

**CCPH BOARD OF DIRECTORS
BOARD MEETING MINUTES ~ MAY 31, 2006 ~ MINNEAPOLIS, MN**

Board members present: Chris Atchison, Renee Bayer, Cynthia Boyd, Chuck Connor, Diane Downing, Elmer Freeman, Bobby Gottlieb, Larry Green, Ella Greene-Moton, Susan Gust, Daniel Korin, Dennis Magill, Carmen Patrick, Dick Redman and Douglas Simmons

Board member absent: Monte Roulier

Staff present: Anne Moreau, Sarena Seifer, Annika Sgambelluri and Kristine Wong

Environmental Scan

Topic: Board Member Updates

Discussion: Board members went around the room to introduce themselves and provided updates on their activities and observations since the last board meeting. Without explicitly intending to, the updates served as an “environmental scan” of sorts. Although exhaustive notes were not taken, below are some highlights shared by each board member:

- Renee has been very involved in the Kellogg Health Scholars Program (KHSP),, a new and enhanced post-doctoral program that combines the Community Health Scholars Program (focused on community-based participatory research) and the Scholars in Health Disparities Program (focused on health disparities research). One of her goals for the next year is to help create stronger links between the Program and CCPH.
- Susan has been serving on the conference planning committee and helped to recruit community site visit hosts. She participated in a breakfast orientation for site visit hosts that took place about a month before the conference and remarked on the networking that took place there among community groups that have not worked together before.
- Larry has been active as a new member of the national advisory committee for the Robert Wood Johnson Clinical Scholars Program, which has a new emphasis on community-based participatory research (CBPR). He was also recently convened, with support from the National Institutes of Health, Agency for Healthcare Research and Quality, Centers for Disease Control and Prevention, and Robert Wood Johnson Foundation, a meeting in Chapel Hill to challenge the editors of 14 journals to give greater attention to external validity in their guidelines to authors and publishing decisions.
- Daniel has been working on a CBPR project in which children are integral participants in shaping interventions to improve their health.
- Douglas was recently selected to participate in an academic leadership development program offered at his university.
- Bobby was recently appointed as faculty chair of the service-learning committee at Harvard Medical School.
- Ella is increasing her time working for the University of Michigan School of Public Health on a community-based genetics project, and serving as a community-academic consultant with the CCPH Consultancy Network. In April, she and Sarena visited Clemson University where they gave presentations on CBPR and facilitated a one-day training workshop for community partners.
- Cee was just selected for the Robert Wood Johnson Foundation Executive Nurse Leadership Program and the focus of her major project will be community-university partnerships.

- Chuck shared the “ebb and flow” of the West Virginia Rural Health Education Partnership Program and how they are always working to keep the partnership going.
- Chris chaired a state task force on responses to a pandemic flu outbreak that recently issued its report.
- Diane remarked that in her community-based participatory work, keeping the “R” in there for research is challenging.
- Elmer mentioned that the Community Development Corporation he chairs in Boston recently celebrated its 40th anniversary and just submitted a proposal (in partnership with the Center for Community Health Education Research and Service, Northeastern University and other partners) to develop a parcel of land in Boston that will involve student dorm space, faculty housing, a community health center and a high school health careers academy.
- Carmen announced the inaugural issue of Context Journal, the student-run online peer-reviewed journal she edits, and encouraged board members to read it and encourage health professional students to submit articles to it (www.contextjournal.org). She also mentioned that plans are underway to create a national online directory of student-led community service projects.
- Dick mentioned that he has been successful in getting service-learning incorporated into the undergraduate nursing curriculum at the University of Michigan and he will be teaching the service-learning course this fall.
- Dennis highlighted an ambitious new longitudinal study in Toronto of immigrant health being undertaken by the Wellesley Institute. He also announced a new book he co-edited and published by Canadian Scholars Press, “Survival Strategies: The Life, Death and Renaissance of a Canadian Teaching Hospital.” He presented Sarena with a signed copy of the book to recognize the paragraph she wrote for the book about the partnerships between CCPH and Wellesley, and also raffled off 2 signed copies for board members and one copy during the conference. For more information on the book, visit <http://www.cspi.org/books/s/survival.htm>

