



## **Endowment for Equal Justice Board Meeting**

Wednesday, October 13<sup>th</sup>, 2021

Zoom call

### **MINUTES**

**Board Members Present:** Rima Alaily, Beth Bloom, Ellen Dial, Ele Hamburger, Kay Frank, John Hoerster (Co-President), Mark Hutcheson, Nancy Isserlis, Ron Knox, Dick Manning, Michelle Moersfelder (Co-President), Salvador Mungia, Margaret Niles, and Michael Schwab

**Absent:** Bruce Brooks, Gail Mautner, Gerald Schley

**Staff:** Caitlin Davis, Melinda Mann, Megan Simmons

The meeting began at 12:03 PM.

#### **Welcome and Business**

Michelle Moersfelder welcomed the board and began the meeting.

#### **Approval of Minutes**

The August 18, 2021 board meeting minutes were approved by the Endowment Board.

#### **Presidents Report**

Michelle opened the meeting with a discussion on the draft 990 form, which was sent to all board members in advance of the full board meeting for review and opportunity for comment. The Form 990 will now be filed with the IRS.

#### **Discussion and Vote for Conditional Adoption**

Rima Alaily presented the Strategic Plan and PMVV Statement (Purpose, Mission, Vision and Values) and thanked board members for their feedback in committees and during the drafting process. The Board was invited to provide conditional approval of the Strategic Plan and PMVV Statement before sharing the documents with certain key stakeholders for input. In December 2021, a final version of the documents will be shared with the full Endowment Board for consideration and adoption.

Rima shared that the Strategic Plan will serve the Endowment for the next three years, with a new major gifts campaign to be launched in 2025. During this time, the Endowment will expand its foundation for a new campaign. The Strategic Plan includes five goals, each with a number of objectives and a range of tactics to achieve them. Rima noted that not all tactics may be executed over the course of the next three years, but that the Strategic Plan exists to outline the larger work of the Endowment from 2022-2024. Externally, the Strategic Plan will not be shared with most stakeholders and other audiences in its

entirety, and instead the information will be tailored to the interests of the particular audiences. It is likely that stakeholders would receive the goals and objectives of the Strategic Plan and the PMVV Statement.

Mark Hutcheson shared his appreciation for Rima's overview of the Strategic Plan and the purpose behind each aspect of the Plan.

Rima and Melinda Mann thanked the full board for their participation in the Strategic Plan drafting process, which has ultimately enriched conversations around the purpose of the Endowment and its work.

#### EEJ Purpose, Mission, Vision, Values Statement

Mark began the conversation by identifying that a comma should be included after "Purpose" in the title of the document.

Margaret Niles pointed out that while we are the Endowment for Equal Justice, the phrase "equitable justice" is utilized numerous times throughout the PMVV Document. Rima agreed with Margaret and pointed out that descriptors like "equal" and "equitable" may reach stakeholders differently, and that the Endowment will need to be thoughtful about how it tells its story in an accessible way.

Judge Schwab moved to conditionally approve the PMVV Statement. The motion was seconded by Ellen Dial and was approved by the full Endowment Board.

#### Strategic Plan

Rima shared appreciation for the specificity of the Goals outlined in the draft Strategic Plan, spanning from fundraising to those focused on race equity and organizational trust. Although this has been a challenging year for fundraising, Rima shared hope for executing the ambitious goals in the Strategic Plan beginning in 2022. Rima also shared optimism for the future of COVID-19 vaccinations and a safer new year.

John Hoerster called out that the objective of growing the Endowment fund to \$40 million is a challenging undertaking, although feasible, for the Endowment board. John also noted the importance of growing the Board to 24 or 27 members, which will be significant. Margaret shared that it may be necessary to break down the larger objective of growing the Endowment fund into annual goals, especially in the first year of the plan. Rima reminded the full Board that John had previously asked Endowment committees to develop annual committee and Board plans, which may be a best practice in the future to achieve larger Strategic Plan goals. Michelle agreed with Rima and added that the next step after adopting the Strategic Plan is to develop trackable, measurable ways to break down the Strategic Plan goals by year. John added that the Board is due for a self-evaluation at the end of this year and this may be helpful in preparing for implementation of the Strategic Plan; the practice of an annual Board plan should continue; and, on an individual level, Board members should continue to work with Melinda on personal plans to support the Endowment's goals.

