental action
- cross-border solidarity
- left think tanks
- groups that don't know how to apply for funding
- groups with language barriers/differences
- groups that don't use left lingo/ not culturally sophisticated
- groups not in large urban areas
- health equity movements

8. Philanthropic Map (cont.)

Who leads – funders or grantees? Currently at Resist:

- grantees lead
- [we] don't impose our rules
- Resist is part of movement and works to identify [movement's] needs
- encourage groups engaged in under-funded work to apply for funding
- leadership is construed as an issue of power
- Resist has power based on money
- sets criteria and encourages subset of activism
- folks are not changing their mission to get Resist funding
- exercises leadership in context
    - grant awards and issues emphasized in *Newsletter*
    - this is an exercise of Resist's leadership in the movement
    - people listen
- principled stances
    - making connections and actual influence
    - cross-issue principles–does it work?
- leadership in philanthropic movements
    - is leadership overall/political role

What should Resist's model be?

Mission priorities

Purpose	}	
Long Range Goals	}	Impact
Values	}	
Assumptions	}	

-Five year plan (plan to plan)
    -concrete, measurable goals (objectives)

-where are we now and where do we want to be in 5 years?
    what's working/not working?

-get a Board that reflects groups and interests/values/goals/purposes of Resist

Results from interviews (see chart)

Vision: people wanted to get an idea of political environment

Mission: why does Resist exist? where does Resist fit in? what's the role?

Assessment:

external: how do grantees evaluate and assess Resist (not a lot of interest)

Strategy:

funding is great,	}	
education and outreach,	}	Support
coalition and movement building,		
funding vs. educational outreach		

Programs/Tactics:

grantmaking:

size of grants,

- increase slowly is majority view
- needs driven is minority view

8. Philanthropic Map (cont.)

Other issues:

-organizational/management issues:
- structure of supervision
- staff hiring and retention
- board recruitment (members, diversity, specific skills)

-financial management/fundraising
- meeting short/long term financial needs

-diversity
- political, racial, age, gender [really?]

- Trust/communication:
- really heavy
- transparency/accountability
- moving forward from transition
- appreciation of work that is done

-long range planning
- facilitated process
- internal vs external

9. Current Mission

-assumption

Pam: impact on grantees, impact elsewhere
- e.g. through the newsletter

-define mission broadly so not just funding
- to include support and encouragement of movement-building activities

Carol: *purpose*:
bring about world based in justice and equity (rather than injustice); main method by funding small grassroots groups doing social change and communicating through newsletter and website

Jorge: *movement building*:
movements we build are in same set of people who move around; more focus on broader outreach; reach into other layers of US society; groups with strategies that move beyond an activist base; incorporate other sectors not already incorporated; help to define what "movement building" means

Marc: take word "building" seriously; participatory and economic democracy are needed in groups to be funded

Kate: organizing: reaching out to those beyond the converted

Robin: remains committed to a larger vision for organizations; organizations which see themselves as part of a movement

Pam: Resist exists to *help* create a world based on justice and equity

10. Strengths/Weaknesses -- what's working/not working

Jorge: Resist works out of anarchist model. At a point where it is not method that will help grow
- need to change organizational structure and fundraising

Ty: assumption made that "everybody against capitalism is on the side of angels" doesn't play out in real world; issues around people of color participation in organization

Eileen: What do you see as "anarchist" that's not working? Ty said board diversity. Where are the specifics?

Jorge: fund what comes in. No strategies that say this is where to put [Resist's] limited resources. No discussions on how groups co-operate and discuss issues. Organizational structure – Resist just had a problem with supervision and assessment [of staff]. No Personnel Committee exists. Needs to be more structure to carry out goals.

Ty: Credit card donations. Size of groups – assumptions that change will come from all over.

Pam: Grant program functions. People apply and we give out money. Trouble staffing to meet organizational goals and mission.

Jorge: supervision/mentorship of staff is weak

Marc: Resist has success; issues are because of success. Staff and board have too much to do. Board meetings: policy issues and grant review. Adding more members doesn't lessen the work. Should Resist give fewer grants and more money? Need to make some kinds of changes.

Wec: grow in what direction? Do [we] want to grow?

Carol: strength in committee structure, consistent board participation. Weaknesses: board re-does the work of the committees (relates to committee authority)

Eileen: Resist has grown - is a strength (have more money and give away more)

Jorge: done some diversifying of the board. Not enough of a programmatic focus to grant-giving. Don't define kinds of organizations and purposes for outcomes. Need to hold grantees accountable to outcomes.

Abby: not pro-active in identifying and solving movement problems across movement; size of groups that are supported

Kay: staff: committed, knowledgeable, longevity. Board: longevity. All have learned a lot.

Carol: reputation in progressive community, donors, grantees. Terrific group of donors. Donors are aging and we are losing some.

Pam: clear on critical issues. Hard time resolving them. Perception that exist without solving issues.

10. Strengths/Weaknesses -- what's working/not working (cont.)

Priority issues:

-staffing structure:
personnel policy,
supervision/mentoring,
accountability

-grantmaking:
details (size, growth)
programmatic focus
proactive response

- trust/communication
closure

-Board:
overworked,
structure/development,
strengthen/support
roles
diversity
committees
relation to staff
advisory board
accountability

-fundraising strategy
old donors
board involvement
loss of assets (drop in market)

-mission statement

-resource allocation
role in coalitions
amount of program/administrative costs

11. Opportunities/Threats

Opportunities

staffing:

- another person with different skills, history, knowledge
- general recognition this is a critical issue – will to do it
- improve working conditions of staff
- get involved in Personnel Committee, finish the policies
- better relationship between staff and Board
- more effective Board involvement
- resolve growth trends and staffing

Threats

staffing

- forces the question of integrating a new person in;
  - if they don't do well burns out current staff or lose new staff

-personnel policies and staffing are divisive –could destabilize the organization

-power control and turf could be divisive

11. Opportunities/Threats

Opportunities:

Fundraising:
- move money out of market
- donor base at highest earning point in lives
- planned giving
- web site as means for fundraising
- credit cards
- figure out fundraising strategies
- have a money manager on staff
- find positive ways to involve board members in fundraising
- political climate

Grantmaking:
- increase impact through changes
- be more visible in current movements
- link more grantees through web page and networking

Board issues:
- decrease stress and workload
- new energy, ideas, perspectives from new people, re-invigorated "old" people
- challenge assumptions about who would make a good board member (relates to diversity)
- better outreach, funding, decision-making
- happier more effective staff

Trust/Communication:
- increase optimism of working towards vision
- decrease unnecessary conflict
- happiness
- enhance effectiveness in other areas

drafting mission statement:
-response to requests
-keep directed
-clarify goals
-inform decisions
-set parameters and expectations

Resource Allocation:
- outreach to wider range of activities
- greater impact
- facilitates fundraising

Threats:

Fundraising:
- losing assets in declining stock market
- not having manager threatens the development of assets
- becoming big-donor driven
- board members leave if have to do fundraising
- political climate

Grantmaking:
- lose unique status by changing what Resist does
- if fundraising not correlated to grants, makes for overspending
-if don't do anything to grantmaking, may decrease impact

Board issues:
- if don't change workload - people resign exhausted
- organizational viability if Board can't resolve issues or recruit new members

Trust/Communication:
- completely avoid and ignore conflict
- unable to resolve conflict, so organization dissolves

drafting mission statement:
-rigid thinking
-inflexibility
-shut out interesting things
-can take a lot of time, thus be divisive
-rapidly changing world; relates to irrelevance, losing focus

Resource Allocation:
-spread too thin

11. Opportunities/Threats

Opportunities:

Drafting Mission Statement
- respond to requests
- keep directed
- clarify goals
- inform decisions
- set parameters for expectations

Threats

Drafting Mission Statement
- rigid thinking
- inflexible
- shut out interesting things
- can take a lot of time and be divisive
- rapidly changing world - threat of irrelevance or losing focus

12. Decisions:

A. At the December meeting, the LRPC will provide a report on the survey and a proposal of issue priorities and a time line for the discussion

B. The Board will discuss, make changes, and approve this proposal at the December meeting

C. At each subsequent meeting, the Board will discuss the particular issue(s) based on the approved proposal, and set goals and strategies (long term and short term) and the next steps to be taken.

Mohan will send plan to plan outlines to the LRPC

Attachment
Political Mapping Wall Charts

Group 1

1) Central role of US and viability of progressive movements to affect it.

2) ?

[Picture of World Trade Center and a hole with symbols in it: $, peace, missile and gun]

Group 2

Anti-corporate globalization
Solidarity Movements
- US/outside US
- re: political vision

Criminal justice
International Women's movement
Youth organizing
Global North/Global South
Environmental
Global Public Health
National liberation
- armed resistance?

Racism/racial justice
Global Human rights
Labor
Pro-Secular Democracy
Mid-East

McWorld
Corporate Control of US Press

Freedom of Speech

Fundamentalism
Militarization of space

Consolidation of Christianization of US

Where in the world is Dick Cheney?

Group 3 Our Kernel of truth for the **Pop**ular Struggle

Oil of Ills*
(Poured into the popper)

Environmental Devastation
Corporate control
White supremacy
Class divide
- concentration of poverty and wealth

Prison and military industries
Male/hetero supremacy

[Picture: under the heat, when enough rise up, popper can't keep the lid on]

Popper
(Arise from the ferment and pop out)

Environmental direct action/green belt
Anti-globalization - debt forgiveness
Prison/racial justice
Economic justice
labor/democracy worker center
Youth activism
Popular education
Immigrant organizing
Sweatshop watch
Palestinian solidarity
Religious left
Independent media
Healthy communities
Queer goes global
Cross border
Reparations
GMO bio-rights
Living wage

Board Retreat
October 14, 15 2001
Blairhaven Retreat Center

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2. Discussion of Board Member Goals for Retreat

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- build on what others say instead of repeating it

4. Time line

Carol reviewed the Resist time line which was originally created at the 1997 retreat.

At some point it might be a good idea to highlight a selection of groups that have been funded over the years.

Comment: Does funding follow movements or is it in the vanguard? Is it appropriate for funders to lead or does it raise power issues?

4. Time line (cont.)

Issues arising:

- connections to world struggle
- getting arrested (here) not a high-risk activity
- similar struggles/actions abroad have greater risk
- "Call to Resist Illegitimate Authority" still a viable document
    - words still resonate with younger contemporary activists
- different connections based on generation
- raised question regarding who is missing [today]
- earlier years were more crowded with information
- personal stories are part of the historical archives
- organizations rise and disappear
- change can be good
- "Big Bang" theory of the movement
    - ... or many movements simultaneously
- movement encompassed friends, lovers, community
- different communities view history [differently]
    - ... e.g. anti-racism work leads to training of anti-war movements
- ruling class appears to have overcome Vietnam War experience (where to start now)
- with time, events are given more historical "value"
- struggle over media/communication
- how to avoid preaching to the converted
- youth organizing
- miss older generation of founders
    - [their] knowledge/experience
    - founders were national leaders of movement

5. Overview of Strategic Planning:

- see Fogg organizational model sheets, etc. (attached)
- Strengths, Weaknesses, Opportunities, Threats (SWOTs)
- definitions of terms

6. Goals/Broad Outcome:

Mohan: support broad social change from grassroots and oppose injustice
Jorge: fund progressive organizations but no clear definition of outcome
Wec: newsletter is part of mission, an articulation of politics
Ty: where do assumptions come from

Strategy:

Ty: funding, newsletter and relationships developed; funding, education, movement building

Tactics:

grantmaking, newsletter, activists (conference, tabling, workshops), board roles, retreat

Objectives:

measurable milestones

7. Political Mapping

See attachments

Group 1. Microcosm of state of the left; no matter where live in world, the US plays a central role; central role of US and viability of progressive movement to affect it;

- when World Trade Center collapsed it left a big hole–what fills it?
  - -WTC represents US dominance
  - -peace movement, liberation/armed resistance, capitalism–will one of these fill it?

Group 2. see chart

Group 3. popular struggle:

- -progressive movements and struggles that give encouragement
- -don't spring up but arise out of common denominator (see chart)
- -lid has to be on to generate enough heat to enable the kernels to force the top off

8. Philanthropic Map

1. Who are the progressive funders and what are they doing?
2. How does Resist define community of foundations that Resist operates within
3. Who leads? Funders or grantees?
   - power dynamic
4. To what extent is movement support coming from foundations or individuals?
5. Where is the money coming from and how much is there?
6. What's not getting funded?
7. What is getting funded?
8. Social entrepreneurship funding and venture philanthropy–is there a relationship between them?

Some progressive funders are:

Veatch; Haymarket; New World; Funding Exchange; Public Welfare; Tides; PDF; Schott; AJ Muste; Mott; Ben & Jerry's; Astraea; Discount; Beldon; Benton; NY Foundation; Boston Foundation; [general] community foundations; [general] family foundations; Soros; Ford; Rockefeller; Casey; Kellogg

Questions to consider:

- What defines community of interest?
- interest in upsetting the status quo (redefining)
- social change not social peace is fundamental
- addressing root causes of injustice
- support constituency leadership and organizing
- redefining rather than upsetting status quo
- redirection to addressing root causes of injustice
- shifting power
- does Resist exclude funders that don't have anti-capitalist analysis?
- what is purpose in defining [our] allies?
- series of concentric circles
- strategic relationships and long haul
- tactical relationships

-case by case

8. Philanthropic Map (cont.)

-Resist is a political organization, not just a philanthropic organization

What is funded: (brief discussion)

- organizational development for staffed organizations
- academic research
- conferences
- non-organizing
- service delivery
- human rights work in other countries
- youth (?)
- anti-prison
- traditional services

What's under-funded:

- tenant organizing
- community based research
- progressive electoral activities
- service delivery
- anti-globalization movement
- anti-sweatshop
- union democracy
- union organizing
- US-based human rights work
- youth
- anti-war/anti-military
- criminal justice
- alternative media
- environmental racism, anti-corporate environmental action
- cross-border solidarity
- left think tanks
- groups that don't know how to apply for funding
- groups with language barriers/differences
- groups that don't use left lingo/ not culturally sophisticated
- groups not in large urban areas
- health equity movements

8. Philanthropic Map (cont.)

Who leads – funders or grantees? Currently at Resist:

- grantees lead
- [we] don't impose our rules
- Resist is part of movement and works to identify [movement's] needs
- encourage groups engaged in under-funded work to apply for funding
- leadership is construed as an issue of power
- Resist has power based on money
- sets criteria and encourages subset of activism
- folks are not changing their mission to get Resist funding
- exercises leadership in context
    - grant awards and issues emphasized in *Newsletter*
    - this is an exercise of Resist's leadership in the movement
    - people listen
- principled stances
    - making connections and actual influence
    -cross-issue principles–does it work?
-leadership in philanthropic movements
    -is leadership overall/political role

What should Resist's model be?

Mission priorities

Purpose }
Long Range Goals } Impact
Values }
Assumptions }

-Five year plan (plan to plan)
    -concrete, measurable goals (objectives)

-where are we now and where do we want to be in 5 years?
    what's working/not working?

-get a Board that reflects groups and interests/values/goals/purposes of Resist

Results from interviews (see chart)

Vision: people wanted to get an idea of political environment
Mission: why does Resist exist? where does Resist fit in? what's the role?
Assessment:
external: how do grantees evaluate and assess Resist (not a lot of interest)
Strategy: funding is great, }
education and outreach, } Support
coalition and movement building,
funding vs. educational outreach
Programs/Tactics:
grantmaking:
size of grants,
- increase slowly is majority view
- needs driven is minority view

8. Philanthropic Map (cont.)

Other issues:

-organizational/management issues:
- structure of supervision
- staff hiring and retention
- board recruitment (members, diversity, specific skills)

-financial management/fundraising
- meeting short/long term financial needs

-diversity
- political, racial, age, gender [really?]