Policy Monitoring

Topic: Ends Monitoring Report

Discussion: In discussing the report, board members expressed support for drawing on existing sources of data to track our ends, such as the Campus Compact annual member survey on service-learning and civic engagement in higher education. A suggestion was made to track the organizations that have incorporated CCPH principles into their work as one measure of our impact. Board members also honed in on the issue of how grants are peer reviewed and the contributions that CCPH has made to help ensure that community members are able to serve on peer review panels for grants for service-learning and community-based participatory research. CCPH has accomplished this primarily through two mechanisms: (1) by compiling a list of possible peer reviewers and sending it to federal funding agency representatives who followed up on the suggestions (e.g., the National Center for Minority Health Disparities) and (2) by being hired by private funding agencies to recruit and orient peer reviewers and manage their peer review process (e.g., the Healthier Wisconsin Partnership Program). Comments related to this topic included:

- We need to look closely at the way NIH defines CBPR and assesses it in proposals. Peer reviewers need guidance on the authenticity of the partnership.

- We need to better understand the experiences of funding agencies that have involved community members as peer reviewers. For example, the National Cancer Institute of Canada, the US Department of Defense, the California Breast Cancer Research Program, Juvenile Diabetes Foundation. We should package these experiences to take to other funders to demonstrate what's already been done and how it's working.
- We need to be cautious about equating "community activists" serving on peer review panels with "community perspectives." Having activists on peer review panels can scare off funders.
- There are greater opportunities to involve community members as peer reviewers at CDC and AHRQ than at NIH.

Action: The board unanimously approved the Ends Monitoring Report. Chuck made the motion and Diane seconded it.

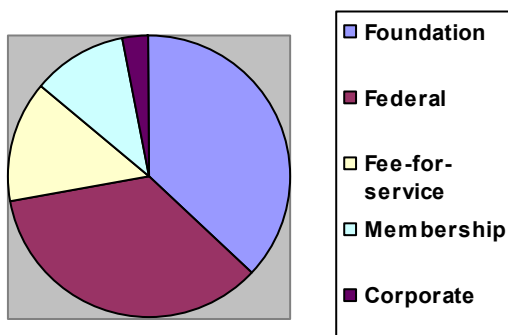
Subject: Financial Monitoring Reports

Discussion: In discussing the reports, board members made the following comments and suggestions:

- This year may have been our most successful yet for raising funds to support community participation at the conference. In addition to Kellogg, which has provided funding to CCPH for this purpose in the past, we raised funds from the Otto Bremer and Northwest Health Foundations. Wellesley also funded community participants from Greater Toronto.
- The observation was made that we have not raised membership fees for many years and we should consider doing so.
- A request was made to show revenue in pie chart format to be able to see, for example, what percentage of our revenue is from private foundation grants vs. government grants vs. membership fees, etc. (See pie chart at end of this section).
- It is not possible to get a sense of opportunity costs with the way revenues and grants are reported in the current format. It wasn't clear how to handle this concern.
- Our debt repayment to UCSF is moving along.
- A question was raised about whether sub-grants are a component of the Corporation for National and Community Service grant that is pending and whether there is a board policy on grant making. Sarena explained that we applied for the "consortia" category that requires making sub-grants (as opposed to the "campus-based" category that provides funds to a single college or university campus). If we get this grant, we would put out a request for proposals (RFP) to award the sub-grants. As written, the schools and graduate programs of public health already competitively selected for the Kellogg Foundation-funded Engaged Institutions Initiative would be eligible to apply. She also explained that a board policy on grant making may not be needed, since we already have a policy that speaks to being transparent about how sub-grantees or partners are chosen or selected, and that grant making is viewed as a "means" to achieving our ends and therefore a staff function. There have been no conflicts or concerns expressed by board members in the past about CCPH providing sub-grants.

Action: The board unanimously approved both financial monitoring reports (financial condition and activities; financial planning and budgeting). Dick made the motion and Chuck seconded it

Percentage of current CCPH funding from different sources:



Topic: Ends Focus of Grants and Contracts

Discussion: None.