Kay Frank added that the Development and Communications Committee has started looking for ways to break down the fundraising goals in the Strategic Plan for the coming year. Kay recommended getting a head start on developing action items for the goals that pertain specifically to each committee for 2022. Mark added that an achievable goal for the full Board would be 100% participation in the Justice Society.

Rima reminded the full Board that not all of the goals, objectives and tactics in the Strategic Plan may be fully met and that incredible outcomes will be achieved no matter what. Melinda shared that staff

members are eager to support Board members in developing their personal and committee plans for achieving the Strategic Plan goals.

Judge Schwab moved to conditionally approve the Strategic Plan. The motion was seconded by Mark and was approved by the full Endowment Board.

Rima shared appreciation for all of the perspectives and insight that Board members shared in the Strategic Plan drafting process, which has led to a strong and ambitious final Plan. Kay asked for an external-facing document with the Endowment's purpose, mission, vision, and values statement to use as a solicitation piece in the future.

In terms of next steps, the Strategic Plan will be shared with the Advisory Council, LFW Board, Campaign for Equal Justice leadership, select focus group interviewees, and the PK Global team for feedback prior to final adoption this December.

Margaret sought confirmation that, until the PMVV Statement and Strategic Plan are formally adopted in December, they should not be shared externally. John clarified that while the Strategic Plan should remain an internal document until December, there may be circumstances where it is appropriate to share the PMVV Statement externally. Mark advised that it may be important to be clear with stakeholders that we are seeking their input, not their approval. It also will be important to decide which stakeholders we will ask for input prior to adoption. At the appropriate time, we will want to provide information about the Strategic Plan and PMVV Statement to the Board of Governors and local bar associations, Sal Mungia and Caitlin Davis agreed that it may be best to let many stakeholders know the content of the Plan after it has been finalized and adopted. Kay mentioned that a discussion about how to roll out the new Strategic Plan should take place in the coming months. Caitlin recommended sharing the Strategic Plan and PMVV Statement with LFW grantee organizations.

Michelle thanked Rima for her leadership on the Strategic Plan drafting process. Rima shared that the combined efforts of John, Michelle and Melinda were important in the development of the Strategic Plan and PMVV Statement.

## **Committee Reports**

### Board Support Committee

Ron Knox reported that the Board Support committee has completed its initial evaluation of prospective Board Members and is currently prioritizing outreach efforts by candidate. The Board Support Committee has focused not only on recruiting new members to the Endowment Board, but on defining the qualities which make a strong Board candidate based on the ideas laid out in the PMVV Statement and working Strategic Plan. Once ranked, the Board Support Committee will share the top prospects for new Board members with the full Endowment Board and will help develop recruitment plans based on Board relationships with candidates. Ron noted that the criteria for new Board members will also be shared for feedback and approval by the full Board in an upcoming meeting.

Ron also reminded Board members that he will be reaching out to those whose terms are ending in 2021 to determine whether or not they are willing to continue serving on the Endowment Board.

### Race Equity Task Force

Ron shared that the Race Equity Task Force is continuing the planning for the upcoming Montgomery trip. Currently, initial invitations for potential attendees have been sent, and RSVPs are being collected.

Melinda shared that a meeting is being set with David Domke to determine trip and programming details.

Ron also shared that the process of identifying a consultant to help the full Endowment board in its race equity work is still underway. Michelle reminded board members that they may be tapped to give feedback on potential consultants.

#### Operations and Investment Committee

Ellen Dial informed the full Board that the committee met in September. At the September meeting, Nolan Wood from Canterbury Consulting provided an update on the Endowment's investment portfolio, with 16% compounded growth recognized.