- Trust/communication:
- really heavy
- transparency/accountability
- moving forward from transition
- appreciation of work that is done

-long range planning
- facilitated process
- internal vs external

9. Current Mission

-assumption

Pam: impact on grantees, impact elsewhere
- e.g. through the newsletter

-define mission broadly so not just funding
- to include support and encouragement of movement-building activities

Carol: *purpose*:
bring about world based in justice and equity (rather than injustice); main method by funding small grassroots groups doing social change and communicating through newsletter and website

Jorge: *movement building*:
movements we build are in same set of people who move around; more focus on broader outreach; reach into other layers of US society; groups with strategies that move beyond an activist base; incorporate other sectors not already incorporated; help to define what "movement building" means

Marc: take word "building" seriously; participatory and economic democracy are needed in groups to be funded

Kate: organizing: reaching out to those beyond the converted

Robin: remains committed to a larger vision for organizations; organizations which see themselves as part of a movement

Pam: Resist exists to *help* create a world based on justice and equity

10. Strengths/Weaknesses -- what's working/not working

Jorge: Resist works out of anarchist model. At a point where it is not method that will help grow
- need to change organizational structure and fundraising

Ty: assumption made that "everybody against capitalism is on the side of angels" doesn't play out in real world; issues around people of color participation in organization

Eileen: What do you see as "anarchist" that's not working? Ty said board diversity. Where are the specifics?

Jorge: fund what comes in. No strategies that say this is where to put [Resist's] limited resources. No discussions on how groups co-operate and discuss issues. Organizational structure – Resist just had a problem with supervision and assessment [of staff]. No Personnel Committee exists. Needs to be more structure to carry out goals.

Ty: Credit card donations. Size of groups – assumptions that change will come from all over.

Pam: Grant program functions. People apply and we give out money. Trouble staffing to meet organizational goals and mission.

Jorge: supervision/mentorship of staff is weak

Marc: Resist has success; issues are because of success. Staff and board have too much to do. Board meetings: policy issues and grant review. Adding more members doesn't lessen the work. Should Resist give fewer grants and more money? Need to make some kinds of changes.

Wec: grow in what direction? Do [we] want to grow?

Carol: strength in committee structure, consistent board participation. Weaknesses: board re-does the work of the committees (relates to committee authority)

Eileen: Resist has grown - is a strength (have more money and give away more)

Jorge: done some diversifying of the board. Not enough of a programmatic focus to grant-giving. Don't define kinds of organizations and purposes for outcomes. Need to hold grantees accountable to outcomes.

Abby: not pro-active in identifying and solving movement problems across movement; size of groups that are supported

Kay: staff: committed, knowledgeable, longevity. Board: longevity. All have learned a lot.

Carol: reputation in progressive community, donors, grantees. Terrific group of donors. Donors are aging and we are losing some.

Pam: clear on critical issues. Hard time resolving them. Perception that exist without solving issues.

10. Strengths/Weaknesses -- what's working/not working (cont.)

Priority issues:

-staffing structure:
personnel policy,
supervision/mentoring,
accountability

-grantmaking:
details (size, growth)
programmatic focus
proactive response

- trust/communication
closure

-Board:
overworked,
structure/development,
strengthen/support
roles
diversity
committees
relation to staff
advisory board
accountability

-fundraising strategy
old donors
board involvement
loss of assets (drop in market)

-mission statement

-resource allocation
role in coalitions
amount of program/administrative costs

11. Opportunities/Threats

Opportunities

staffing:

- another person with different skills, history, knowledge
- general recognition this is a critical issue – will to do it
- improve working conditions of staff
- get involved in Personnel Committee, finish the policies
- better relationship between staff and Board
- more effective Board involvement
- resolve growth trends and staffing

Threats

staffing

- forces the question of integrating a new person in;
  - if they don't do well burns out current staff or lose new staff

-personnel policies and staffing are divisive –could destabilize the organization

-power control and turf could be divisive

11. Opportunities/Threats

Opportunities:

Fundraising:
- move money out of market
- donor base at highest earning point in lives
- planned giving
- web site as means for fundraising
- credit cards
- figure out fundraising strategies
- have a money manager on staff
- find positive ways to involve board members in fundraising
- political climate

Grantmaking:
- increase impact through changes
- be more visible in current movements
- link more grantees through web page and networking

Board issues:
- decrease stress and workload
- new energy, ideas, perspectives from new people, re-invigorated "old" people
- challenge assumptions about who would make a good board member (relates to diversity)
- better outreach, funding, decision-making
- happier more effective staff

Trust/Communication:
- increase optimism of working towards vision
- decrease unnecessary conflict
- happiness
- enhance effectiveness in other areas

drafting mission statement:
-response to requests
-keep directed
-clarify goals
-inform decisions
-set parameters and expectations

Resource Allocation:
- outreach to wider range of activities
- greater impact
- facilitates fundraising

Threats:

Fundraising:
- losing assets in declining stock market
- not having manager threatens the development of assets
- becoming big-donor driven
- board members leave if have to do fundraising
- political climate

Grantmaking:
- lose unique status by changing what Resist does
- if fundraising not correlated to grants, makes for overspending
-if don't do anything to grantmaking, may decrease impact

Board issues:
- if don't change workload - people resign exhausted
- organizational viability if Board can't resolve issues or recruit new members

Trust/Communication:
- completely avoid and ignore conflict
- unable to resolve conflict, so organization dissolves

drafting mission statement:
-rigid thinking
-inflexibility
-shut out interesting things
-can take a lot of time, thus be divisive
-rapidly changing world; relates to irrelevance, losing focus

Resource Allocation:
-spread too thin

11. Opportunities/Threats

Opportunities:	Threats
Drafting Mission Statement - respond to requests - keep directed - clarify goals - inform decisions - set parameters for expectations	*Drafting Mission Statement* - rigid thinking - inflexible - shut out interesting things - can take a lot of time and be divisive - rapidly changing world - threat of irrelevance or losing focus

12. Decisions:

A. At the December meeting, the LRPC will provide a report on the survey and a proposal of issue priorities and a time line for the discussion

B. The Board will discuss, make changes, and approve this proposal at the December meeting

C. At each subsequent meeting, the Board will discuss the particular issue(s) based on the approved proposal, and set goals and strategies (long term and short term) and the next steps to be taken.

Mohan will send plan to plan outlines to the LRPC

Attachment
Political Mapping Wall Charts

Group 1

1) Central role of US and viability of progressive movements to affect it.

2) ?

[Picture of World Trade Center and a hole with symbols in it: $, peace, missile and gun]

Group 2

Anti-corporate globalization
Solidarity Movements
- US/outside US
- re: political vision

Criminal justice
International Women's movement
Youth organizing
Global North/Global South
Environmental
Global Public Health
National liberation
- armed resistance?

Racism/racial justice
Global Human rights
Labor
Pro-Secular Democracy
Mid-East

McWorld
Corporate Control of US Press

Freedom of Speech

Fundamentalism
Militarization of space

Consolidation of Christianization of US

Where in the world is Dick Cheney?

Group 3 Our Kernel of truth for the **Pop**ular Struggle

Oil of Ills*
(Poured into the popper)

Environmental Devastation
Corporate control
White supremacy
Class divide
- concentration of poverty and wealth

Prison and military industries
Male/hetero supremacy

[Picture: under the heat, when enough rise up, popper can't keep the lid on]

Popper
(Arise from the ferment and pop out)

Environmental direct action/green belt
Anti-globalization - debt forgiveness
Prison/racial justice
Economic justice
labor/democracy worker center
Youth activism
Popular education
Immigrant organizing
Sweatshop watch
Palestinian solidarity
Religious left
Independent media
Healthy communities
Queer goes global
Cross border
Reparations
GMO bio-rights
Living wage

Grantmaking Issues
October 14, 2001

1. Question 6 on the grant application should request the specific number of paid staff.

2. Finance Committee:
While money is being lost on the stock market, incoming dollars exceed last year's figures by $10,000. There is $40,000 left in the budget for the two remaining cycles (October and December) this year. November, December, and January are traditionally the biggest fundraising months. In the past the Board has voted not to maintain high cash reserves. By prior vote Resist decided to spend $20,000 over income each year in order to bring the reserves down. The theory was that money that comes in shouldn't just sit in the bank - it should go back out and work.

Proposal: Add an additional $40,000 to the grantmaking budget for the year. This would increase 2001 allocation budget to $300,000.

Debate: Concerns/Comments

- When the Board increased the grant amount to $3,000, it promised to engage in disciplined spending. Board set $260,000 total for 2001 allocations, but Resist was inundated with applications and we've overspent. That is, we've spent $220,000 and have $40,000 left for the cycle. However there is still a cushion left.
- In an uncertain market is this the time to increase expenditures; good fiscal management
- Having to sell off assets to pay for this increase, when stocks are low, is a problem.
- Where would cash for the allocations come from (e.g. from the operating or loan fund).
- Think strategically – take less chances on applicants and give a more thoughtful look in relation to past grant giving patterns.
- Don't penalize the potential October/December grantees; so don't shift criteria dramatically now.
- personal funding priorities of some individual Board members seem to have changed, but need to maintain stable funding policy. Any shift in priorities should be discussed at a later date.
- If have it, give it out.

Vote: **9 to 1 to increase allocations budget by $40,000.**
Spend $45,000 this cycle and $35,000 in December (when fewer applicants)
If allocation total exceeds $45,000, reduce all grants, except emergency grants, equally

OCTOBER 2001
GRANT DECISIONS

Emergency Grants

1. Boston Mobilization **$300**
971 Commonwealth Ave, #20, Boston, MA 02215 Roni Krouzman 617/782-2313 bostoncan@hotmail.com
Funding for an emergency grant to support a progressive response to the recent attacks on New York and Washington, DC and the US mobilization for war, including campus teach-ins, community meetings, rallies and vigils.

2. Peace Action New Mexico **$300**
226 Fiesta Street, Santa Fe, NM 87501 Peggy Prince 505/989-4812 peaceactionnm@aol.com
Funding for an emergency grant to support a meeting to discuss peaceful alternatives to retribution and vengeance in response to the attacks on the World Trade Center and the Pentagon.

Multi Year Grants

Renewal

1. Citizens for Safe Water Around Badger **$3,000**
E12629 Weigand's Bay South, Merrimac, WI 53561 Laura Olah 608/643-3124
Funding for year three of multi-year 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 **$3,000**
P.O. Box 1911, Santa Fe, NM 87504-1911 Mara Taub 505/982-9520
Funding for year three of multi-year 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 **$3,000**
P.O. Box 6749, Americus, GA 31709 John Cole Vodicka 912/928-2080
Funding for year three of multi-year 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) **$3,000**
1625 Broadway, Oakland, CA 94612 Harmony Goldberg (510) 451-5466
Funding for year three of multi-year general 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) **$3,000**
4933 S. Dorchester, Chicago, IL 60615 Hannah Frisch 773/924-5057
Funding for multi-year 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:

New

6. Citizens for Alternatives to Radioactive Dumping **$2,300**
144 Harvard SE, Albuquerque, NM 87106 Maria Santelli 505/266-2663
Funding for multi-year general support for organization which monitors and organizes around the Waste Isolation Pilot Plant, an underground repository for weapons-generated, plutonium-contaminated waste.

Decision: Full __x__ Partial _____ No _____ Undecided _____
Comments:
ONE YEAR only. See discussion of finances. Come back to them after the other grants have been voted on and see if we can afford to give them funding for all three years.

Africa/Asia/International

7. Committee for Human Rights in the Philippines
638 Paris Street, San Francisco, CA 94112 Rhonda Ramiro 415/ 377-2599 www.geocities.com/chrpsf
Funding for general support for group which organizes Filipinos and their allies to take progressive action to uphold and promote human rights in the Philippines, including an analysis of the local effect of US military action.

Decision: Full _____ Partial _____ No __x__ Undecided _____
Comments:
Come back with more/better references. Doubled to ten members (small group). Organizing around issues in the Philippines is important - but is this the right group. Ty used to do Filipino solidarity work in the Bay Area 0- will get contact information.

8. Indonesia Human Rights Network **$800**
1101 Pennsylvania Ave SE, Washington, DC 20003 Megan Walsh 202/544-1211 www.indonesianetwork.org
Funding for media project which will focus attention on human rights abuses in Indonesia and educates activists about the affect of US support for the current regime.

Decision: Full _____ Partial __x___ No _____ Undecided _____
Comments:
Indonesia is a hot spot right now. Coalition work is unclear. References a problem. Not clear where involvement of Indonesian people occurs.

Central, Latin America and the Caribbean

9. Anti-War Committee of Minneapolis
610 West 28th Street, Minneapolis, MN 55408 James Paist 612/872-0944 www.angelfire.com/mn/cispes
Funding to support the Campaign to End U.S. Military Aggression in Colombia, an effort to end U.S. policies of repression in Colombia and build solidarity with Colombian social justice groups.

Decision: Full _____ Partial _____ No __X___ Undecided _____
Comments:
Louis Kampf's partner Jean might be a contact on anti-war organizing in the area. Ty has a contact at CSIO, Luz Rodriguez. Concerns re: unqualified support of the FARC.

10. Peace Action Wisconsin **$2,300**
1001 East Keefe Avenue, Milwaukee, WI 53212 Julie Enslow 414/964-5158 www.execpc.com/~-pamilw
Funding for the Colombia Action Project which seeks to link the impact on poor Colombians as a result of the "drug-war" and the need for drug rehabilitation systems in the US.

Decision: Full __x___ Partial _____ No _____ Undecided _____
Comments:
"Yes and" letter about reproductive rights. Says something that they have an "in" at the politically right wing Marquette University.

Community Organizing/Anti-Racism

11. Coalition for the Human Rights of Immigrants **$2,300**
339 Lafayette Street, New York, NY 10012 Jane Guskin 212/254-2591 www.itapnet.org/chri
Funding for group organizing to change US laws and policies that marginalize and demonize immigrant communities, including work opposing INS detention center policies.

Decision: Full __x___ Partial _____ No _____ Undecided _____
Comments:
"Yes and" letter about reproductive rights. Direct action style is useful. Progressive people getting together. Jane Guskin is sharp; doing difficult work: Creating a radical space in immigrant community .

12. Human Dignity Coalition **$2,300**
P.O. Box 6084, Bend, OR 97708 Stacey Dycus 541/385-3320 www.humandignitycoalition.org
Funding to publish a quarterly social justice newsletter which seeks to link diverse organizing communities and profile local leaders.

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

13. Just Cause Oakland
P.O. Box 30906, Oakland, CA 94612-9991 Holly Fincke 510/464-1011
Funding for bilingual materials for outreach to tenants about their rights and how to become active in broader organizing campaigns for social and economic justice.

Decision: Full _____ Partial _____ No _x_ Undecided _____
Comments:
Decline but invite them to come back after materials come in. Not clear they have a shot at City Council. Tenant organizing requires broad knowledge of constituencies (such as LGBT housing issues); problems in this regard can be seen in question 10.

Economic Justice

14. Ann Arbor Tenants Union
528 South State St. #1004, Ann Arbor, MI 48104-2473 Amy Kullenberg 734/994-6198 www.umich.edu/~aatu
Funding for national tenant union conference to share strategies and to expand tenant union organizing capacity.

Decision: Full _____ Partial _____ No _x_ Undecided _____
Comments:
Strategy of national conference around tenant organizing with local resources a concern. Not clear how they can pull off this conference given budget deficit of $11,000. They plan to raise money with this conference. No contact with Shelter Force listed.