Action: The board unanimously approved the Ends Focus of Grants and Contracts monitoring report. Dick made the motion and Chuck seconded it.

Topic: Treatment of Staff

Discussion: None.

Action: The board unanimously approved the Treatment of Staff monitoring report. Dick made the motion and Chuck seconded it.

Topic: Emergency CEO Succession

Discussion: Sarena explained that all three former CCPH senior staff members named in the report (Kara Connors, Piper Krauel and Rachel Vaughn) are willing to step in if needed in an emergency situation.

Action: The board unanimously approved the Emergency CEO Succession monitoring report. Dick made the motion and Chuck seconded it.

Topic: CEO Succession Plan

Discussion: Elmer facilitated the discussion and began by saying that in planning the board meeting, he, Ella, Renee and Sarena decided to include this item on the agenda because they felt that the board should be more proactive in terms of putting together a CEO succession plan. The handout document prepared by Elmer was intended to generate discussion about this. Sarena is not resigning and has no plans to resign anytime soon, but she has begun to envision a future in which she is no longer the executive director of CCPH. It's not just about Sarena and the executive director position, but the future of our organization. Right now, CCPH is based at the University of Washington (UW) because Sarena is a faculty member there. There is no commitment or obligation on the part of CCPH or the UW to continue the relationship if Sarena were to resign from the executive director position. Realizing this raises many important questions about CCPH's organizational structure and location. Elmer suggested that the purpose of the discussion is not to come to a conclusion, but to raise the questions and issues that we need to figure out in order to develop a CEO succession plan.

The current scenario: CCPH is based at the UW School of Public Health and Community Medicine and the relationship is fiscal/contractual. CCPH does not have employees; CCPH staff are UW employees. Every year, Sarena as a faculty member/principal investigator send a proposal from UW to CCPH proposing a scope of work from August 1 – July 31. CCPH approves the proposal and signs a sub-contract with the UW that provides the funding required

to run the organization. It is not really framed as a management agreement. University administrators see CCPH as an external funding source like others that support faculty. The CCPH-UW sub-contract pays for CCPH staff salaries and benefits, and other direct program expenses. The funding for this sub-contract comes from various sources that are paid to CCPH. Occasionally, grants go directly to the UW and not through CCPH. For example, a 3-year CDC grant-funded project that ended recently went to the UW directly. The decision of whether to have a given grant come to CCPH or to the UW is based on a number of factors, including the grant's eligibility and administrative requirements. For example, only schools of public health were eligible to apply for the CDC grant.

Board members made these comments and suggestions:

- Although this was a difficult conversation to have, board members voiced support for doing so because the questions and issues raised are so important.
- A question was raised about whether CCPH gets any financial support from the University of Washington (UW) and what indirect fees we pay to the UW. Sarena explained that CCPH does not get any financial support from the UW. The CCPH-UW sub-contract does not pay for any indirect expenses. The sub-contract does include funding for rent. The lack of payment of indirect expenses is responsible in part for the “lack of clout” that CCPH has at the UW. In other words, faculty who bring in NIH grants that pay full federally negotiated indirect cost rates are able to get more institutional support.
- There is no memorandum of understanding or contract between CCPH and Sarena.
- Sarena's employment at the UW is dependent on her ability to bring in funds to cover her salary, but is not tied to her being the executive director of CCPH.
- A question was raised about what tradeoffs we may be making to be based at the UW versus another university or not at a university at all. We need to keep an open mind about our loyalty to being based at the UW. We may find, for example, that other universities compete to have us based there.
- There are some advantages to having CCPH staff be UW employees. UW employment comes with good salaries, benefits, and the opportunity to take courses for credit for free or reduce fees.
- If we want to have CCPH remain at the UW, do we need to start cultivating a relationship with someone at the UW who would succeed Sarena? Is there an appropriate faculty member there?
- What would the liabilities (i.e., financial, legal, moral, and ethical) be if we moved CCPH to another location outside of Seattle and staff did not follow? Would the board need to provide a staff severance package?
- A concern was expressed that only individuals with PhDs or other doctoral-level degrees can be a principal investigator at the UW. We do not want to preclude a CEO that's not doctorally trained.
- As an independent 501(c)3 nonprofit organization, the CCPH board is able to hire and fire its executive director.
- With the policy governance model, we don't have a traditional written job description for the executive director position. However, we do need to develop a job description and the skills and qualities we would look for in an executive director so we are prepared for a search when the time comes.

