



WORLD
RESOURCES
INSTITUTE

MINUTES

MINUTES OF BOARD OF DIRECTORS CONFERENCE CALL

DECEMBER 8, 2015

Board Participants: James Harmon (Chair of the Board), Harriet Babbitt (Vice Chair of the Board), Afsaneh Beschloss, Felipe Calderon, Daniel Cruise, Dino Patti Djalal, Alice Emerson (Vice Chair Emeritus), Pamela Flaherty, Jamshyd Godrej, Preston Miller, Michael Polsky, Clinton Vince, Daniel Weiss.

Additional Participants: Charlotte Matthews (Representative for Stephen Ross).

WRI Staff Participants: Steve Barker (CFOO), Liz Cook (VP for Institutional Strategy and Development), Arthur Droe (Controller), Kitty van der Heijden (Director of WRI Europe), Leo Horn-Phanthanothai (Director for International Cooperation), Lindsay Kubaryk (Board Liaison), Lawrence MacDonald (VP for Communications), Jennifer Morgan (Global Director, Climate Program), Neil Prakash (Chief Human Resources Officer), Rina Rodriguez (Special Assistant to the President), Andrew Steer (President and CEO).

The Chair of the Board of Directors chaired the meeting, and the President called in from Paris. The meeting began at 11:00 am with an update from the President and team on-the-ground in Paris. The President invited Board members who were also in Paris to share their thoughts on the state of negotiations and events.

Report from on-the-ground in Paris

Felipe Calderon shared thoughts on the COP and other events and initiatives happening around the official conference. He commented that the many side events have been a great success, and that the atmosphere has been very positive. He added that the private sector is highly visible in Paris, making commitments and launching initiatives for a more sustainable future.

Dino Patti Djalal agreed that things are moving in the right direction and that momentum is strong. He added that Laurent Fabius is playing a very effective role in these negotiations. There is still no sign as to whether or not this will be a legally binding document, although it doesn't seem to be that way. He concluded that things look good.

The President shared that WRI's presence in Paris is two-fold: First, a team lead by Jennifer Morgan and David Waskow are working on the negotiations, staffing countries to inform them with analysis. Every day, this team gets together to debrief on where things are. The Global Director of the Climate Program shared her insight on the negotiations

Jamshyd Godrej commented that he is happy to hear the progress.

The President continued to detail the second aspect of WRI's presence at COP21, which is those who are working on programs who are using the political climate of Paris to move forward or launch initiatives. He also highlighted that this forum is the starting point for WRI's big pivot from negotiation towards implementation.

The Chair of the Board added that the private sector in the US is focused on what is happening in Paris – they are anxious and hopeful that this will be different than past conferences.

Update on items from October Board Meeting

The President shared an update on four items from the previous Board meeting, including moving WRI from negotiation to implementation, the progress on WRI's Africa presence, continuing to refine WRI's Private Sector approach, and updates on management.

Development Report

Clinton Vince, Chair of the Development Committee, began the Development report with an overview of the major gifts consulting project and the roadmap as developed by OAI, the consulting partners on this project. He shared the recommendations from the consultants and highlights from the Development Committee's discussion of those recommendations. He also added that the development report highlights again the tight coordination between the finance

and development teams to assess, plan for, and mitigate the risk of cutbacks from our European friends.

Major Gifts consulting project results

The Vice President for Institutional Strategy and Development shared in more detail the conclusions from the work that the OAI team did to develop a roadmap for major gifts, concluding that WRI is very well situated for major gifts for all the reasons previously discussed – excellent work, leadership, fantastic and prestigious Board and staff. She continued to describe the aspects that WRI will work to put in place to support a robust major giving program. Finally, she shared that the Development team is working on refining the case for support, and that the Development committee will have a meeting to discuss this case in the coming weeks.

Board members discussed that the key thing is to work on the language we use to describe this type of giving.

Mitigating the risk of losing European funding

The Vice President for Institutional Strategy and Development continued with a discussion on WRI's European funding and how WRI thinking about how to respond and be thoughtful in light of the refugee crisis. The Director of WRI Europe provided more information on the potential impacts, what challenges these donors are facing, and the opportunities for WRI to engage them on these and new issues, which will be a key mitigation strategy. She also highlighted that the Board meeting in The Hague is a perfect opportunity for one of our largest donors to engage with the Board. The Vice President for Institutional Strategy and Development emphasized that WRI is taking this very seriously.

Finance and Investment Report

The Chief Finance and Operations Officer offered a quick update on finances and the ESG investment strategy.

Nominating Report

Afsaneh Beschloss, Chair of the Nominating Committee, presented the ballot to nominate Roger Sant to the WRI Board. This passed with full consensus from the Board.

March Board Meeting in the Netherlands

The President thanked everyone for supporting the meeting in the Netherlands. The Director of WRI Europe previewed the potential agenda. The dates were discussed.

The call adjourned at 12:30 pm.

Steven L. Barker
Secretary and Treasurer
Chief Financial and Administrative Officer