15. Connecticut Alliance for Basic Human Needs
80 Jefferson Street, Hartford, CT 06106-5050 Deborah Noble 860/278-5688 ext 12
Funding for *CABHN Fever*, a monthly newsletter, which is dedicated to keeping low income residents informed and active on poverty issues.

Decision: Full _____ Partial _____ No _x_ Undecided _____
Comments:
References show problems with organizing. More social service orientation. Traditional advocacy; more lobbying than organizing. Last year they were only given a partial. Better TANF work going on nationally.

16. Thomas Merton Center
5125 Penn Avenue, Pennsylvania, PA 15224 Tim Vining 412/361-3022 www.trfn.org/merton
Funding to train organizers to give presentations on the growing economic divide in the US, highlighting the disparate impact of the tax cuts on working individuals and families.

Decision: Full _____ Partial _____ No _x_ Undecided _____
Comments:
Preaching to the choir. Training as outreach is good. References are problematic - they're not organizers.

17. Welfare and Low-Income Support Network, Inc. **$800**
509 Broadway, Santa Cruz, CA 95060 Elaine Parker 831-458-9070 weslin@juno.com
Funding for the welfare rights project **M**otivate, **O**rganize, **M**obilize (MOM) which works with low-income families and their allies to fight for more realistic and humane welfare reform.

Decision: Full _____ Partial __x__ No _____ Undecided _____
Comments:
Need to make better use of native speakers for organizing and materials themselves. The materials are just straight translation. Not clear if they are using the Latino organizers they have brought on board

Environmental

18. Environmental Community Organization (ECO)
515 Wyoming Avenue, Cincinnati, OH 45215 Naomi Bailis 513/761-6140 ext. 15 www.env-comm.org
Funding to hire an apprentice for organization looking to reduce neighborhood exposure to dangerous pollutants.

Decision: Full _____ Partial _____ No __x__ Undecided _____
Comments:
Poor references.

19. PressurePoint
P.O. Box 45122, Seattle, WA 98145 Chris Doran 206/781-1102 www.pressurepoint.org
Funding for Campus Activist Kit for the Climate Justice Campaign, which focuses on the ability of corporations, particularly the oil industry, to affect US government decisions

Decision: Full _____ Partial _____ No __x__ Undecided _____
Comments:
Don't fund the development of materials. Unknown to other local activists.

Gay/Lesbian/Bisexual/Transgender

20. Vermont Coalition for Lesbian & Gay Rights
P.O. Box 1125, Montpelier, VT 05601 Virginia Renfrew 802-496-4333 renfrew@sover.net
Funding to develop a community-based coalition to counter homophobia and racism in local communities and schools.

Decision: Full _____ Partial _____ No __x__ Undecided _____
Comments:
Rejected in June: no evidence that this group could get into the schools. Some local GLBT groups not involved (like OutRight Vermont). Claim focus on anti-racism and homophobia; the anti-racism work is coincidental at best. Project is for one town, with a huge budget; no specific plan as to how they will "help diversify the local population" Schools are complicated; must network in the system; no indication that they can do this; need others as models for this. Pam offers to consult on their work. Suggestion that Emmy Howe's number and email be made available to them.

Labor

21. Nicaragua Solidarity Committee/Labor Rights Task Force **$1,200**
3411 W. Diversey, Chicago, IL 60647 Hannah Frisch 773/276-5626 hf52@aol.com
Funding for an outreach program to educate and involve students and suburban communities in anti-sweatshop campaigns.

Decision: Full _____ Partial __x__ No _____ Undecided _____
Comments:
Unqualified political perspective in relation to the Sandinistas an issue. Youth organizing doesn't seem successful. Ask them about 1) relationship of NSC to subcommittee, 2) the meaning of their support of the Sandinistas, and 3) for details regarding the success of the youth organizing; more detail on question 2. Is international economic analysis tied to local analysis

Media/Culture

22. Beyondmedia Education **Defer**
6960 N. Sheridan Road, Store B, Chicago, IL 60626 Salome Chasnoff 773/973-2280 www.beyondmedia.org
Funding for distribution of organizing and advocacy video entitled "What We Leave Behind," about the interlocking causes and effects of women's incarcerations.

Decision: Full _____ Partial _____ No _____ Undecided _____
Comments:
Need more information on the study/action guide. Plan for the future in detail and how they see their organizing in relation to materials they sent (i.e. the video).

23. Civic Media Center and Library, Inc. **$2,300**
1021 West University Avenue, Gainesville, FL 32601 Sheila Bishop 352/373-0010 www.civicmediacenter.org
Funding for staff salary of local alternative news organization which also serves as hub for community organizing in Gainesville.

Decision: Full __x__ Partial _____ No _____ Undecided _____
Comments:
Library is real - innovative and a model working against the media blockade. A meeting center. A counter-culture space.

24. RadioActive Youth
c/o MRC, 236 North Pleasant Street, Amherst, MA 01002 Elena Botkin-Levy 413/256-0175
Funding for general support for radio program developed and implemented by youth in Western Massachusetts.

Decision: Full _____ Partial _____ No __x__ Undecided _____
Comments:
no community based process. Not clear who listens or is involved. No organizing.

Peace/Anti-Militarism

25. Committee Opposed to Militarization and the Draft **$2,300**
P.O. Box 15195, San Diego, CA 92175 Rick Jahnkow 619/265-1369 www.comdsd.org
Funding for equipment and printing costs for organization which challenges the institution and influence of the military by educating the public about how various social, economic and political problems are linked to US militarism.

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

26. New Jersey Peace Action Fund
89 Walnut Street, Montclair, NJ 07042 Madelyn Hoffman 973-744-3263 njsane@igc.org
Funding for grassroots organizing against the Star Wars Anti-Missile Defense System and for on-going nuclear disarmament work.

Decision: Full _____ Partial _____ No __x__ Undecided _____
Comments:
Dinner functions instead of progressive organizing. Bread and butter peace work – mainstream. Diversity issues. Not sure they can pull this work off.

27. Peace & Justice Center of Eastern Maine **$2,300**
170 Park Street, Bangor, ME 04401 Ilze Petersons 207/942-9343 peacectr@mint.net
Funding for general support for organization which links individuals and groups concerned with peace, social justice and environmental issues in Eastern Maine.

Decision: Full __x__ Partial _____ No _____ Undecided _____
Comments:
Active community trainings. Can pull 75-100 people per training.

28. Peace and Social Justice Center of South Central Kansas **$1,200**
1407 N. Topeka, Wichita, KS 67214 Charles Carney 316/263-5886
Funding for general support for organization which links diverse peace and justice groups in South Central Kansas.

Decision: Full _____ Partial __x__ No _____ Undecided _____
Comments:
Good political perspective. See the big picture. No position on reproductive rights

29. Wisconsin Network for Peace and Justice
122 State Street, #404, Madison, WI 53703 Bonnie Block 608/250-9240 www.mindspring.com/~wnpj
Funding for general support for organization that works on issues of peace and justice in Wisconsin.

Decision: Full _____ Partial _____ No __x__ Undecided _____
Comments:
No politically progressive vision.

30. Witness for Peace - Upper Midwest **$1,600**
1015 E. 11th Street, Duluth, MN 55805 John Clark Pegg 218/349-1786 wfpumw@witnessforpeace.org
Funding for general support for start up chapter of organization working for peace and justice in the Americas.

Decision: Full _____ Partial _____ No __x__ Undecided _____
Comments:
Comments:
Interest in how they are framing their Colombia work. Preaching to the non-converted.

Prisoners

31. Jericho Movement
P.O. Box 3585, Oakland, CA 9460[illegible] Diana Block 510/539-0050 www.thejerichomovement.com
Funding for costs of a brochure detailing the status of political prisoners in the US and the role of the FBI in targeting leadership of political movement[illegible]om the 1960s and 1970s.

Decision: Full _____ Partial _____ No __x__ Undecided _____
Comments:
Conference is in Cuba. Not many US based activists can attend. Question raised re: definition of political prisoners. What is the brochure used for since this is the 2nd printing.

32. The Tamms Committee **$1,600**
P.O. Box 485, Wauconda, IL 60084-0485 Patricia Wise 773/769-1411
Funding for wider distribution of *The Forum*, a prison-based newsletter focusing on abusive [illegible]nditions at the Tamms supermax prison.

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

Women

33. Life and Liberty for Women
PMB 213, 1015-M South Taft Hill Road, Fort Collins, CO 80521 Peggy Loonan 970/416-6872
www.lifeandlibertyforwomen.org
Funding for protest by pro-choice activists of annual "Halloween Hell House," in which anti-abortion fundamentalists graphically depict the "sin" of abortion

Decision: Full _____ Partial _____ No __x__ Undecided _____
Comments:
Not clear this is the right tactic, even though "Hell Houses" are problematic.

34. Sister Spirit, Inc. **Defer**
444 East Side Drive/P.O. Box 12, Ovett, MS 39464-0012 Brenda Henson 601/344-1411
www.rainbowpriderv.net/css
Funding for general support for programs including education, meeting space, and advocacy to address social issues and inequities in the Deep South.

Decision: Full _____ Partial _____ No _____ Undecided _____
Comments:
Social service proposal. What gets folks out is the services they aren't getting. That's the starting point Unsophisticated grantwriters; inexplicably returned to social service focus after last application. Ask to re-send for December

35. TARAL Education Fund **$1,600**
P.O. Box 684602, Austin, TX 78768 Sarah Wheat 512/462-1661 taral@10.com
Funding for a Spanish language translation of handbook on women's options for preventing pregnancy and making decisions regarding unintended pregnancies.

Decision: Full __x__ Partial _____ No _____ Undecided _____
Comments:
Language of handbook at issue - more colloquial or not?

36. Women's Network of the Red River Valley **$1,500**
116 12th Street South, Moorhead, MN 56560 Christine Smith 218/233-2737 wnrrv@spacestar.net
Funding for feminist network to engage in anti-racist workshops and for a project that exposes anti-abortion practices of Crisis Pregnancy Centers, which mislead patients about their range of reproductive choices.

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

Youth

37. Nia Project
15 Everett Avenue, Somerville, MA 02145 Emery Wright 617/627-4159 niaproject@hotmail.com
Funding for organization which works with students and youth organizing for social justice around issues that affect poor people and people of color in Boston.

Decision: Full _____ Partial _____ No __x__ Undecided _____
Comments:
Collaborating with Project Hip-Hop but not a lot of other youth groups. Two dynamic leaders but where are the others. Mentoring is terrific, organizing not so terrific.

38. *Ruckus* **$800**

SAO 12, HUB 207, Box 352238, Seattle, WA 98195-2238 Erica Weiland 206/784-5122
http://students.washington.edu/ruckus

Funding to support *Ruckus*, a progressive student news journal at the University of Washington which examines progressive political issues and trains new activists and journalists as part of building a forceful student movement.

Decision: Full _____ Partial __x__ No _____ Undecided _____
Comments:
Questions about who reads the paper – does it go beyond the campus. Does it reach those that agree or those that need to hear. Student government denied them funding.

39. Youth Organizing Communities **$2,300**

P.O. Box 1482, Montebello, CA 90640 Luis Sanchez 323/780-7606 www.schoolsnotjails.com

Funding for media and training component of youth-driven organization fighting for educational justice and an end to the Prison Industrial Complex.

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

Total Number of Requests	**39 regular grants; 6 multi-year grants; 2 emergency grants; 0 loans; 25 not on agenda**
Total Amount Requested:	**$103,500**
Total Allocation for Cycle:	**$85,800**
Total Grants:	**$29,500 regular grants; $15,000 multi-year grants; $600 emergency grants**
Total Loans:	**$0**
Total Allocated:	**$45,100**
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**

NOT ON AGENDA

1. Ana da Hora Workers Center (Centro do Trabalhador Ana da Hora)
63 Moore Street, East Boston, MA 02128 Jonathan Fine 617/569-3048
Funding for a petition campaign requesting the President of Brazil to intercede with the Bush Administration and Congress to support the rights of undocumented Brazilian workers and to form a coalition of Brazilians dedicated to immigration legalization.
Reason: Not an appropriate project. No apparent comnection to brazilian Immigrant Center. Several large foundation grants. Perhaps fund for organizing later.

2. BlackKat Collective
721 Walton Avenue, #E2, Bronx, NY 10451 Kat Aaron 718/665-3727
Funding for sound equipment and a coordinator for a series of activist oriented parties which will bring together youth with local activists.
Reason: Merely hold parties. Fund participants rather than party. No organizing. Been around 5 years, but not able to put together a budget.

3. Campus Progressive Alliance
1070 Carmack Drive, 160 Pressey Hall, Columbus, OH 43224 Heather Lee Miller 614/292-3668
Funding for the *Discarding Apathy, Discovering Activism* conference which seeks to build alliances among progressive organizations at Ohio State University.
Reason: One time conference. No stand on any progressive isues. Received Ford Foundation and Education Foundation of America funding (among 11 funders) for this project.

4. Central California Criminal Justice Committee
P.O. Box 4555, Fresno, CA 93744 Diane Scott 559/222-6135
Funding for campaign to develop a Citizen/Police Review Board which will create a direct dialogue with police and give a voice to the community on police behavior.
Reason: Still unclear on their goals.Not sure if they are looking for elected officials or community members. Narrow focus.

5. Coalition for Economic Democracy
647 Cleveland Avenue South, # 5, St.Paul, MN 55116 Scott Raskiewicz 651/695-1535
Funding to contact supporters of economic and media democracy to have discussions about current impact of government/corporate policy.
Reason: Not a group. An individual promoting his book.

6. Colorado People's Environmental and Economic Network (COPEEN)
2332 East 46th Avenue, Denver, CO 80216-3914 Laurel Mattrey 303/292-1236
Funding for travel to assist local citizens alliance in effort to close contaminated Army depot.
Reason: No clear what the need is. No stands on #10. Over half of budget is state/federal funding. Talk with Colorado Progressive coalition before encourage to re-apply.

7. The Crosscultural Council
428 Park Avenue, Laguna Beach, CA 92651 David Peck 949/494-3542
Funding for an English as a Second Language program for local day laborers.
Reason: Social service focus only.

8. EBT Working Group
299 Broadway, Suite 706, New York, NY 10007 T.T. To 212/393-9595
Funding for general support for coalition working to ensure access to public benefits, government and corporate accountability and overall equity under the state's Electronic Benefit's Transfer.
Reason: Single issue. Looking at access, not welfare reform. No list of groups in coalition. No local references.

9. Franklin/Hampshire Health Care Coalition
48 Cave Hill Road, Leverett, MA 01154 Eva Claeson 413/548-8911
Funding for a series of discussion groups on the health care crisis and its solutions.
Reason: No organizing plan. Answers to #10 poor.

10. The Freedom Bound Center
909 12th Street #118, Sacramento, CA 95814 Carl Pinkston 916/381-8775
Funding for *Activist Encounter* a conference designed to provide youth of color leadership opportunities.
Reason: No plan for how to develop leadership. No details on programs/services. Ask CTWO or SOUL about them before suggesting they re-apply.

11. Great Plains Restoration Council
P.O. Box 46216, Denver, CO 80201 Jarid Manos 303/866-0173
Funding for the *Stop the Stink* campaign, which involves young people of color in efforts to retake control of their communities' environmental health.
Reason: Rejected previously because majority of work was social service - diabetes and liver projects. Not very detailed strategies. Very minimal proposal. Talk with Colorado Progressive Coalition to decide. *Bill Vandenburg. Colorado Progressive Coalition. 303/866-0908.* Knows director and some of the Board members really well. Not sure campaign still exists. They helped to initiate and not clear what if any role they have in sustaining the work. Do health services work and buffalo preservation. Need to call them and check out more throughly. *Peg Logan, Chinook Fund. 303/455-6905.* Turned them down recently. Believe in the director as a talented individual. A lot of potential for things he is involved in to take off. Board of directors is not local - more regional - so doesn't fit their guidelines. But group is more Jarid than a community movement. Gave a rapid response grant a year ago (like Resist emergency grant). Haven't heard of anything coming out of campaign. Not clear whose campaign it is. Not sure where boundaries are. Were youth doing stuff, but not sure whose youth they were. Should have given names of colleagues as references.