Actions:

- Elmer agreed to continue serving as the board's “point person” on this issue. He will work closely with Sarena to address the questions and issues raised in this discussion and come to the next board meeting with a proposed plan.

- Sarena will obtain a copy of the management agreement between the National Fund for Medical Education and the University of California-San Francisco Center for the Health Professions which could be a good example to review.

Connecting with our Owners

Topic: Learning From Community Partner Owners

Discussion: Ella facilitated the discussion, using the background reading, “Highlights of Community Partner Summit” as a starting point. She asked “How did we get to the place of connecting with our community partners?” and took us back to the October 2004 board meeting we held in Atlanta, when we first tried to understand who our owners even are. We decided that our owners are “all individuals and organizations that are interested in advancing comm.-campus partnerships to improve health.” These are our moral owners, not our legal owners. During the meeting, we began to think about choosing a group of owners to get to know and find out more about them and their issues, challenges and concerns. In March 2005, when we met in Chicago, we talked more about linking with our owners and met with a number of community and academic partners involved in the University of Illinois-Chicago Neighborhoods Initiative. In September 2005, we talked about authentic partnerships.

In February 2005, a few board members and Sarena attended the Kellogg Foundation’s 75th anniversary seminar, which focused on the role of community-engaged schools of public health in eliminating racial and ethnic health disparities. CCPH was represented on the seminar planning committee. Although community partners attended the seminar (many of whom CCPH had suggested be invited), they expressed interest in having an opportunity to meet as a group “without the academics in the room.” Kellogg subsequently awarded two grants to continue work begun at the seminar – one to the Association of Schools of Public Health and one to CCPH. The grant to CCPH included funding for the Community Partner Summit as well as for the Engaged Institutions Initiative that is providing consultation to 12 schools and graduate programs of public health that are working to become community-engaged institutions focused on eliminating racial and ethnic health disparities.

The Community Partner Summit was held at the Wingspread Conference Center in Racine, WI at the end of April 2006. Four board members attended (Ella, Elmer, Susan and Monte as facilitator) along with 20 other community leaders with extensive experience in community-higher education partnerships. Three staff also attended – Kristine (who coordinated the summit), Chris and Sarena. What ensued was an in-depth discussion of what an authentic partnership really means and what it means to be a community partner.

Comments were shared by board members and staff who participated in the summit:

- It was a time to hash through partnership issues, with people feeling not as isolated and able to work with others doing this work.
- There was good facilitating and everyone participated.
- It felt like “being with kin,” which is so important as an activist and doing this work with universities. We are seen in our communities as fraternizing with “enemies” and cannot return home again in the same way. You start to change and see the world differently when you engage in these partnerships.
- It was an opportunity to share knowledge across experience and people.

- It was time to reflect on our work.
- It was affirming and gave people a chance to take a step back.
- Participants reflected broad based experience and issue areas.
- Capacity building within communities was important for the group.
- It drove home the idea of the potential of partnerships.
- The setting of the Wingspread Conference Center, where National Public Radio and the National Endowment for the Arts were founded, gave it a level of legitimacy and importance.

Other board members added their comments:

- Another summit is needed for academics. The Wellesley Institute has workshops that community members attend, but we need the academics to get involved. Very few are interested in community-based research. How do you bring the two together?
- Evangelism begins with the true believers. I like the idea of having the conversation first with people who already “get it” and then bring in on other people.
- The summit represents a tangible connection with our owners. The summit is an example of our moral ownership – not necessarily just CCPH members, but people doing community partnership work from community end.

