

February 4, 2019

To Elie Hassenfeld, Executive Director of GiveWell
(cc: Tim Ogden, Board Chair),

I'm writing to give notice about my intention to step down from the board of GiveWell. I hope to make my resignation effective as soon as possible, but no later than April 1, 2019.

I joined the board of GiveWell in 2013. Since then, GiveWell has grown impressively. In 2013, GiveWell tracked \$17.4M in money moved to top charities. That amount multiplied dramatically within four years, reaching \$117.5M in 2017. During the same period, GiveWell incubated the Open Philanthropy Project and spun it out in complicated transaction, a nonprofit giving birth to a for-profit entity. The size of staff at GiveWell grew considerably as well.

With significantly greater staff, a bigger budget, and more than \$100M moved through GiveWell annually, I'm pleased that the board has become more professionalized over this period of time. Since I joined the board, we have moved to schedule one in-person meeting per year, we have created subcommittees to handle a variety of important reporting and auditing tasks, and we worked especially hard with GiveWell leadership and outside counsel during the Open Philanthropy spin-out.

To the best of my knowledge, GiveWell is in good health organizationally: its impact is growing, its staff is growing, and the leadership enjoys the confidence of the board.

I am choosing to depart the board for three reasons. First, I am taking on a set of new professional responsibilities that will require more of my time. My set of volunteer board memberships is one place to claim some additional time. Second, I do not believe that service on any nonprofit board should be ongoing. Rotation and replacement of board members is essential for adequate governance and oversight. A five year stint is about right, in my view. And third, though the board has become more professionalized, I have continuing concerns that the board's important governance role is not taken seriously enough by GiveWell leadership. Board meetings are too frequently nothing more than the performance of meeting legal obligations. For an organization as large and as important as GiveWell, the oversight of GiveWell operations should be much greater, and welcomed by GiveWell leadership as an opportunity for diversifying input on GiveWell strategy. Recent decisions by GiveWell to shrink board membership are in my view a mistake, making it less likely that the board will play any serious role in steering the organization into the future.

I've communicated my views about the board's role on several occasions in the past to Elie and my fellow board members. They have taken my views and concerns seriously, and periodic efforts to improve board attendance, participation, and oversight have been made. These efforts have nevertheless not been enough to adequately professionalize the board to the degree that I think is necessary for an organization that brings in more than \$110M per year

and is devoted to maximizing its impact. Because my views about the rising urgency of a more professionalized board are at odds with GiveWell leadership, and possibly with some members of the board, I think it appropriate for me to resign.

I remain just as passionate as ever about the mission of GiveWell. I have enormous admiration for the work of its staff and its leadership, and for my fellow board members.

I am grateful for the experience of working with GiveWell. It has been a privilege to see the impact of the organization grow and for effective altruism to spread in influence. I depart with the hope that GiveWell's maturation as an organization will continue apace with its growth in money moved.

A final note: In keeping with GiveWell's general commitment to transparency, my preference is that this letter be made available in some form on the website, presumably where official board records are kept: <https://www.givewell.org/about/official-records#Boardmeetings>
Please let me know your intentions concerning this preference.

Sincerely,

A handwritten signature in black ink that reads "Rob Reich". The letters are cursive and slightly slanted to the right.

Rob Reich