The committee has also reviewed Monte Carlo models for the Endowment's investment fund, with a projected return of 4.65% in the next 10 years. Canterbury Consulting also recommended exploring private equity investments through the Endowment fund, which would decrease liquidity, but would offer better returns in the long term. This speaks to a longer-term investment strategy, which would be a new approach for investment of Endowment funds.

The Endowment Spending Policy is currently being reviewed, and an extra meeting for the Operations and Investment Committee is being scheduled to finalize the recommendations of the Committee before the full Board meeting in December.

Judge Schwab confirmed that the financial decisions being made with the insight provided by Canterbury Consulting are utilizing a social justice lens. Ellen clarified that there are ongoing discussions with Canterbury Consulting about social justice and investments, with Boston Commons being a big step forward in socially just investing.

John shared that the Endowment for Equal Justice and Legal Foundation of Washington met in September to review the Memorandum of Agreement, and a memo detailing ideas to deepen the relationship with LFW has been sent to the LFW Executive Committee for consideration.

#### Development and Communications

Kay reminded the Board that the Endowment has a fundraising goal of \$500,000 this year, and currently needs to raise \$387,000 by the end of 2021 to meet this goal. Events are a main driver of fundraising dollars for the Endowment, with the largest annual Endowment fundraiser, Voices for Justice, still on the horizon.

Kay shared that Voices for Justice is scheduled to take place starting at 6:00 PM on Thursday, November 11. Proof of vaccination and masks will be required to attend and may be taken off to eat or drink.

Board Members can attend Voices for Justice one of three ways:

1. Join the Endowment for Voices for Justice in person
2. Host a watch party with friends, with digital invitation and print materials provided by the Endowment
3. Stream the Voices for Justice concert from home

Kay shared appreciation for John for his work in connecting the Endowment with Saint Mark's and urged Board members to invite friends and family to attend Voices for Justice in one of the three ways listed. Kay also asked whether or not those from Endowment partnerships and consulting groups (PK Global, Canterbury Consulting) are being invited to attend Voices for Justice.

Kay noted that Beth Bloom's Endowment for Equal Justice House Party earlier this summer was very successful, raising \$15,000 for the Endowment. Bruce Brooks and Deb Prinzing's House Party has been rescheduled for Spring 2022. Kay reminded the Board that invitations to Montgomery are also a stewardship piece and serve as a strong touchpoint for major donors.

As a stewardship piece, the Endowment for Equal Justice has new testimony videos that are available to be shared with new donors and interested community members. All Board Members have received links to these videos in their Voices for Justice invitations.

Michelle reminded the Board that there are options for supporting Voices for Justice that do not require in-person attendance based on COVID-19 concerns. John also shared that at 7:00 PM, a rendition of Fanfare for the Common Man on the organ will kick off the Voices for Justice program.

Ellen asked whether interested Board Members are able to attend the Montgomery Trip. Ron shared that the invitee list for this trip will likely be donor-focused, with some space for Board members to attend. Caitlin asked whether grantees will also be invited. Ron and Melinda confirmed that the invitee list includes some LFW grantees. Ron shared that this year, in addition to covering airfare and lodging, attendees will be asked to donate \$500 for programming costs. The Montgomery trip will serve as a stewardship piece to keep major donors engaged both on the Montgomery Trip and with the Endowment afterwards.

Ele Hamburger recommended a phone application that can download proof of COVID-19 vaccination from the Department of Health. This may come in handy for Voices for Justice as a means of sharing proof of vaccination. EEJ Staff will research this.

#### Justice Society Committee

Melinda provided a brief update on the Justice Society Committee. The committee welcomed new member Rob Morrison from Foster Garvey and reviewed the Justice Society-specific goal laid out in the draft Strategic Plan at the last meeting. Moving forward, the committee is excited to start utilizing strategies for growth to increase Justice Society membership in 2022.

The meeting ended at 1:24 PM.

Respectfully submitted,

Megan Simmons  
Development Associate, Endowment