There was some discussion about the terms used and the wording of the report:

- I liked the way the report was laid out, finding new avenues for dialogue. It should be shared broadly.
- This report will improve the quality of partnerships, but it may not increase the quantity and perhaps the quality is what we really want to influence.
- The term “authentic” to describe partnerships can be problematic. A better word to use is “effective.” Authentic partnerships are a destination and some may never get there.
- We need to keep in mind how we frame our language. Academics go home to communities too. How do we keep our language from separating us into “us” versus “them.” We need to make sure we don’t create divisiveness.
- In a way, there will always be us and them – we just need to know how to separate and then come back together. Trust builds that communication. We used the language most comfortable for us.

Topic: Connecting With Owners During the Conference

Discussion: Annika gave a preview of the conference and suggested that board members specifically seek out first-time attendees (identified on their nametags) to find out why they decided to attend the conference and what their interests are.

Actions:

- Board members will seek out first-time attendees and engage them in a conversation.
- Annika will send an email out to the board listserv after the conference to gather feedback.

Clarifying and Achieving Our Ends

Topic: CCPH Principles of Partnership

Discussion: Building on the discussion we had at the last board meeting, Renee and Dick drafted a proposed edited version of the principles with the new title of “Principles of Authentic Community-Campus Partnerships.” Board members made these comments and suggestions:

- There is a fine line regarding the language we use – how to be positive, encouraging and forward-thinking while not demeaning relationships that are struggling to be partnerships.
- The principles need some sort of preamble. We need to make sure that there's an acknowledgement that there's a continuum and process of developing partnerships.
- The notion of “transformation” needs to be in the principles.
- There was some discussion about whether the words “benefit” and “credit” both needed to be included. Doesn't benefit encompass credit? But community groups don't just want credit – they want tangible changes and benefits. The community is looking for results. Credit can be empty; it can just be a “pat on the back.”
- The last bullet, that partnerships form to serve a specific purpose and goals may change over time, is very powerful and should be at the top.
- There was support for specifically mentioning establishing processes for conflict resolution, since many times there is tension with a partnership and no way to resolve them. Conflicts arise frequently over power and over who is making decisions.
- Several board members emphasized the importance of brevity and succinctness to the principles. They could be made shorter and more precise, to the point. It currently reads in places like it's been written by academics. For example, do we really need the phrase “roles, norms and processes”?
- There was continued discussion of the meaning of the word “authentic” and whether or not it was appropriate to use. For some board members, authentic means “the real deal”. One's “real deal” may be different than another's “real deal”. For others, the word “authentic” has puffiness to it, like “centers of excellence.” The words “genuine” and “equitable” were offered as alternatives to the word “authentic” but were not unanimously supported. There may never be a word that captures what we're trying to say or do. But the principles need to have some descriptive word that conveys that we're not talking about partnerships on paper but “real” partnerships. In the end, there was support for using the word “authentic.”

Actions:

- Based on the discussion, Dick and Renee will draft one more version and circulate it to the board for comments and possibly a discussion by conference call.
- Once the board “signs off” on the principles, we'll post it on the CCPH website with “tracked changes” and ask for feedback.
- The Community Partner Summit participants will be among those we send the revised draft to for comment.
- The feedback will be discussed and the final principles adopted at a future board meeting, probably the April 2007 board meeting to give us plenty of time for feedback.

CCPH 10th Anniversary

Topic: CCPH 10th Year Anniversary

Discussion: Chuck facilitated a discussion of how we should celebrate our 10th anniversary, including connecting with former board members. He began by pointing out that community-campus partnerships and CCPH as an organization are strategies for change. Our 10th anniversary provides an opportunity to highlight our vision. What message do we want to convey to our owners? This is a monumental moment. Where do we want to take this?

