

**Social Security Advisory Board**  
**Minutes**  
**Board Meeting**  
**April 1, 2014**

**Location:** 400 Virginia Avenue, S.W., Suite 625  
Washington, D.C. 20024

**Time:** 9:00 a.m. – 4:30 p.m.

**SSAB Members:** Barbara Kennelly, Acting Chair  
Bernadette Franks-Ongoy  
Jagadeesh Gokhale  
Dorcas Hardy

**Presenters:** **Charles O. Rossotti**, Former Commissioner, Internal Revenue Service  
**Sara Rix**, Senior Strategic Policy Advisor, AARP Public Policy Institute  
Economics Team  
**Ruby Burrell**, Chief Strategic Officer, Social Security Administration  
**Roger Kodat**, Senior Project Coordinator, National Academy of Public  
Administration  
**Jonathan Tucker**, Senior Research Analyst, National Academy of  
Public Administration

**SSAB Staff:** Claire Green, Staff Director  
Jackie Chapin  
Jeremy Elder  
Joel Feinleib  
Alec Moore  
David Warner  
Sarah Weaver  
Lynn Fisher, Detailee  
Emery MacFarlane, Detailee  
Mohammad Humza, Staff Intern

At its April meeting, the Board held three fact-finding sessions – one in the morning, and two in the afternoon. In the morning, the Board met with Charles Rossotti, former commissioner of the IRS from 1997 to 2002. Mr. Rossotti was invited to discuss his experiences in overseeing a complete refocusing and reorganization of one of the largest agencies in the federal government. He also spoke about the “nine principles of effective leadership,” as written about in his book, *Many Unhappy Returns*.

In the afternoon, the Board met with Sara Rix, Senior Policy Advisor on AARP's Public Policy Institute Economics Team. Ms. Rix was invited to discuss retirement security issues. Specifically, she presented her findings that involved concerns for the older worker.

During the final session the Board was joined by Ruby Burrell, Chief Strategic Officer at SSA, and staff, for a discussion on strategic planning at SSA. Specifically, Ms. Burrell provided an overview of SSA's 4-year Agency Strategic Plan in addition to the long-term "2025 Vision" plan. Roger Kodat and Jon Tucker, from the National Academy of Public Administration (NAPA), also attended this session, as NAPA has partnered with SSA to assist in preparation of the 2025 Vision plan. Mr. Kodat and Mr. Tucker provided background information on NAPA and its mission, its review process, and a current status update on SSA's vision plan.

I certify that the minutes written for the April 1, 2014 meeting of the Social Security Advisory Board are correct.



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Barbara B. Kennelly

Acting Chair  
Social Security Advisory Board