12. The Inside Books Project
827 West 12th Street, Austin, TX 78701 David Martinez 512/647-4803
Funding to fill requests from Texas-based prisoners for books and magazines.
Reason: Not an organizing request. Not a Resist priority.

13. Kaw Valley Living Wage Alliance
P.O. Box 44-2043, Lawrence, KS 66044 Mark Horowitz 785/832-9860
Funding to develop a broad based living wage coalition to pass a citywide ordinance requiring corporations which receive tax abatements to relocate or expand in Lawrence to pay their employees enough to keep them out of poverty.
Reason: Not a very progressive approach. No real plan for how to accomplish the work.

14. Lucy Parsons Center
549 Columbus Avenue, Boston, MA 02118 Roger Winn 617/267-7262
Funding to purchase a video projection system to show politically empowering films at the Center's weekly movie night.
Reason: No organizing. No recent budget information.

15. North Carolina Lambda Youth Network
115 Market Street, Durham, NC 27701 Paula Austin 919/683-3037
Funding for the Statewide Youth Health Campaign, which uses youth organizers to raise awareness of NC's Teach Abstinence Until Marriage Law, which misinforms youth about sexuality and sex health education.
Reason: Too big. Budget is over $200,000.

16. Pacifica Reporters Against Censorship
2210 Curtis Street, Apt. A, Berkeley, CA 94702 Matt Martin 510/848-7390
Funding to support the satellite distribution of Free Speech Radio News which provides uncensored, grassroots reporting on issues not covered by the mainstream media and to oppose the current management of Pacifica Radio.
Reason: Too big. Raised almost $100,000 in three months. Budget of $296,000 for FY02. No attempts to increase diversity. No answers to several #10 questions.

17. Philadelphia International Action Center
813 South 48th Street, Philadelphia, PA 19143 Berta Joubert-Ceci 215/724-1618
Funding to produce the video, *Barbed Wire, Korea*, which will be based on footage shot in 2000 during an investigation of US military abuses during the Korean War.
Reason: For production. Come back with distribution plan.

18. Primus Mason Inter-Ethnic Alliance
1104A State Street, Springfield, MA 01109 Ed Charla 413/736-5888
Funding for general support for group that promotes public access to emerging media and universal access to computing.
Reason: Mostly social services.

19. Rural and Migrant Ministry, Inc.
P.O. Box 4757, Poughkeepsie, NY 12602 Reverend Richard Witt 845/485-8627
Funding for *Students Have a Right to Education Dollars*, which organizes Hudson Valley youth to change the status quo regarding educational access for immigrant youth.
Reason: Too big. Budget is $245,000 for YEP and $527,000 for RRM.

20. School of Unity and Liberation (SOUL)
1357A 5th Street, Oakland, CA 94607 Harmony Goldberg 510/451-5466
Funding for an accessibility grant to make program space accessible for people with disabilities.
Reason: Too big. Budget is $264,000.

21. Twin Cities Cycle Collective
504 Cedar Avenue South, Minneapolis, MN 55401 Rosemary Fister/Benjamin Tsai 612/339-1630
Funding to expand community bicycle workshop to provide repair facilities for patrons.
Reason: No organizing

22. *Voice*
P.O. Box 0541, Northampton, MA 01060 Tim Scott 413/261-5937
Funding for general support for community publication seeking to challenge the corporate agenda, expose deeper truths and empower the people.
Reason: Not clear on need for another paper in the area.

23. Witness for Peace/New England
P.O. Box 147, Richmond, VT 05477 Joanna Ranney 802/434-3233
Funding for speaker's tour with Cuban grassroots leader Joel Suarez Rodes who will discuss the effects of the embargo and the current political reality in Cuba.
Reason: Got partial grant last time. Reasons: "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." No details for what happens after the tour. No local references. Look at application for follow up organizing.

24. Women's Resource Center
P.O. Box 81814, Pittsburgh, PA 15217 Christine Haas 412/521-2826
Funding for an outreach program for center hoping to provide resources, space and tools to empower women and girls to generate progressive social change.
Reason: No organizing. Goals are limited.

25. Young Democratic Socialists
180 Varick Street, 12th Floor, New York, NY 10014 Tracie McMillan 212/560-7327
Funding for the Activist, a national magazine covering youth/student activism and youth culture.
Reason: No recent sample of magazine (Fall 2000). Not clear who uses it. No clear links to youth activists.

a call to **RESIST** illegitimate authority

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

Board of Directors
Eileen Bolinsky
Robin Carton
Pam Chamberlain
Kate Cloud
Ty dePass
June Lee
Kay Mathew
Amanda Matos-González
Marc S. Miller
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Fran White
* *founding members*

Board Meeting - October 14, 2001 - 10:45 a.m.
Place: Blairhaven
Duxbury, MA

Dear Board member:

For this meeting, we have 39 requests to consider which means we'll have $85,800 for grants ($2,200 x 39).

Please remember the Maximum grants will be $3,000; Partial grants will be between $500-3,000; and Emergency grants will be $300.

AGENDA

1. Retreat

2. Grants

EMERGENCY GRANTS

We gave two Emergency Grants out this cycle.

GRANT REQUESTS

Please consider giving out Salzman and Holmes grants. We also received 25 additional requests which are not on the agenda.

MIKE RIEGLE TRIBUTE GRANT

The Mike Riegle Tribute Grant is given in memory of the life and work of local activist Mike Riegle. Mike was a supporter of prisoners' rights, gay and lesbian liberation, and the radical movement for justice.

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!!!!

RESIST BOARD OF DIRECTORS
October 2001

Eileen Bolinsky
25 Ballard Street
Jamaica Plain, MA 02130
(617) 522-0345 (h)
(617) 520-6865 (w)
eileenbo@juno.com

Robin Carton
9 Summit Street
Somerville, MA 02144
(617) 628-4659 (h)
(617) 623-5110 (w)
resistinc@igc.org

Pam Chamberlain
36 Holworthy Street
Cambridge, MA 02138
(617) 864-2992 (h)
(617) 666-5300 (w)
(617) 864-0042 (f)
pamnicki@ix.netcom.com

Kate Cloud
42 Walnut Street
Somerville, MA 02143
(617) 776-4704 (h)
(617) 666-5300
jackate@rcn.com
kate.cloud@mindspring.com

Ty dePass
21 Yale Terrace
Jamaica Plain, MA 02130
617/983-5170(h)
617/896-9350 (w)
maceito@aol.com

June Lee
26 Wyatt Street
Somerville, MA 02143
(617) 628-0289 (h)
junel_98@yahoo.com

Kay Mathew
47 Iroquois Street
Roxbury, MA 02120
(617) 739-6806 (h)
(617) 354-9645 (w)
kaymathew@juno.com

Marc Miller
15 Bishop Street
Jamaica Plain, MA 02130
(617) 524-8887 (h)
(617) 728-4446 (w)
(617) 728-4857 (f)
mmiller@jff.org
marcscott@aol.com

Jorge Rogachevsky
4600 Duke Street, #1131
Alexandria, VA 22304
(703) 751-0251 (h)
(301) 862-0423 (w)
(301) 862-0958 (f)
jrrogachevsky@osprey.smcm.edu

Hank Rosemont
20058 Haveland Court
Lexington Park, MD 20653
(301) 863-5409 (h)
(240) 895-4276 (w)
jrosemont@erols.com

Carol Schachet
139 Albion Street
Somerville, MA 02144
(617) 628-3455 (h)
(617) 623-5110 (w)
resistinc@igc.apc.org

Abby Scher
225 Eastern Parkway, #1C
Brooklyn, NY 11238
(718) 783-6964 (h)
(212) 219-3976 (w)
abbyscher@mindspring.com

Nancy Wechsler
155 Raymond Street
Cambridge, MA 02140
(617) 868-6134 (h)(fax)
(781) 283-2087 (w)
(781) 283-3645 (f)
nanwec@aol.com
nwechsler@wellesley.edu

Staff

Rebecca Howes-Mischel
15 Westminister Street, #1
Somerville, MA 02144
617/591-1452
617/623-5110
beccahm@resistinc.org

RESIST BOARD OF ADVISORS
August 2001

Frank Brodhead
5 Deerfoot Lane
Dobbs Ferry, NY 10522
(914) 693-7130 (h)

Noam Chomsky
15 Suzanne Road
Lexington, MA 02173
(617) 862-6160 (h)
(617) 253-7819 (w)
chomsky@mit.edu

Tess Ewing
104 Auburn Street
Camb., MA 02139
617-661-2064 (h)
617-287-7352(w)
tewing@igc.org
tess.ewing@umb.edu

Norm Fruchter
171 Garfield Place
Brooklyn, NY 11215-2105
(718) 499-5592
norm.fruchter@nyu.edu

Debra Kay Jefferson
13 North Pine Street
Salem, MA 01970
(978) 741-4219 (h)
(617) 482-3992 (w)
DeKay@juno.com

Frank Joyce
1155 Lakepointe Street
Grosse Point, MI 48230
(313) 331-2785
(313) 926-5297

Hans Koning
P.O. Box 1079
Southport, CT 06490-2079
(203) 372-2219 (h)
(203) 330-0752 (f)
hans.koning@prodigy.net

Paul Lauter
500 E. 77th St.
New York, NY 10162
(212) 570-0997 (h)
(860) 860-5389 (h-CT)
(860) 297-2303 (w)
paul.lauter@trincoll.edu

Penn Loh
21 Lee Street, #2R
Cambridge, MA 02139
(617) 876-1950 (h)
(617) 442-3343 x24 (w)
(617) 442-2425 (w-fax)
psloh@ix.netcom.com

Amanda Matos-González
140C Northampton Street
Boston, MA 02118
617/427-2854 (h)
(617) 623-5110 (w)
resistinc@igc.org

Wayne O'Neil
11 Village Street, #C
Somerville, MA 02143
(617) 623-5862 (h)
(617) 253-2557 (w)
(617) 253-5017 (w-fax)
waoneil@mit.edu

Dick Ohmann
53 La Belle Road
Hawley, MA 01339
(413) 625-2715 (h)

Carlos Otero
5744 Keystone Place, N
Seattle, WA 98103
(206) 527-1967 (h- Seattle)
(310) 826-4299 (h- L.A.)
Otero@ucla.edu

Grace Paley
Thetford Hill
Thetford, Vt 05074
(212) 929-4905 (h-NY)
(802) 785-2608 (h-VT)

Merble Reagon
55 Bethune Street, #C908
New York, NY 10014
(212) 691-3423 (h)
(212) 964-8934 (w)
(212) 964-0222 (w-fax)
merreagon@aol.com

Renae Scott Grey
84 Columbia Street, #3
Cambridge, MA 02139-2728
(617) 492-1085 (h)
(617) 491-7762 (w)
renae35@juno.com

Cheryl Smith
179 High Street, #3
Brookline, MA 02146
(617) 734-3919 (h)
(617) 292-8026 x246 (w)
csmith@trilliuminvest.com

Amy Swerdlow
33 Wheelock Walk
East Hampton, NY 11937
(212) 666-7227 (w)
(631) 329-5490 (h) *
amner@worldnet.att.net

George Vickers
1834 Vernon Street, NW
Washington, DC 20009
(202) 328-6226 (h)
(202) 797-2171 (w)
(202) 328-6235 (fax)
gvickers@igc.org
gvickers@wola.org

Fran White
2 Washington Square Village
PH H
New York, NY 10012-1711
(212) 673-3537 (h)
(212) 998-7330 (w)
(212) 995-4508 (f)
f.white@nyu.edu

OCTOBER 2001
GRANT REQUESTS AND PROXY

Emergency Grants

1. Boston Mobilization **$300**
971 Commonwealth Ave, #20, Boston, MA 02215 Roni Krouzman 617/782-2313 bostoncan@hotmail.com
Funding for an emergency grant to support a progressive response to the recent attacks on New York and Washington, DC and the US mobilization for war, including campus teach-ins, community meetings, rallies and vigils.

2. Peace Action New Mexico **$300**
226 Fiesta Street, Santa Fe, NM 87501 Peggy Prince 505/989-4812 peaceactionnm@aol.com
Funding for an emergency grant to support a meeting to discuss peaceful alternatives to retribution and vengeance in response to the attacks on the World Trade Center and the Pentagon.

Multi Year Grants

Renewal

1. Citizens for Safe Water Around Badger **$3,000**
E12629 Weigand's Bay South, Merrimac, WI 53561 Laura Olah 608/643-3124
Funding for year three of multi-year 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 **$3,000**
P.O. Box 1911, Santa Fe, NM 87504-1911 Mara Taub 505/982-9520
Funding for year three of multi-year 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 **$3,000**
P.O. Box 6749, Americus, GA 31709 John Cole Vodicka 912/928-2080
Funding for year three of multi-year 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) **$3,000**
1625 Broadway, Oakland, CA 94612 Harmony Goldberg (510) 451-5466
Funding for year three of multi-year general 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) **$3,000**
4933 S. Dorchester, Chicago, IL 60615 Hannah Frisch 773/924-5057
Funding for multi-year 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:

New

6. Citizens for Alternatives to Radioactive Dumping **$3,000**
144 Harvard SE, Albuquerque, NM 87106 Maria Santelli 505/266-2663
Funding for multi-year general support for organization which monitors and organizes around the Waste Isolation Pilot Plant, an underground repository for weapons-generated, plutonium-contaminated waste.

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

Africa/Asia/International

7. Committee for Human Rights in the Philippines **$2,000**
638 Paris Street, San Francisco, CA 94112 Rhonda Ramiro 415/ 377-2599 www.geocities.com/chrpsf
Funding for general support for group which organizes Filipinos and their allies to take progressive action to uphold and promote human rights in the Philippines, including an analysis of the local effect of US military action.

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

8. Indonesia Human Rights Network **$2,000**
1101 Pennsylvania Ave SE, Washington, DC 20003 Megan Walsh 202/544-1211 www.indonesianetwork.org
Funding for media project which will focus attention on human rights abuses in Indonesia and educates activists about the affect of US support for the current regime.

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

Central, Latin America and the Caribbean

9. Anti-War Committee of Minneapolis **$2,000**
610 West 28th Street, Minneapolis, MN 55408 James Paist 612/872-0944 www.angelfire.com/mn/cispes
Funding to support the Campaign to End U.S. Military Aggression in Colombia, an effort to end U.S. policies of repression in Colombia and build solidarity with Colombian social justice groups.

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

10. Peace Action Wisconsin **$3,000**
1001 East Keefe Avenue, Milwaukee, WI 53212 Julie Enslow 414/964-5158 www.execpc.com/~-pamilw
Funding for the Colombia Action Project which seeks to link the impact on poor Colombians as a result of the "drug-war" and the need for drug rehabilitation systems in the US.

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

Community Organizing/Anti-Racism

11. Coalition for the Human Rights of Immigrants **$3,000**
339 Lafayette Street, New York, NY 10012 Jane Guskin 212/254-2591 www.itapnet.org/chri
Funding for group organizing to change US laws and policies that marginalize and demonize immigrant communities, including work opposing INS detention center policies.