Board members shared these comments and suggestions:

- The anniversary provides an opportunity to re-engage and involve former board members and staff. Where are they now, what are they doing? It would be interesting to have them look back and look forward. We need to tap into the passions of the founding board members and staff and get them involved.
- The anniversary also provides an opportunity to re-engage and involve our initial funders. The Health Resources and Services Administration paid for strategic planning, The Pew Charitable Trusts funded the Health Professions Schools in Service to the Nation Program that preceded the formation of CCPH. Funders appreciate being thanked and recognized.
- Do we, can we, track people who have participated in our programs? Do they have accomplishments we can celebrate? For example, they went on to develop new service-learning courses, new CBPR partnerships, community health improvements, etc. that have had a ripple effect. What are the “CCPH stories of impact?”
- We should develop an impressive looking booklet that describes our history, accomplishments, key people and events, examples of partnerships, quotes from members about how CCPH has made a difference. This could also serve as an excellent fundraising and membership recruitment tool.
- Anniversaries are also a time for recognition. We should recognize former board members and members who have been instrumental to the organization’s success – for example, with special awards, an invited lectureship.
- It is important to tell the story of the organization, to tell from whence we came. Who were the pivotal people and organizations?
- We should develop a timeline of key people, events and activities since CCPH began.
- We need to celebrate why we’re here, why we do the work we do.
- The book “Leading Without Power: Finding Hope in Serving Community” was given as an example of the importance of stories and storytellers in guiding the future of organizations. All board members and staff should be able to tell story of CCPH and how the organization evolved. The 75th Anniversary book from the Kellogg Foundation is a possible model to look at. Local and national stories about CCPH needs to be told.
- What about publishing and selling a book and/or video of stories about exemplary community-campus partnerships that could be launched at the 10th anniversary conference. The book “This Fine Place So Far from Home: Voices of Academics from the Working Class” was cited as a model to review.
- Should we have an event that is separate from the conference to celebrate our anniversary? This could be a fundraising event as well. It could, for example, incorporate the “endowed lecture idea. This fits in well with the “Closing the Dream Gap” committee we just formed.
- CCPH itself should be recognized with an award that would raise the visibility of CCPH. Board members could nominate CCPH for an award.

Action: The board decided to form a 10th anniversary committee to continue generating ideas and develop a plan. Chuck, Renee, Susan and Diane agreed to serve on it. The committee will meet by conference call and report back at the next board meeting.

Governance

Subject: Closing the Dream Gap

Discussion: Cee facilitated the discussion and began by indicating the objective was to end with some strategies for how the board can support the organization’s need to develop diversified, sustainable sources of funding. She mentioned that at its meeting a year ago, the

board voted to include fundraising in its job description. She invited board members to develop ideas about how we can be involved, what possible things we can do to raise funds, and discuss what we'd be raising them for. She encouraged us to talk about realities and define limits, talk about consequences of not doing this, and to allow some open discussion about what we're raising funds for and ideas about how to do this. She challenged us to consider what the consequences might be for CCPH of the board not embracing our role in fundraising.

Board members made these comments:

Adding new pieces to our funding "pie"

- Looking at the "pie chart" of funding sources, the individual donor piece of the piece is missing. CCPH has no major donors, no fundraising events. How much effort do we want to put into raising funds and time to put into this piece?
- Since CCPH is a national organization and community-based work is inherently local, it can be challenging to show how CCPH is relevant to local funders. We have the membership and the infrastructure to be able to showcase great work that is being done locally, and to make connections between similar work being done in different communities.
- We should develop a "menu of options" for donors, similar to what we do for conference co-sponsors and exhibitors.
- We should explore partnerships with umbrella groups of funders, like the Council on Foundations.

The idea of an endowment

- We need to seriously explore the idea of an endowment. We need to "think big." Can we get to a point where we "live off the interest from an endowment?" Individual donations can go into an endowment and over time it will grow. We would need to name the endowment and announce our intentions. It's critical to get enough funding early on to be able to attract other donors.
- CCPH is in the perfect position to raise funds for an endowment in connection with our 10th anniversary. Once people have seen what we've done over the years, we can make a move in regards to funding an endowment. We may have a hook right now with individual or family foundations that want to fund efforts that involve grassroots communities. We need to promote ourselves as an organization with a national scope but connections in communities all over the country. We are also in a position to promote our role in building capacity among grantee networks, which we have had experience in doing.
- Some board members were familiar with how universities raise endowment funds. They will have some sort of description about their values – a casebook, a description of why people may want to make donations, what the return will be for the community and society. It is worth investing some time and money to develop this.
- The idea was raised of sponsoring an "annual endowed lecture" that would draw attention to CCPH's leadership in the field and raise funds.

Membership

- We need to promote how CCPH helps universities, and makes funding more available from the government in regards to partnerships. This could attract greater support among universities and more institutional memberships.
- We should look at a broader range of foundations as possible funders, beyond those that have funded us in the past. Our mission and focus go way beyond health defined traditionally. What about foundations with priorities in education, diversity, social justice, civic engagement? We need to carefully review the language of their guidelines and explore ways we may fit in.

- We should analyze the composition of our membership more carefully and the fees we charge compared with organizations of similar size and scope. We haven't raised our membership fees in a long time. Can we adjust the fees to attract more community-based organizational members? Can we create a category for sustaining university members that is a higher fee than we currently charge for organizational members and comes with more intensive training and technical assistance?
- We should consider giving a year's free membership to foundations as an investment that could lead to them being more knowledgeable and excited about CCPH and the possibility of collaborating with us.

Potential conflicts

- The question was raised as to whether there would be any conflicts with the University of Washington if we start approaching donors and developing an endowment. Sarena responded that as long as pertains to our separate 501c3 status as an organization and does not involve the university (i.e., the funds go through CCPH's bank account and not the university), then there should not be a conflict.

What each of us can do

- It costs money to operate the board, on the order of \$45,000 a year. Some board members are able to pay their full way to board meetings, others can partially cover those costs and others are not in a position to cover any costs – this is the reality of the situation and always will be as long as we continue to be an inclusive board that does not pose financial barriers to participation. How can we hold ourselves accountable to raise the money to pay for our participation in the organization, individually and collectively?
- Each of us as board members needs to consider our sphere of influence. We should each ask ourselves: What are all the things that make up my life? Who doesn't know that I'm on the CCPH board that should? Who should I invite to become a member, to propose a conference session, to get involved? Have I added my CCPH board membership to my resume/CV and biographical sketch?

Actions:

- The board generally agreed that aiming to raise \$45,000 in unrestricted funding (the amount that would cover CCPH's governance costs) was a reasonable goal.
- The board decided to form a "Closing the Dream Gap" committee that will move these ideas forward and address two agenda items we didn't get to: the board's specific job description for fundraising and the strategies for fulfilling that job description. Cee agreed to chair the committee. Cee agreed to chair the committee and Carmen, Bobby, Chuck and Douglas agreed to serve on it. The committee will meet by conference call and propose a course of action at the next board meeting.

Topic: Electing New Board Chair-Elect

Discussion: Chuck expressed interest in serving as the new board chair-elect, a position that starts at the next board meeting in October 2006.

Action: Board members unanimously elected Chuck as the new board chair-elect. Douglas made the motion and Cee seconded it.

Topic: Renewing Board Terms

Discussion: Richard and Daniel had board terms ending this year and are interested in serving 2nd three-year terms. Board members pointed out that Monte and Elmer are completing their final board terms at the next meeting. Carmen asked whether the board usually conducts evaluation interviews with board members completing their first terms, or exit interviews with

board members as they leave the board. She suggested it would be a great way to capture their stories of impact. Other board members answered that we haven't been doing it but thought it was a great idea.

Actions:

- Board members unanimously agreed to renew board terms for Richard and Daniel. Ella made the motion and Chuck seconded it.
- Carmen offered to conduct interviews with Richard, Daniel, Elmer and Monte and share the questions and findings with the board.

Topic: Reflecting on Process of Policy Monitoring

Discussion: In reflecting on the process of policy monitoring, board member comments included the following:

- When asked whether there are any ends or executive limitations policies that seem to constrain the CEO, Sarena replied no and indicated that the policies seemed reasonable.
- The CEO's assumptions are transparent, but it's not easy to tell what is a priority or whether/how decisions were made among competing priorities. The suggestion was made that it would be helpful if reports presented major decisions made since the last board meeting, and what the pros, cons and tradeoffs were that played into those decisions, so we can reverse a decision if it seems like it was ill-advised. It would also be helpful to examine decisions that that will be coming up in the next year. After some discussion of these points, board members generally agreed that should not be weighing in on decisions that are within the executive director's purview. If the board has any concerns about a decision or action that the executive director has taken, it should determine whether it reflected a reasonable interpretation of our ends and executive limitations policies and if not, consider refining the applicable ends statement or policy.
- Some board members understand information better through visual display of information rather than text-heavy documents. The suggestion was made to experiment with different ways of presenting the monitoring reports, with using a pie chart for displaying financial information being used as an example.
- The question of "how do we know we are doing a good job on behalf of our owners?" was asked but not really answered.
- Newer board members remarked that getting the information needed to be able to support the organization is difficult. Navigating the balance between the policy governance model and the way boards normally operate can be challenging. Sarena shared that she experiences this tension, too. For example, to what extent should she ask board members for help with membership recruitment and fundraising? The board agreed that the organization cannot fail. The CEO should feel able to ask board members for help whenever needed, and board members should feel free to offer assistance and make suggestions.

Topic: How Well We Are Applying the Policy Governance Model

Discussion: Carmen facilitated the discussion and invited board members to share their perspectives:

- Several board members "reminisced" about how much time we used to spend on micro-level issues and treasurer reports that provided incredible detail about our finances that wasn't helpful
- We sometimes find ourselves on a slippery slope back to the way boards typically function. We are pretty good at being disciplined.
- Some of us feel we get a "red flag" when we even say anything that may be outside of the Carver model. When there's a balance of "old" and "new" board members, we need to be sure to not quickly squelch comments but let them be said and learn from them.
- We're working as partners.

- I have more of a sense of accomplishment being on this board than I do many other boards that don't use the Carver model.
- We still have areas to improve on, we're still not where we need to be. But we are building our knowledge; it's a process.
- We need to do more research on the Carver model. Now that policies and reporting is in place, what do we need to be doing next? Is it enough to keep deepening our understanding of our ends, connecting with our owners? Our training and development in this model shouldn't stop. We need to devise ongoing board development.

Topic: Agenda For Next Board Meeting

Discussion: Chris summarized what he heard as agenda items for the next meeting and invited other board members to comment. With the meeting being held in DC, we should explore the possibility of meeting with funders, policymakers and national organizations. Possible people/organizations include NIH director Dr. Zerhouni, Congressional Black Caucus, Agency for Health Care Research and Quality, Health Resources and Services Administration, Corporation for National and Community Services, Department of Homeland Security, Annie E. Casey Foundation, Association of Schools of Public Health, National Association of Community Health Centers. The purpose in meeting would not just be to hear from them about their priorities and future directions, but to voice our concerns and desires re: support for community-based participatory research and authentic community-higher education partnerships and to propose what we can do with/for them. Other agenda items mentioned included:

- Follow-up on Community Partner Summit.
- Plan proposed by "Closing the Dream Gap" committee.
- Plan proposed by CCPH 10th anniversary committee.
- Report from Elmer and Sarena on CEO succession planning.
- Report from Carmen on board member interviews.
- Update on where we're at with the revised CCPH principles of partnership.
- Briefing on Sarbanes-Oxley Act and its implications for nonprofits including CCPH.
- Training related to deepening our understanding of the policy governance model and what we should be doing to "stay on track."

Actions:

- The board unanimously agreed that a conference call meeting between in-person meetings would be valuable and that one should definitely be held between the October 2006 and the April 2007 board meeting. Whether we need one before the October 2006 board meeting remains to be seen, but possibly to discuss the revised draft CCPH principles of partnership before posting on the web for public comment.
- Renee, Ella, Elmer and Chuck (as outgoing chair, incoming chair, chair emeritus and new chair-elect, respectively) will plan the agenda the next board meeting, including any board conference calls between now and then.

Topic: Reflection on the Meeting

Discussion: Susan facilitated individual and group reflection on the meeting. Comments made included:

- Everyone actively participated.
- We are deepening our relationship as a board.
- We are cross-pollinating each other's ideas and thoughts.
- The meeting feels rushed. We don't have enough time to discuss a topic before we need to move on to the next one.
- We have great untapped potential!