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

12. Human Dignity Coalition **$3,000**
P.O. Box 6084, Bend, OR 97708 Stacey Dycus 541/385-3320 www.humandignitycoalition.org
Funding to publish a quarterly social justice newsletter which seeks to link diverse organizing communities and profile local leaders.

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

13. Just Cause Oakland **$3,000**
P.O. Box 30906, Oakland, CA 94612-9991 Holly Fincke 510/464-1011
Funding for bilingual materials for outreach to tenants about their rights and how to become active in broader organizing campaigns for social and economic justice.

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

Economic Justice

14. Ann Arbor Tenants Union **$3,000**
528 South State St. #1004, Ann Arbor, MI 48104-2473 Amy Kullenberg 734/994-6198 www.umich.edu/~aatu
Funding for national tenant union conference to share strategies and to expand tenant union organizing capacity.

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

15. Connecticut Alliance for Basic Human Needs **$2,000**
80 Jefferson Street, Hartford, CT 06106-5050 Deborah Noble 860/278-5688 ext 12
Funding for *CABHN Fever*, a monthly newsletter, which is dedicated to keeping low income residents informed and active on poverty issues.

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

16. Thomas Merton Center **$3,000**
5125 Penn Avenue, Pennsylvania, PA 15224 Tim Vining 412/361-3022 www.trfn.org/merton
Funding to train organizers to give presentations on the growing economic divide in the US, highlighting the disparate impact of the tax cuts on working individuals and families.

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

17. Welfare and Low-Income Support Network, Inc. **$3,000**
509 Broadway, Santa Cruz, CA 95060 Elaine Parker 831-458-9070 weslin@juno.com
Funding for the welfare rights project **M**otivate, **O**rganize, **M**obilize (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

18. Environmental Community Organization (ECO) **$2,000**
515 Wyoming Avenue, Cincinnati, OH 45215 Naomi Bailis 513/761-6140 ext. 15 www.env-comm.org
Funding to hire an apprentice for organization looking to reduce neighborhood exposure to dangerous pollutants.

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

19. PressurePoint **$2,000**
P.O. Box 45122, Seattle, WA 98145 Chris Doran 206/781-1102 www.pressurepoint.org
Funding for Campus Activist Kit for the Climate Justice Campaign, which focuses on the ability of corporations, particularly the oil industry, to affect US government decisions

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

Gay/Lesbian/Bisexual/Transgender

20. Vermont Coalition for Lesbian & Gay Rights **$2,000**
P.O. Box 1125, Montpelier, VT 05601 Virginia Renfrew 802-496-4333 renfrew@sover.net
Funding to develop a community-based coalition to counter homophobia and racism in local communities and schools.

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

Labor

21. Nicaragua Solidarity Committee/Labor Rights Task Force **$3,000**
3411 W. Diversey, Chicago, IL 60647 Hannah Frisch 773/276-5626 hf52@aol.com
Funding for an outreach program to educate and involve students and suburban communities in anti-sweatshop campaigns.

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

Media/Culture

22. Beyondmedia Education **$3,000**
6960 N. Sheridan Road, Store B, Chicago, IL 60626 Salome Chasnoff 773/973-2280 www.beyondmedia.org
Funding for distribution of organizing and advocacy video entitled "What We Leave Behind," about the interlocking causes and effects of women's incarcerations.

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

23. Civic Media Center and Library, Inc. **$3,000**
1021 West University Avenue, Gainesville, FL 32601 Sheila Bishop 352/373-0010 www.civicmediacenter.org
Funding for staff salary of local alternative news organization which also serves as hub for community organizing in Gainesville.

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

24. RadioActive Youth **$2,000**
c/o MRC, 236 North Pleasant Street, Amherst, MA 01002 Elena Botkin-Levy 413/256-0175Funding for general support for radio program developed and implemented by youth in Western Massachusetts.

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

Peace/Anti-Militarism

25. Committee Opposed to Militarization and the Draft **$3,000**
P.O. Box 15195, San Diego, CA 92175 Rick Jahnkow 619/265-1369 www.comdsd.org
Funding for equipment and printing costs for organization which challenges the institution and influence of the military by educating the public about how various social, economic and political problems are linked to US militarism.

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

26. New Jersey Peace Action Fund **$3,000**
89 Walnut Street, Montclair, NJ 07042 Madelyn Hoffman 973-744-3263 njsane@igc.org
Funding for grassroots organizing against the Star Wars Anti-Missile Defense System and for on-going nuclear disarmament work.

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

27. Peace & Justice Center of Eastern Maine **$3,000**
170 Park Street, Bangor, ME 04401 Ilze Petersons 207/942-9343 peacectr@mint.net
Funding for general support for organization which links individuals and groups concerned with peace, social justice and environmental issues in Eastern Maine.

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

28. Peace and Social Justice Center of South Central Kansas **$3,000**
1407 N. Topeka, Wichita, KS 67214 Charles Carney 316/263-5886
Funding for general support for organization which links diverse peace and justice groups in South Central Kansas.

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

29. Wisconsin Network for Peace and Justice **$3,000**
122 State Street, #404, Madison, WI 53703 Bonnie Block 608/250-9240
www.mindspring.com/~wnpj
Funding for general support for organization that works on issues of peace and justice in Wisconsin.

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

30. Witness for Peace - Upper Midwest **$2,000**
1015 E. 11th Street, Duluth, MN 55805 John Clark Pegg 218/349-1786
wfpumw@witnessforpeace.org
Funding for general support for start up chapter of organization working for peace and justice in the Americas.

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

Prisoners

31. Jericho Movement **$2,000**
P.O. Box 3585, Oakland, CA 94609 Diana Block 510/539-0050 www.thejerichomovement.com
Funding for costs of a brochure detailing the status of political prisoners in the US and the role of the FBI in targeting leadership of political movement from the 1960s and 1970s.

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

32. The Tamms Committee **$3,000**
P.O. Box 485, Wauconda, IL 60084-0485 Patricia Wise 773/769-1411
Funding for wider distribution of *The Forum*, a prison-based newsletter focusing on abusive conditions at the Tamms supermax prison.

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

Women

33. Life and Liberty for Women **$3,000**
PMB 213, 1015-M South Taft Hill Road, Fort Collins, CO 80521 Peggy Loonan 970/416-6872www.lifeandlibertyforwomen.org
Funding for protest by pro-choice activists of annual "Halloween Hell House," in which anti-abortion fundamentalists graphically depict the "sin" of abortion

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

34. Sister Spirit, Inc. **$3,000**
444 East Side Drive/P.O. Box 12, Ovett, MS 39464-0012 Brenda Henson 601/344-1411
www.rainbowpriderv.net/css
Funding for general support for programs including education, meeting space, and advocacy to address social issues and inequities in the Deep South.

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

35. TARAL Education Fund **$2,000**
P.O. Box 684602, Austin, TX 78768 Sarah Wheat 512/462-1661 taral@10.com
Funding for a Spanish language translation of handbook on women's options for preventing pregnancy and making decisions regarding unintended pregnancies.

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

36. Women's Network of the Red River Valley **$1,900**
116 12th Street South, Moorhead, MN 56560 Christine Smith 218/233-2737 wnrrv@spacestar.net
Funding for feminist network to engage in anti-racist workshops and for a project that exposes anti-abortion practices of Crisis Pregnancy Centers, which mislead patients about their range of reproductive choices.

Youth

37. Nia Project **$2,000**
15 Everett Avenue, Somerville, MA 02145 Emery Wright 617/627-4159 niaproject@hotmail.com
Funding for organization which works with students and youth organizing for social justice around issues that affect poor people and people of color in Boston.

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

38. *Ruckus* **$2,000**
SAO 12, HUB 207, Box 352238, Seattle, WA 98195-2238 Erica Weiland 206/784-5122
http://students.washington.edu/ruckus
Funding to support *Ruckus*, a progressive student news journal at the University of Washington which examines progressive political issues and trains new activists and journalists as part of building a forceful student movement.

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

39. Youth Organizing Communities **$3,000**

P.O. Box 1482, Montebello, CA 90640 Luis Sanchez 323/780-7606 www.schoolsnotjails.com

Funding for media and training component of youth-driven organization fighting for educational justice and an end to the Prison Industrial Complex.

Decision: Full _____ Partial _____ No _____ Undecided _____

Comments:

Total Number of Requests **39 regular grants; 6 multi-year grants; 2 emergency grants; 0 loans; 25 not on agenda**

Total Amount Requested: **$103,500**

Total Allocation for Cycle: **$85,800**

Total Grants: **$ regular grants; $ multi-year grants; $ emergency grants**

Total Loans: **$0**

Total Allocated: **$**

Total # of Grants Allocated: **regular grants; multi-year grants; emergency grants**

Total # of Loans Allocated: **0**

Total # of Grants and Loans:

NOT ON AGENDA

1. Ana da Hora Workers Center (Centro do Trabalhador Ana da Hora)
63 Moore Street, East Boston, MA 02128 Jonathan Fine 617/569-3048
Funding for a petition campaign requesting the President of Brazil to intercede with the Bush Administration and Congress to support the rights of undocumented Brazilian workers and to form a coalition of Brazilians dedicated to immigration legalization.
Reason: Not an appropriate project. No apparent comnection to brazilian Immigrant Center. Several large foundation grants. Perhaps fund for organizing later.

2. BlackKat Collective
721 Walton Avenue, #E2, Bronx, NY 10451 Kat Aaron 718/665-3727
Funding for sound equipment and a coordinator for a series of activist oriented parties which will bring together youth with local activists.
Reason: Merely hold parties. Fund participants rather than party. No organizing. Been around 5 years, but not able to put together a budget.

3. Campus Progressive Alliance
1070 Carmack Drive, 160 Pressey Hall, Columbus, OH 43224 Heather Lee Miller 614/292-3668
Funding for the *Discarding Apathy, Discovering Activism* conference which seeks to build alliances among progressive organizations at Ohio State University.
Reason: One time conference. No stand on any progressive isues. Received Ford Foundation and Education Foundation of America funding (among 11 funders) for this project.

4. Central California Criminal Justice Committee
P.O. Box 4555, Fresno, CA 93744 Diane Scott 559/222-6135
Funding for campaign to develop a Citizen/Police Review Board which will create a direct dialogue with police and give a voice to the community on police behavior.
Reason: Still unclear on their goals.Not sure if they are looking for elected officials or community members. Narrow focus.

5. Coalition for Economic Democracy
647 Cleveland Avenue South, # 5, St.Paul, MN 55116 Scott Raskiewicz 651/695-1535
Funding to contact supporters of economic and media democracy to have discussions about current impact of government/corporate policy.
Reason: Not a group. An individual promoting his book.

6. Colorado People's Environmental and Economic Network (COPEEN)
2332 East 46th Avenue, Denver, CO 80216-3914 Laurel Mattrey 303/292-1236
Funding for travel to assist local citizens alliance in effort to close contaminated Army depot.
Reason: No clear what the need is. No stands on #10. Over half of budget is state/federal funding. Talk with Colorado Progressive coalition before encourage to re-apply.

7. The Crosscultural Council
428 Park Avenue, Laguna Beach, CA 92651 David Peck 949/494-3542
Funding for an English as a Second Language program for local day laborers.
Reason: Social service focus only.

8. EBT Working Group
299 Broadway, Suite 706, New York, NY 10007 T.T. To 212/393-9595
Funding for general support for coalition working to ensure access to public benefits, government and corporate accountability and overall equity under the state's Electronic Benefit's Transfer.
Reason: Single issue. Looking at access, not welfare reform. No list of groups in coalition. No local references.

9. Franklin/Hampshire Health Care Coalition
48 Cave Hill Road, Leverett, MA 01154 Eva Claeson 413/548-8911
Funding for a series of discussion groups on the health care crisis and its solutions.
Reason: No organizing plan. Answers to #10 poor.

10. The Freedom Bound Center
909 12th Street #118, Sacramento, CA 95814 Carl Pinkston 916/381-8775
Funding for *Activist Encounter* a conference designed to provide youth of color leadership opportunities.
Reason: No plan for how to develop leadership. No details on programs/services. Ask CTWO or SOUL about them before suggesting they re-apply.

11. Great Plains Restoration Council
P.O. Box 46216, Denver, CO 80201 Jarid Manos 303/866-0173
Funding for the *Stop the Stink* campaign, which involves young people of color in efforts to retake control of their communities' environmental health.
Reason: Rejected previously because majority of work was social service - diabetes and liver projects. Not very detailed strategies. Very minimal proposal. Talk with Colorado Progressive Coalition to decide. *Bill Vandenburg. Colorado Progressive Coalition. 303/866-0908.* Knows director and some of the Board members really well. Not sure campaign still exists. They helped to initiate and not clear what if any role they have in sustaining the work. Do health services work and buffalo preservation. Need to call them and check out more throughly. *Peg Logan, Chinook Fund. 303/455-6905.* Turned them down recently. Believe in the director as a talented individual. A lot of potential for things he is involved in to take off. Board of directors is not local - more regional - so doesn't fit their guidelines. But group is more Jarid than a community movement. Gave a rapid response grant a year ago (like Resist emergency grant). Haven't heard of anything coming out of campaign. Not clear whose campaign it is. Not sure where boundaries are. Were youth doing stuff, but not sure whose youth they were. Should have given names of colleagues as references.

12. The Inside Books Project
827 West 12th Street, Austin, TX 78701 David Martinez 512/647-4803
Funding to fill requests from Texas-based prisoners for books and magazines.
Reason: Not an organizing request. Not a Resist priority.

13. Kaw Valley Living Wage Alliance
P.O. Box 44-2043, Lawrence, KS 66044 Mark Horowitz 785/832-9860
Funding to develop a broad based living wage coalition to pass a citywide ordinance requiring corporations which receive tax abatements to relocate or expand in Lawrence to pay their employees enough to keep them out of poverty.
Reason: Not a very progressive approach. No real plan for how to accomplish the work.

14. Lucy Parsons Center
549 Columbus Avenue, Boston, MA 02118 Roger Winn 617/267-7262
Funding to purchase a video projection system to show politically empowering films at the Center's weekly movie night.
Reason: No organizing. No recent budget information.

15. North Carolina Lambda Youth Network
115 Market Street, Durham, NC 27701 Paula Austin 919/683-3037
Funding for the Statewide Youth Health Campaign, which uses youth organizers to raise awareness of NC's Teach Abstinence Until Marriage Law, which misinforms youth about sexuality and sex health education.
Reason: Too big. Budget is over $200,000.

16. Pacifica Reporters Against Censorship
2210 Curtis Street, Apt. A, Berkeley, CA 94702 Matt Martin 510/848-7390
Funding to support the satellite distribution of Free Speech Radio News which provides uncensored, grassroots reporting on issues not covered by the mainstream media and to oppose the current management of Pacifica Radio.
Reason: Too big. Raised almost $100,000 in three months. Budget of $296,000 for FY02. No attempts to increase diversity. No answers to several #10 questions.

17. Philadelphia International Action Center
813 South 48th Street, Philadelphia, PA 19143 Berta Joubert-Ceci 215/724-1618
Funding to produce the video, *Barbed Wire, Korea*, which will be based on footage shot in 2000 during an investigation of US military abuses during the Korean War.
Reason: For production. Come back with distribution plan.

18. Primus Mason Inter-Ethnic Alliance
1104A State Street, Springfield, MA 01109 Ed Charla 413/736-5888
Funding for general support for group that promotes public access to emerging media and universal access to computing.
Reason: Mostly social services.

19. Rural and Migrant Ministry, Inc.
P.O. Box 4757, Poughkeepsie, NY 12602 Reverend Richard Witt 845/485-8627
Funding for *Students Have a Right to Education Dollars*, which organizes Hudson Valley youth to change the status quo regarding educational access for immigrant youth.
Reason: Too big. Budget is $245,000 for YEP and $527,000 for RRM.

20. School of Unity and Liberation (SOUL)
1357A 5th Street, Oakland, CA 94607 Harmony Goldberg 510/451-5466
Funding for an accessibility grant to make program space accessible for people with disabilities.
Reason: Too big. Budget is $264,000.

21. Twin Cities Cycle Collective
504 Cedar Avenue South, Minneapolis, MN 55401 Rosemary Fister/Benjamin Tsai 612/339-1630
Funding to expand community bicycle workshop to provide repair facilities for patrons.
Reason: No organizing

22. *Voice*
P.O. Box 0541, Northampton, MA 01060 Tim Scott 413/261-5937
Funding for general support for community publication seeking to challenge the corporate agenda, expose deeper truths and empower the people.
Reason: Not clear on need for another paper in the area.

23. Witness for Peace/New England
P.O. Box 147, Richmond, VT 05477 Joanna Ranney 802/434-3233
Funding for speaker's tour with Cuban grassroots leader Joel Suarez Rodes who will discuss the effects of the embargo and the current political reality in Cuba.
Reason: Got partial grant last time. Reasons: "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." No details for what happens after the tour. No local references. Look at application for follow up organizing.

24. Women's Resource Center
P.O. Box 81814, Pittsburgh, PA 15217 Christine Haas 412/521-2826
Funding for an outreach program for center hoping to provide resources, space and tools to empower women and girls to generate progressive social change.
Reason: No organizing. Goals are limited.

25. Young Democratic Socialists
180 Varick Street, 12th Floor, New York, NY 10014 Tracie McMillan 212/560-7327
Funding for the Activist, a national magazine covering youth/student activism and youth culture.
Reason: No recent sample of magazine (Fall 2000). Not clear who uses it. No clear links to youth activists.

RESIST BOARD OF DIRECTORS
October 2001

Eileen Bolinsky
25 Ballard Street
Jamaica Plain, MA 02130
(617) 522-0345 (h)
(617) 520-6865 (w)
eileenbo@juno.com

Robin Carton
9 Summit Street
Somerville, MA 02144
(617) 628-4659 (h)
(617) 623-5110 (w)
resistinc@igc.org

Pam Chamberlain
36 Holworthy Street
Cambridge, MA 02138
(617) 864-2992 (h)
(617) 666-5300 (w)
(617) 864-0042 (f)
pamnicki@ix.netcom.com

Kate Cloud
42 Walnut Street
Somerville, MA 02143
(617) 776-4704 (h)
(617) 666-5300
jackate@rcn.com
kate.cloud@mindspring.com

Ty dePass
21 Yale Terrace
Jamaica Plain, MA 02130
617/983-5170(h)
617/896-9350 (w)
maceito@aol.com

[illegible]ne Lee
26 Wyatt Street
Somerville, MA 02143
(617) 628-0289 (h)
junel_98@yahoo.com

Kay Mathew
47 Iroquois Street
Roxbury, MA 02120
(617) 739-6806 (h)
(617) 354-9645 (w)
kaymathew@juno.com

Marc Miller
15 Bishop Street
Jamaica Plain, MA 02130
(617) 524-8887 (h)
(617) 728-4446 (w)
(617) 728-4857 (f)
mmiller@jff.org
marcscott@aol.com

Jorge Rogachevsky
4600 Duke Street, #1131
Alexandria, VA 22304
(703) 751-0251 (h)
(301) 862-0423 (w)
(301) 862-0958 (f)
jrrogachevsky@osprey.smcm.edu

Hank Rosemont
20058 Haveland Court
Lexington Park, MD 20653
(301) 863-5409 (h)
(240) 895-4276 (w)
jrosemont@erols.com

Carol Schachet
139 Albion Street
Somerville, MA 02144
(617) 628-3455 (h)
(617) 623-5110 (w)
resistinc@igc.apc.org

Abby Scher
225 Eastern Parkway, #1C
Brooklyn, NY 11238
(718) 783-6964 (h)
(212) 219-3976 (w)
abbyscher@mindspring.com

Nancy Wechsler
155 Raymond Street
Cambridge, MA 02140
(617) 868-6134 (h)(fax)
(781) 283-2087 (w)
(781) 283-3645 (f)
nanwec@aol.com
nwechsler@wellesley.edu

Staff

Rebecca Howes-Mischel
15 Westminister Street, #1
Somerville, MA 02144
617/591-1452
617/623-5110
beccahm@resistinc.org

RESIST BOARD OF ADVISORS
August 2001

[redacted]ank Brodhead
5 Deerfoot Lane
Dobbs Ferry, NY 10522
(914) 693-7130 (h)

Noam Chomsky
15 Suzanne Road
Lexington, MA 02173
(617) 862-6160 (h)
(617) 253-7819 (w)
chomsky@mit.edu

Tess Ewing
104 Auburn Street
Camb., MA 02139
617-661-2064 (h)
617-287-7352(w)
tewing@igc.org
tess.ewing@umb.edu

[redacted]rm Fruchter
[redacted]1 Garfield Place
Brooklyn, NY 11215-2105
(718) 499-5592
norm.fruchter@nyu.edu

Debra Kay Jefferson
13 North Pine Street
Salem, MA 01970
(978) 741-4219 (h)
(617) 482-3992 (w)
DeKay@juno.com

Frank Joyce
1155 Lakepointe Street
Grosse Point, MI 48230
(313) 331-2785
(313) 926-5297

Hans Koning
P.O. Box 1079
[redacted]uthport, CT 06490-2079
(203) 372-2219 (h)
(203) 330-0752 (f)
hans.koning@prodigy.net

Paul Lauter
500 E. 77th St.
New York, NY 10162
(212) 570-0997 (h)
(860) 860-5389 (h-CT)
(860) 297-2303 (w)
paul.lauter@trincoll.edu

Penn Loh
21 Lee Street, #2R
Cambridge, MA 02139
(617) 876-1950 (h)
(617) 442-3343 x24 (w)
(617) 442-2425 (w-fax)
psloh@ix.netcom.com

Amanda Matos-González
140C Northampton Street
Boston, MA 02118
617/427-2854 (h)
(617) 623-5110 (w)
resistinc@igc.org

Wayne O'Neil
11 Village Street, #C
Somerville, MA 02143
(617) 623-5862 (h)
(617) 253-2557 (w)
(617) 253-5017 (w-fax)
waoneil@mit.edu

Dick Ohmann
53 La Belle Road
Hawley, MA 01339
(413) 625-2715 (h)

Carlos Otero
5744 Keystone Place, N
Seattle, WA 98103
(206) 527-1967 (h- Seattle)
(310) 826-4299 (h- L.A.)
Otero@ucla.edu

Grace Paley
Thetford Hill
Thetford, Vt 05074
(212) 929-4905 (h-NY)
(802) 785-2608 (h-VT)

Merble Reagon
55 Bethune Street, #C908
New York, NY 10014
(212) 691-3423 (h)
(212) 964-8934 (w)
(212) 964-0222 (w-fax)
merreagon@aol.com

Renae Scott Grey
84 Columbia Street, #3
Cambridge, MA 02139-2728
(617) 492-1085 (h)
(617) 491-7762 (w)
renae35@juno.com

Cheryl Smith
179 High Street, #3
Brookline, MA 02146
(617) 734-3919 (h)
(617) 292-8026 x246 (w)
csmith@trilliuminvest.com

Amy Swerdlow
33 Wheelock Walk
East Hampton, NY 11937
(212) 666-7227 (w)
(631) 329-5490 (h) *
amner@worldnet.att.net

George Vickers
1834 Vernon Street, NW
Washington, DC 20009
(202) 328-6226 (h)
(202) 797-2171 (w)
(202) 328-6235 (fax)
gvickers@igc.org
gvickers@wola.org

Fran White
2 Washington Square Village
PH H
New York, NY 10012-1711
(212) 673-3537 (h)
(212) 998-7330 (w)
(212) 995-4508 (f)
f.white@nyu.edu

Screening List
October 2001

1. Ana da Hora Workers Center (Centro do Trabalhador Ana da Hora)
63 Moore Street, East Boston, MA 02128 Jonathan Fine 617/569-3048
Funding for a petition campaign requesting the President of Brazil to intercede with the Bush Administration and Congress to support the rights of undocumented Brazilian workers and to form a coalition of Brazilians dedicated to immigration legalization.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
Not an appropriate project. No apparent comnection to brazilian Immigrant Center. Several large foundation grants. Perhaps fund for organizing later.

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721 Walton Avenue, #E2, Bronx, NY 10451 Kat Aaron 718/665-3727
Funding for sound equipment and a coordinator for a series of activist oriented parties which will bring together youth with local activists.

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Merely hold parties. Fund participants rather than party. No organizing. Been around 5 years, but not able to put together a budget.

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P.O. Box 4555, Fresno, CA 93744 Diane Scott 559/222-6135
Funding for campaign to develop a Citizen/Police Review Board which will create a direct dialogue with police and give a voice to the community on police behavior.

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Funding to contact supporters of economic and media democracy to have discussions about current impact of government/corporate policy.

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2332 East 46th Avenue, Denver, CO 80216-3914 Laurel Mattrey 303/292-1236
Funding for travel to assist local citizens alliance in effort to close contaminated Army depot.

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Comments:
No clear what the need is. No stands on #10. Over half of budget is state/federal funding. Talk with Colorado Progressive coalition before encourage to re-apply.

7. The Crosscultural Council
428 Park Avenue, Laguna Beach, CA 92651 David Peck 949/494-3542
Funding for an English as a Second Language program for local day laborers.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
Social service focus only.

8. EBT Working Group
299 Broadway, Suite 706, New York, NY 10007 T.T. To 212/393-9595
Funding for general support for coalition working to ensure access to public benefits, government and corporate accountability and overall equity under the state's Electronic Benefit's Transfer.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
Single issue. Looking at access, not welfare reform. No list of groups in coalition. No local references.

9. Environmental Community Organization (ECO) **$2,000**
515 Wyoming Avenue, Cincinnati, OH 45215 Naomi Bailis 513/761-6140 ext. 15
Funding to hire an apprentice for organization looking to reduce neighborhood exposure to dangerous pollutants.

Decision: Leave In __X__ No _____ Undecided _____
Comments:

10. Franklin/Hampshire Health Care Coalition
48 Cave Hill Road, Leverett, MA 01154 Eva Claeson 413/548-8911
Funding for a series of discussion groups on the health care crisis and its solutions.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
No organizing plan. Answers to #10 poor.

11. The Freedom Bound Center
909 12th Street #118, Sacramento, CA 95814 Carl Pinkston 916/381-8775
Funding for *Activist Encounter* a conference designed to provide youth of color leadership opportunities.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
No plan for how to develop leadership. No details on programs/services. Ask CTWO or SOUL about them before suggesting they re-apply.

12. Great Plains Restoration Council **$3,000**
P.O. Box 46216, Denver, CO 80201 Jarid Manos 303/866-0173
Funding for the *Stop the Stink* campaign, which involves young people of color in efforts to retake control of their communities' environmental health.

Decision: Leave In _____ No _____ Undecided __X__
Comments:
Rejected previously because majority of work was social service - diabetes and liver projects. Not very detailed strategies. Very minimal proposal. Talk with Colorado Progressive Coalition to decide.

13. The Inside Books Project
827 West 12th Street, Austin, TX 78701 David Martinez 512/647-4803
Funding to fill requests from Texas-based prisoners for books and magazines.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
Not an organizing request. Not a Resist priority.

14. Kaw Valley Living Wage Alliance
P.O. Box 44-2043, Lawrence, KS 66044 Mark Horowitz 785/832-9860
Funding to develop a broad based living wage coalition to pass a citywide ordinance requiring corporations which receive tax abatements to relocate or expand in Lawrence to pay their employees enough to keep them out of poverty.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
Not a very progressive approach. No real plan for how to accomplish the work.

15. Lucy Parsons Center
549 Columbus Avenue, Boston, MA 02118 Roger Winn 617/267-7262
Funding to purchase a video projection system to show politically empowering films at the Center's weekly movie night.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
No organizing. No recent budget information.

16. North Carolina Lambda Youth Network
115 Market Street, Durham, NC 27701 Paula Austin 919/683-3037
Funding for the Statewide Youth Health Campaign, which uses youth organizers to raise awareness of NC's Teach Abstinence Until Marriage Law, which misinforms youth about sexuality and sex health education.

Decision: Leave In _____ No __x__ Undecided _____
Comments:
Too big. Budget is over $200,000.

17. Pacifica Reporters Against Censorship
2210 Curtis Street, Apt. A, Berkeley, CA 94702 Matt Martin 510/848-7390
Funding to support the satellite distribution of Free Speech Radio News which provides uncensored, grassroots reporting on issues not covered by the mainstream media and to oppose the current management of Pacifica Radio.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
Too big. Raised almost $100,000 in three months. Budget of $296,000 for FY02. No attempts to increase diversity. No answers to several #10 questions.

18. Peace Action Wisconsin **$3,000**
1001 East Keefe Avenue, Milwaukee, WI 53212 Julie Enslow 414/964-5158
Funding for the Colombia Action Project which seeks to link the impact on poor Colombians as a result of the "drug-war" and the need for drug rehabilitation systems in the US.

Decision: Leave In __X__ No _____ Undecided _____
Comments:

19. Philadelphia International Action Center
813 South 48th Street, Philadelphia, PA 19143 Berta Joubert-Ceci 215/724-1618
Funding to produce the video, *Barbed Wire, Korea*, which will be based on footage shot in 2000 during an investigation of US military abuses during the Korean War.

Decision: Leave In _____ No __x__ Undecided _____
Comments:
For production. Come back with distribution plan.

20. Primus Mason Inter-Ethnic Alliance
1104A State Street, Springfield, MA 01109 Ed Charla 413/736-5888
Funding for general support for group that promotes public access to emerging media and universal access to computing.

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

21. Rural and Migrant Ministry, Inc.
P.O. Box 4757, Poughkeepsie, NY 12602 Reverend Richard Witt 845/485-8627
Funding for *Students Have a Right to Education Dollars*, which organizes Hudson Valley youth to change the status quo regarding educational access for immigrant youth.

Decision: Leave In _____ No __x__ Undecided _____
Comments:
Too big. Budget is $245,000 for YEP and $527,000 for RRM.

22. School of Unity and Liberation (SOUL)
1357A 5th Street, Oakland, CA 94607 Harmony Goldberg 510/451-5466
Funding for an accessibility grant to make program space accessible for people with disabilities.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
Too big. Budget is $264,000.

23. Twin Cities Cycle Collective
504 Cedar Avenue South, Minneapolis, MN 55401 Rosemary Fister/Benjamin Tsai 612/339-1630
Funding to expand community bicycle workshop to provide repair facilities for patrons.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
No organizing

24. *Voice*
P.O. Box 0541, Northampton, MA 01060 Tim Scott 413/261-5937
Funding for general support for community publication seeking to challenge the corporate agenda, expose deeper truths and empower the people.

Decision: Leave In _____ No __x__ Undecided _____
Comments:
Not clear on need for another paper in the area.

25. Witness for Peace/New England
P.O. Box 147, Richmond, VT 05477 Joanna Ranney 802/434-3233
Funding for speaker's tour with Cuban grassroots leader Joel Suarez Rodes who will discuss the effects of the embargo and the current political reality in Cuba.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
Got partial grant last time. Reasons: "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." No details for what happens after the tour. No local references. Look at application for follow up organizing.

26. Women's Resource Center
P.O. Box 81814, Pittsburgh, PA 15217 Christine Haas 412/521-2826
Funding for an outreach program for center hoping to provide resources, space and tools to empower women and girls to generate progressive social change.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
No organizing. Goals are limited.

27. Young Democratic Socialists
180 Varick Street, 12th Floor, New York, NY 10014 Tracie McMillan 212/560-7327
Funding for the Activist, a national magazine covering youth/student activism and youth culture.

Decision: Leave In _____ No __X__ Undecided _____
Comments:
No recent sample of magazine (Fall 2000). Not clear who uses it. No clear links to youth activists.

Resist, Inc.
Organizational Development Retreat
October 13, 2001

Facilitator's Report
to the Board of Directors

Submitted by:

Mohan Sikka
Independent Consultant

November 7, 2001

Summary Decisions

A. The following are **priority issues** for Resist to discuss, deal with, and resolve as part of its long-range planning process:

- **Resist's staffing structure**--including personnel policy, supervision, staff mentoring, and accountability
- **Resist's grantmaking program**--its structure, focus, and growth
- **Building trust and communication** amongst Resist stakeholders
- **Board development issues**—such as, committee structure, workload, roles and accountability, diversity, and recruitment
- **Fundraising goals and strategies**, keeping into account an aging donor base, the issue of board involvement, and current market trends
- **Drafting an organizational mission statement**
- **Resource allocation**--that is, how much should Resist invest in movement-building activities, and how Resist is performing with administrative versus program costs

B. At the December meeting of the Board of Directors of Resist, the Long-Range Planning Committee (LRPC) will provide a report on the organization questionnaire/survey that has been completed by stakeholders. As part of the long-range planning process, the LRPC will also present at the December meeting, a proposal for dealing with priority issues raised at the October 13 retreat; this proposal will include an overall "plan to plan" and a timeline

C. The Board of Directors will discuss, make changes, and approve this proposal at the December meeting

D. At each subsequent meeting, the Board will discuss the particular issue based on the approved proposal and timeline, and set goals and strategies (short-term *and* long-term) and next steps to be taken

E. As part of the retreat report, the facilitator will send the LRPC information on "plan to plans"

Summary Facilitator Suggestions and Recommendations

1) As Resist's Long Range Planning Committee charts out a "plan to plan" for the long range planning process, future retreats and meetings should be timelined into this plan; outcomes expected from future retreats and meetings should also be articulated within the context of the plan's overall goals

2) Future retreats should be planned for an entire weekend, rather than just one day. This would allow both for vitally needed downtime *and* more time for planning and decision-making, leading to a deeper sense of accomplishment among participants

3) Resist should consider facilitation for the rest of—or for key components of—its long-range planning process

4) Resist should include periodic review and assessment as another key element in its long-range plan. An effective review would include looking at what has worked, what has been learnt, and where there have been challenges. This will set the stage for constructive modifications of the plan going forward

5) Resist should consider interviewing or surveying its grantees just as it has other stakeholders as part of the long-range planning efforts. Grantees may have valuable and constructive suggestions about the grantmaking process—this would be useful data for the foundation to have even if it does not have the capacity to respond to every articulated need

6) Grantees may also be an untapped source for new Directors, considering the diversification challenge facing Resist. The strategy of looking to grantees as a pool of potential board members will allow Resist stakeholders to expand their search beyond useful—but sometimes limited--personal networks

7) Developing and drafting a mission statement should be a very high priority in the long-range planning process. Resist should consider developing "principles of unity" or "guiding principles" alongside its mission statement—these spell out the organization's core beliefs and values, and are effective as a motivational and unifying tool

Background

Resist, Inc. is a progressive grantmaking organization that has been working for social change and against injustice since 1967. Resist is "a different kind of funding organization seeking out groups that withstand reactionary government policies, corporate arrogance, and right-wing fanaticism through organizing, education and action."

On September 19, 2001, Ms. Pam Chamberlain, Member, Resist's Board of Directors and Retreat Planning Committee, contracted with me to provide Resist with the following services:

- To gather stakeholder views and information in preparation for an Organizational Development Retreat on October 13, 2001
- To work with Resist's Retreat Planning Committee to plan and create an agenda and activities for October 13, with Pam Chamberlain as liaison to the Retreat Planning Committee
- To facilitate the retreat on October 13
- To create and submit a report on the retreat and the retreat planning process, with observations and recommendations

Problem Statement

Movement vs. Organization. Like many growing progressive organizations, Resist is in transition from a "movement-oriented" phase, characterized by commitment to cause and collective, hands-on decision making; to a "direction/delegation oriented" phase, characterized by increasing efficiency, expansion and formalizing of roles. This transition is often difficult for organizations committed to democracy and fairness, given that patterns of relating and decision-making are likely to shift in the change process, as is the interplay of power and authority. These changes are often accompanied by a crisis, or a series of crises, which are important markers of potential growth and sustainability. Organizations that succeed are those that deal with, learn from, and adapt to, these crises, while retaining the best aspects of a fair and representative work culture; organizations that are less successful very often are marked by a resistance to acknowledging that conflict exists and may be a necessary part of positive change, coupled with a desire to return to an earlier work style or culture. One aspect of the change process that appears relevant for Resist is negotiating the tension between organizational structure that supports and simplifies the work of staff and board, and institutionalization that seems counter to Resist's history of egalitarian decision-making.

Staff and Board Transitions. After conversations with key Resist stakeholders, I believe the "series of crises" that mark the organizational change process for Resist are the staff and board transitions that have taken place in (approximately) the last three years. The culmination of this particular set of crises was the resignation of a staff member earlier this year, followed closely by the (internal) resignation of the personnel committee over a lack of clarity around supervision responsibilities. The organization is now faced, at the staff level, with the question of how many staff to hire over what timeframe, and how best to create an appropriate supervision model in the context of a longstanding policy whereby all staff are also automatically appointed to the Board of Directors. Concomitantly, at the board level, a key issue is attracting and sustaining more--and

more diverse--board members, in order to help distribute a very high workload and move Resist forward in becoming more representative of the communities it serves.

From my conversations, I have learnt that the exit of board and staff has, at times, been difficult because of a sense of inadequate closure around these departures. For some of Resist's board members, the following questions have been inadequately addressed: Why did these crises/changes take place when they did? What were the core issues and feelings at play? Is it possible to constructively acknowledge the losses that have occurred and move on? What changes does Resist need to make in the way it conducts business in order to increase the likelihood of appropriate closure when future organizational transitions occur?

Long Range Planning. In addition to organizing a retreat every year or every other year, Resist is also currently engaged in a strategic planning process under the guidance of a Long-Range Planning Committee (LRPC) constituted from the Board of Directors. The LRPC has developed, distributed and is in the process of synthesizing results from a questionnaire that was distributed to key stakeholders. The retreat on October 13 was considered part of the overall strategic planning process.

The LRPC is charged with assisting Resist with identifying critical issues and setting long-term goals, strategies, tactics, and objectives. At least three key issues had been internally identified before the October 13 retreat: organizational structure/management; financial planning; and charting a political direction for Resist. There had been discussion at the Board and committee level prior to my engagement with Resist, that the October 13 retreat may be an appropriate opportunity to grapple with the last of these, i.e. Resist's political mission and direction.

In my view, a current *process* need for long range planning is to develop and implement a focused timeline for the planning process, keeping in mind the outcomes of the questionnaire and the retreat--a first step would be to create a map or a "plan to plan."

Other Needs. Based on my observations, Resist is faced with increasing demands on its grantmaking and education/outreach programs. Sustainably managing and distributing a growing workload while remaining politically relevant are issues that Resist will continue to deal with. Also, in the faced-paced environment in which Resist is situated, learning and practicing constructive conflict resolution and negotiation skills are vital for stakeholders who want to create a healthy operational culture.

To complicate this picture, all of Resist's challenges are taking place in rapidly changing political (and economic) contexts, especially after the events of 9-11. What will the world, progressive movements, and progressive philanthropy look like in one, three, and five years? What will be Resist's role in these spheres?—these are questions that must be engaged with by stakeholders because of their direct implications for Resist's mission, core activities, size, and structure.

Success Outcomes

In preparation for the October 13 retreat, the Retreat Planning Committee came up with the following success outcomes. These included both process and task outcomes:

- A sense of resolution concerning long-term planning
- A sense of everyone being heard and contributing
- The successful completion of some task
- Clarity about where progressive philanthropy is now, and where Resist is; also where Resist fits into the (progressive) movement
- Wondering if there is a "Call" today. Should we revisit the original "call to resist illegitimate authority" and revise it in light of recent events? Send it out to be reviewed by grantees? (*Facilitator Comment:* I interpret the last outcome as "Some clarity around organizational vision and mission going forward.")

Process Design

Based on dialogue with the Retreat Planning Committee, the following process was designed to prepare for and conduct the October 13 retreat:

1) The Retreat Planning Committee will articulate initial broad outcomes for the retreat, and identify which stakeholders the facilitator will interview in order to gather views and synthesize expectations for an agenda. The Retreat Committee will also decide the list of invitees to the retreat
2) Further, the Retreat Planning Committee will choose a liaison who will serve as the contact with the facilitator, in order to ensure uniform reciprocal communication
3) Following Steps 1) and 2), the facilitator will work with Retreat Committee to create a list of questions for stakeholder interviews; the facilitator will then conduct the interviews
4) Based on views and expectations gathered in the interviews, as well as general content and process outcomes articulated by the Retreat Committee, the facilitator will draft three versions of an agenda for October 13, along with process and exercise suggestions, for review by the Retreat Committee
5) Based on detailed feedback, edits and suggestions from the Retreat Committee, the agenda for October 13 will be finalized
6) The Retreat Committee will be responsible for procuring the site for October 13, along with materials and documents needed for the retreat; the Retreat Committee will be responsible for arrival and departure logistics
7) The facilitator will coordinate and facilitate work activities for October 13 as specified in the agenda, and modified as necessary by the group according to emergent priorities on the day itself
8) The facilitator will write a report documenting key components of the process, outcomes, decisions made, observations and recommendations

Steps 1) and 2) were accomplished at the September 12, 2001 meting of the Retreat Planning Committee. Pam Chamberlain was designated the liaison with the facilitator. It was decided that the priority for interviews was the Board of Directors (which include the two staff); one or two

members of the Board of Advisors could be interviewed depending on their availability; also, that members of the Board of Directors would be the only invitees to the October 13 retreat.

Interviews (12 in total) were conducted by me between mid-September and early October. All members of the Board of Directors were reached; several attempts to reach two members of the Board of Advisors did not lead to substantive conversations.

Logistics for food, accommodation and travel to the Blairhaven Retreat Center—the chosen site for the retreat—were successfully finalized by the RPC.

In early October, I sent the Retreat Planning Committee three draft versions of the retreat agenda, which they reviewed and commented on; based on these comments, a single agenda was drafted by me and considered by the Planning Committee; this was then finalized with a last set of changes.

All members of the Board of Directors except Hank Rosemont were in attendance at the October 13 retreat. Rebecca Howes-Mischel, recently hire part-time staff member, was also in attendance, since organizational policy is that all staff join the Board of Directors.

October 13 was devoted to organizational development and planning activities; these were facilitated by me. Notes from the day's activities were recorded by Robin Carton, Resist staff member (see **Attachment 1**). October 14 was devoted to organizational business/grant making activities; these activities were not externally facilitated.

Summary of Stakeholder Views

Stakeholders interviewed in preparation for the October 13 retreat were asked for their views on the following subjects/issues:

1) Their history of involvement with Resist
2) The political voice and direction of Resist
3) Their sense of what issues seem pressing when they think of Resist
4) Three or four personal expectations from the retreat

The interviews had a dual purpose: to informally gather a diversity of views that would inform the agenda for October 13; and to get board members oriented and thinking about organizational issues. The interviews were not designed to gather data in the same way as the LRPC questionnaire (for example, all questions in my interviews were open-ended); the information synthesized from interviews should thus be seen as a broad sampling of trends rather than the results of a controlled poll.

The synthesis of these interviews was presented at the October 13 retreat. The results are summarized below under the categories delineated. The categories follow Fogg's definitions of terms (see **Attachment 3**). The issues are marked with one, two, or three stars (*), based on the frequency with which an issue was raised in the group (* = least frequent).

Assessment

1) External
   - Assessing Resist's performance from a grantee perspective *
   - Assessing and mapping Resist's political and philanthropic universe ***

2) Internal ***
   - (*Note:* currently engaged in through LRPC questionnaire and retreat interviews)

Critical Issues

1) Organizational/Management Issues
   - Organizational Structure & Supervision ***
   - Staff Hiring **
   - Board Recruitment ** ("more members;" "more diversity;" "specific skills")

2) Financial/Fundraising Issues *
   - "meeting short- and long-term needs"

3) Diversity **
   - (political, racial, cultural, age, gender)

4) Trust and Communication **½
   - "really hearing each other"
   - "transparency and mutual accountability"
   - "acknowledging losses & transitions and moving forward"
   - "importance of everyone being involved and feeling appreciated"

5) Long Range Planning *
   - "will the process be internally facilitated or externally facilitated?"

Mission and Vision ***
   - "creating a mission statement"
   - "articulating long-range goals"
   - "what's our role/where do we fit in progressive philanthropy?"

Strategy/ Tactics
   - funding vs. education emphasis (while recognizing both as important) *
   - more effort on coalition- and movement-building as a strategy **

Retreat Components

Following the process described above, the agenda for October 13 was finalized (see **Attachment 1**). A combination of team-building, didactic, content/idea generation, and decision-making exercises were included in the overall plan for the day.

On Saturday, October 13, 2001, the retreat began as scheduled at the Blairhaven Retreat Center. Most board members had arrived the evening before; some arrived on Saturday morning.

Reintroductions following 9-11

Participants chose, and read aloud, from a list of statements compiled by the facilitator (see **Attachment 2**), and responded with their own thoughts and observations following the events of September 11, 2001. This exercise was conducted with the purpose of bringing concerns from the larger world into the retreat space in a constructive way, sharing and acknowledging feelings around difficult recent events, and thus allowing the group to move forward to tackle other agenda items. Participants seemed well engaged during this exercise.

Presentation of Agenda

Following the introductory exercise, the agenda for the day was presented and discussed. Participants were asked to state their names, their affiliations with Resist and with the outside world (in any way they chose), and to reveal their goals for the retreat.

The working agreements for the day were discussed, including a proposal by the Retreat Committee to use a consensus-based model for making retreat decisions (see **Attachment 1**). It was clarified that this model would be used just for the day of October 13, and did not imply a change in the decision-making process at regular board meetings or other Resist events. The concept of consensus as a decision-making tool was explained for the benefit of the group. The group decided to accept the consensus-based model for the day.

Time Line Activity

The organizational time line created at the 1997 Resist retreat was reviewed and updated to 2001. Simultaneously, participants created a personal time line detailing important events in their own lives; the intention was to eventually place the organizational time line next to the personal time line, in order to demonstrate correspondence/connection between the growth of Resist as an organization and the development of the people who have constituted it.

In the debrief session following this activity, participants mentioned several issues that arose for them, such as, the viability of Resist's original "Call" and vision, the changes in the structure and make up of the organization with time, the losses and gains experienced by Resist over the years, and the connection between personal stories and the historical archives.

Strategic Planning Overview

As the facilitator, I then presented an overview of a classic, team-based strategic planning process based on work by Fogg (see **Attachment 3**); also discussed were a glossary of planning terms, a list of important questions to ask while initiating a planning process, a handout from the *Grassroots Fundraising Journal*, and a handout from Fogg about resistance to change. The purpose of this short presentation was to enhance the group's understanding of strategic change and the components of a comprehensive long-range planning process.

Political Mapping Activity

Following the planning overview, participants were asked to break out into three small groups of 3-4 per group. Each group was asked to draw/write/paint, using figures/symbols/pictures/words, their vision of what the world looks like from the lens of political and progressive movements (in other words, to create a "political map"). The purpose of this exercise was for small groups to create and share a vision of issues of relevance to progressive movements globally, and to help the larger group identify needs and concerns that Resist would like to engage with as an organization.

The results of this activity are described in **Attachment 1**.

This activity took significantly longer than projected. There was considerable confusion in understanding both the process and the purpose of the exercise, suggesting that the activity—or associated instructions--could have been conceptualized with more clarity. The presentations of the small groups to the larger group were effective; at the same time, I noticed that it was challenging for the larger group to synthesize these presentations into a coherent set of issues and concerns that could inform Resist's mission.

The exercise *was* helpful in that it gave participants a chance to dialogue intensively with each other over challenging sets of issues that impact Resist's external environment and internal functioning--including issues of relevance to Resist's grantee organizations. Participants shared their visions of global concerns relevant to progressive communities, made connections across issues, and reflected on the origin and centrality of different kinds of world struggles for peace and justice. The activity provided a context for the work on missioning and goal-prioritizing that was planned for the afternoon.

Since this exercise went on longer than expected, it was decided that the group would break for lunch, and then return to finish the activity. Given emergent time constraints, the lunch team-building activity and the Collaborative Negotiation role play (the latter originally scheduled from 3:30 to 5 PM) were cancelled by consensus. I did, however, offer a synopsis on the concept of Collaborative Negotiation and draw the attention of the group to the handout that had been distributed on the subject.

Philanthropic Mapping Activity

After the completion of political mapping, I facilitated a large group discussion and brainstorm on "philanthropic mapping"—the purpose of this exercise was for participants to share and enhance their understanding of progressive philanthropy, and for the group to identify funding needs and concerns that are relevant for Resist.

Participants first engaged in a brainstorm on "questions to consider in creating a philanthropic map." The following questions emerged:

1) Who are progressive funders and what are they doing?*

2) How does Resist define the community of foundations it operates within?*

3) Who leads grantmaking – funders or grantees? Which model does Resist follow?*

4) To what extent is movement support coming from foundations, and from individuals?

5) Where is the money coming from and how much is there?

6) What issue areas are adequately funded, and what are underfunded, in the (progressive) philanthropic universe?*

7) What is the relationship between venture philanthropy and progressive philanthropy?

The group—by consensus—decided to focus on questions 1), 2), 3) and 6) (marked with asterisks) for the remainder of the exercise. The results of the large group brainstorm addressing these questions are presented in the meeting notes (**Attachment 1**).

From my perspective, this activity successfully met outcome expectations. Participants were engaged and enthusiastic; asking the group to define key questions was helpful in focusing the discussion; and the exercise overall helped lay the basis for the organizational planning work that followed.

Mission Priorities for Resist

This final exercise of the retreat was designed to review critical issues raised during the day and take first steps towards setting mission priorities for Resist. Participants interpreted "setting mission priorities" variously as:

- Drafting a mission statement for Resist
- Creating a five-year plan for the organization with goals and concrete objectives
- Addressing the question: Where are we now and where do we want to be in five years?
- Addressing the question: What's working in the organization and what is not working?
- Creating an organization (especially a Board) that reflects the interests/values/goals/ purpose (in other words, the mission and vision) of Resist

Participants wanted to hear and review the results of the stakeholder interviews I had conducted, and I presented these at this time (see **Summary of Stakeholder Views**, above). After this, the following broad discussions took place:

1) **Mission Statement**--Participants felt that it was important to anchor the conversation about mission priorities with an assessment of Resist's current mission, as understood by each person. I reminded participants that mission can encompass the values that an organization stands for, its purpose and broad goals (i.e., what kind of impact it wants to make in the long term), and sometimes its operating assumptions as well.

The views and opinions expressed by participants about Resist's mission (see **Attachment 1, Item 9**) can form the basis of a future exercise to develop a mission statement

2) **Strengths and Weaknesses**—Participants wanted next to focus on organizational strengths and weaknesses. These are presented in detail in the Retreat Notes (**Attachment 1**), and are summarized here:

Strengths	Weaknesses
– Resist has a strong reputation – Resist's grant program is well respected – Resist's newsletter goes out in time and is respected – Resist has a relatively functional committee structure – Resist has grown successfully; there is more money raised and more given away – Some organizational diversification has already occurred – Resist's staff and board are committed, knowledgeable and have shown longevity – Resist's board has some clarity on critical issues – The size of groups Resist funds (small) is an asset – Resist has a phenomenal group of donors	– Resist's Board of Directors is overworked – Committee authority not clear – There is a concern that more organization does not always solve problems – Resist is understaffed – Supervision and mentorship of staff is an issue – The details of grantmaking growth (size of grant, focus) need to be figured out – There is not enough programmatic focus to grant-giving; we need to be more outcomes-based – Resist is not always proactive enough in intervening when we see need – The Board has a hard time resolving issues – Some of our donors are getting on in years/we are losing some

3) **Priority Issues**—Following the strengths/weaknesses exercise, the group agreed on the following priority issues after an open discussion (see also **Attachment 1, Item 10**):
   - Resist's staffing structure and personnel policy
   - Resist's grantmaking structure, focus, and growth
   - Trust, communication, and accountability amongst stakeholders
   - Board development issues
   - Fundraising goals and strategies
   - Drafting an organizational mission statement
   - Resource allocation (how much do we invest in movement building activities, and how are we doing with administrative vs. program costs)

4) **Opportunities/Threats**—Based on the group's decision, I facilitated a discussion on opportunities and threats for each priority issue. The following questions were posed as the basis of the discussion—a) what would be the positive impact of addressing the priority issue in an appropriate manner?; and b) what detriment could we envision if we ignore the issue or address it inadequately? The results of this exercise are presented in detail in the Meeting Notes (see **Attachment 1, Item 11**).

Decisions, Next Steps on Priority Issues

Approaching the end of the day, participants discussed the modalities of moving on the priority issues raised. Several options were considered, including devising next steps for each issue; further prioritizing the issues for order of future discussion; and integrating the issues as part of the long-range planning process. In the end, the consensus was that the LRPC will devise an action plan for dealing with the priority issues; the plan will be considered for implementation by the Board of Directors. The decisions reached were articulated as follows:

A. At the December meeting of the Board of Directors of Resist, the Long Range Planning Committee (LRPC) will provide a report on the questionnaire/survey that has been completed by stakeholders. As part of the long range planning process, the LRPC will also present at the December meeting, a proposal for dealing with issue priorities raised at the October 13 retreat; this proposal will include an overall plan to plan and a timeline

B. The Board of Directors will discuss, make changes, and approve this proposal at the December meeting

C. At each subsequent meeting, the Board will discuss the particular issue based on the approved proposal and timeline, and set goals and strategies (short-term *and* long-term) and next steps to be taken

D. As part of the retreat report, the facilitator will send Resist information on "plan to plans" to the LRPC (See **Attachment 4**)

Spot Evaluation

To conclude the retreat, Pam Chamberlain initiated a spot evaluation of the day's proceedings. Participants were asked to comment on what worked (√) and what they felt needed to be improved (Δ). The results are as follows:

√	Δ
– something tangible was achieved	– a desire to have accomplished more, earlier in the day
– important that we came up with next steps on priority issues	– wanted to see agenda beforehand
	– agenda was overly ambitious

√	Δ
– opening exercise was very helpful – chance to express how people were feeling – important that there was a chance to have political dialogue – it was great to get together and engage – the retreat was educational – strong, sturdy facilitation – retreat location was nice – felt that people left committed to Resist and the process	– a sense of the conversation sometimes circling around core issues, or being abstract – wanted more time to enjoy the space/longer breaks – next time think about weekend model – a desire to see in greater depth where people stood – wanted better coordination between retreat and long range planning committees – wanted to see LRPC survey results as a way to inform the retreat discussion

Observations and Recommendations

As the October 13 retreat facilitator, I have the following observations on the retreat process:

1) The Retreat Planning Committee worked intensively for many months to make the October 13 retreat a success. Their efforts included interviewing potential facilitators, generating agenda content, liaising with the retreat facilitator, organizing site logistics, and serving as motivators for the rest of the Board
2) The process suggestion of the facilitator communicating with Resist through an identified liaison seemed to work out well; conversing with a single organizational representative meant that information flowed efficiently and on time
3) The agenda turned out to be ambitious given the time allotted. When making a choice about what to keep and what to table on the day of the retreat, content components edged out process components (e.g., Collaborative Negotiation role play, team building exercise at lunch). As facilitator, a self-suggestion would be to reflect time constraints even more emphatically to agenda decision-makers, i.e., the Retreat Committee
4) The level and quality of participation by the group was very high. Participants were forthcoming with their views and opinions, mutually respectful, and consistently followed ground rules. There was general willingness to participate in exercises, and learn and share from each other, even when there was not complete initial clarity about the purpose of an exercise
5) I agree with the views expressed by some participants that closer liaison between the Long Range Planning Committee and the Retreat Planning Committee would have been ideal, and had the potential to create an even more productive retreat

6) Success outcomes articulated by the Retreat Planning Committee were largely achieved. Knowledge sharing about the progressive movement and progressive philanthropy took place. I observed enhanced process and content clarity about long-range planning. Participants felt heard and appreciated. Key organizational decisions were made. *At the same time, some participants felt that more in-depth planning and decision-making could have been accomplished with greater preparedness around results from the LRPC questionnaire and more time and/or a leaner agenda.*

The following are some suggestions and recommendations based in part on these observations:

1) As Resist's Long Range Planning Committee charts out a "plan to plan" for the long range planning process, future retreats and meetings should be timelined into this plan; outcomes expected from future retreats and meetings should also be articulated within the context of the plan's overall goals
2) I believe future retreats should be planned for an entire weekend. This would allow for more breaks *and* for more—and a deeper sense of—accomplishment, as desired by several participants at the October 13 retreat
3) In my opinion, facilitation is an important component in the success of the organizational planning process. It allows a neutral third party to coordinate process activities, leaving participants space to do their best thinking. It gives overextended stakeholders some breathing room in activities that can otherwise feel like added burdens in busy schedules. It brings in process suggestions from an expert; these can often be instrumental in the success of a plan. Given all this, I recommend that Resist consider facilitation for the rest of—or for key components of—its long-range planning process
4) Periodic assessment is another key element in effective long-range planning. The LRPC and Board of Directors should consider building in review points at important junctions of a strategic plan, during both development and implementation stages. A review would include looking at what has worked, what has been learnt, and where there have been challenges. This will set the stage for constructive modifications going forward. It is important to remember that the plan is a template, and can and should be changed as circumstances warrant
5) I noticed that grantees have not so far been involved in information gathering about Resist's mission and effectiveness. I believe this information would be valuable to collect, and could constructively inform Resist's long range plan. Grantees may have important things to say about the grantmaking process, size of grants, and other needs—this would be useful data for the foundation to have even if it does not have the capacity to respond to every articulated need
6) Grantees may also be an untapped source for potential Board Members, considering the diversification challenge facing Resist. This strategy would allow Resist stakeholders to search beyond personal networks for new recruits; these important networks can sometimes feel limited when we are looking for individuals with backgrounds varied from our own
7) I believe that developing and drafting a mission statement should be a very high priority in the long range planning process. Resist should consider developing "principles of unity" or "guiding principles" alongside its mission statement—these spell out the organization's core beliefs and values, and are effective as a motivational and unifying tool

Long Range Planning Committee Minutes 10/24/01

I. At the December meeting the committee will provide a time line for the Board laying out which committees are responsible for addressing priority issues at each meeting.

II. Priority issues- derived from survey responses and issues raised at the retreat.
(Not in ranked order of importance)

A) Staffing structure- tabled for the time being
B) grant making- the responsibility of the grants committee
C) Board trust/communication- Board development committee
~ all committees should talk about this from their own perspectives especially regarding feelings of trust about their findings

D) Fund-raising- fund-raising committee
E) Mission statement- LRPC
the LRPC will draft a preliminary statement for Board discussion to create a framework for the creative process considering:

1) resource allocation
2) Resist's niche- does everyone agree on how to define this niche?

Mission Statement: larger goals and vision (the world we would like to help create)
Strategy: niche that Resist occupies
Tactics: grants program and newsletter

Resource Allocation: how to get to the mission statement

III. LRPC Issues:

A) External Issues
1) An unresolved issue of possible disagreement: has the political world changed since Sept 11th so that Resist should accordingly change its political perspective
~accordingly, should Resist support groups that work on building a movement or on Resisting political institutions?
~ does this current situation lead us to offer a fourth call to Resist?

2) part of the mission statement needs to consider whether Resist should function as a facilitator or leader of a progressive movement
~consider networking with other progressive foundations

B) Internal Issues:
1) framework for long-range planning approach- it will come out of this process

IV. Grants Committee- questions to consider:

A) Should there be a larger grant? (Possibly for groups working in long-term coalitions)

B) Does growth mean larger grants or more grants? Or expanding the breadth of projects which we fund?

C) Do the categories and criteria we have for funding currently serve our mission?
1) consider perhaps emphasizing area priorities

D) What are some ways we could structure the grants process by imposing categories on grants? (Low-priority)
1) Should categories have an influence on grantees? (Perhaps to build coalitions?)

E) What are some other structures for making decisions about grants? Are there other ways of preparing for Board meetings than everyone reading all the grants?
1) this is especially pertinent in terms of increases in the number of grants
2) staff autonomy as regards to grants?

F) Finance Committee/ Grants Committee:
1) What's the relationship between income fluctuations and grants size (how much do we let income fluctuations dictate grant funding) ?

V. Fund-raising Committee- topics to consider:

A) Major donors:
1)idealism of Resist vs. targeted fund-raising
2)major donor program- more time spent on regular donations, getting donors to pledge larger amounts on a regular basis
3)ability to cultivate donors without allowing them to dictate funding policy

B) Planned Giving programs

C) Board involvement? What's the role of the Board in this regard?

VI. Executive Committee- topics to consider:

A) What is the Board responsible for beyond grants?
1) looking at decisions for the last five years, what is the structure for the Board making policy?
2) what are the most pertinent questions for the Board?

B) With Board Development Committee: how to build better trust and communication in Board/ Board interactions? (Through political discussions?)

VII. Staffing/ Personnel Structure:

A) Form ad hoc Personnel Issues Committee- ask former Personnel Committee members to be on this committee

1) evaluate structure of the staff- supervision issues
2) look at process of hiring and evaluation
3) address staffing needs for future

B) Personnel Committee (Marc will join): Amanda's exit interview, Becca's 3/6 month evaluations

1) for interim Executive Committee will do evaluations and supervision

VIII. Board Development Committee- topics to consider:

A) overworked- burnout
B)structure/ development
C) diversity
D) committees- role and trust
E) Board/ Staff relations- Board/Board relations
F) Accountability
G) Advisory Board

1)represent Resist at Progressive Conferences?

IX. Time-line for addressing priorities:

A) Committees will bring recommendations to meetings and the Board will discuss them and come to a resolution by the end of the meeting (Committees should send materials before the meeting)

Dec: Discussion on Mission/ Niche/ Strategies- How does Resist respond to external events? (LRPC)

Feb: Trust and Communication- set framework for making future decisions (Executive Committee)

April: Staffing (Personnel Issues Committee)

June: Grants (Grants Committee)

~possible retreat~

August: Board tasks, territory (Board Development Committee)

October: Fund-raising (Fund-raising Committee)

B) Propose that LRPC not be done in June

The next meeting will be Thurs Nov 1st 10:30 -12 if Hank can make it; Tues Nov 13th 10:30- 12 if Hank can't make it