

LEGAL SERVICES CORPORATION
BOARD OF DIRECTORS

TELEPHONIC MEETING OF THE
INSTITUTIONAL ADVANCEMENT COMMITTEE

OPEN SESSION

Tuesday, April 9, 2013

4:05 p.m.

Legal Services Corporation
3333 K Street, N.W.
Washington, D.C. 20007

COMMITTEE MEMBERS PRESENT:

John G. Levi, Chairperson
Robert J. Grey Jr.
Charles N.W. Keckler
Frank B. Strickland (Non-Director Member)

OTHER BOARD MEMBERS PRESENT:

Julie A. Reiskin

STAFF AND PUBLIC PRESENT IN THE CORPORATION'S OFFICES:

James J. Sandman, President

Jeffrey E. Schanz, Inspector General

Carol A. Bergman, Director, Office of Government
Relations and Public Affairs

Carl Rauscher, Director of Media Relations, Office of
Government Relations and Public Affairs

Don Saunders, National Legal Aid and Defenders
Association (NLADA)

Atitaya Rok, Staff Attorney, Office of Legal Affairs

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CLOSED SESSION

5. Discussion of prospective funders for LSC'S development activities and 40th anniversary celebration
6. Discussion of prospective members for an honorary auxiliary group
7. Consider and act on adjournment of meeting

Motions: 4

1 P R O C E E D I N G S

2 (4:05 p.m.)

3 CHAIRMAN LEVI: I'm going to call the meeting
4 to order. It was duly noticed as our regular biweekly
5 call, and talk about the -- first, do we have a motion
6 to approve the agenda? For the open session.

7 M O T I O N

8 MR. GREY: Move it.

9 CHAIRMAN LEVI: Second?

10 MR. STRICKLAND: Second.

11 CHAIRMAN LEVI: All in favor?

12 (A chorus of ayes.)

13 CHAIRMAN LEVI: Then, secondly, to have -- I
14 thought that Atitaya sent out a very nice -- Atitaya,
15 do you want to speak to this, what you sent out? And
16 maybe there can be some comments about it. But you and
17 Jim wrote a very good piece here for us.

18 MS. ROK: Sure. Just very briefly, I put
19 together this piece, which is based on ideas that the
20 Institutional Advancement Committee has discussed over
21 the past almost two years now, as to ideas for
22 fundraising. And they've been discussed in very

1 general terms, so we thought putting it on paper might
2 help generate discussion so we can start talking about
3 more specific ideas in terms of research, fellowship,
4 and other ideas for fundraising.

5 CHAIRMAN LEVI: And the other reason -- and I
6 want to -- at some point, if the Committee approves of
7 this, I'd like to present it to the full Board so that
8 we get some buy-in from the Board on the fundraising
9 objectives. It certainly wouldn't be good practice or
10 governance to have the Board be surprised. And I
11 think, as a formal matter, it ought to be endorsed in
12 some way.

13 So I wondered if the committee members had any
14 views on this, and whether this does in fact accurately
15 reflect our conversations of the last few months.

16 MR. GREY: John, this is Robert. I think it
17 does. I really like the idea that we've somehow used
18 40th anniversary to really launch our interest in
19 providing outside funding for LSC for specific
20 purposes.

21 You have to have a seminal moment where you
22 present this idea to people, and I think this is that

1 time. And it underscores the importance of it, the
2 history of it, the need for it, and the future of it.
3 So I agree with it.

4 CHAIRMAN LEVI: Any other committee comments?

5 MR. KECKLER: This is Charles. I think it
6 certainly reflects the different areas that we've
7 talked about. And I think that more can be said in
8 these other areas, like technology. That's certainly
9 something that we're going to think about. I'm not
10 sure that as a fundraising matter, just saying more
11 takes.

12 CHAIRMAN LEVI: Yes.

13 MR. KECKLER: It seems like we ought to come
14 up with something new -- a large national project, for
15 instance, that tries to take things to scale that turn
16 out to work well with one grantee. Something like that
17 might be more appropriate for the Corporation.

18 CHAIRMAN LEVI: That's an interesting
19 suggestion.

20 MR. REISKIN: This is Julie. And kind of
21 along those lines, I kind of see a theme that wasn't
22 really said -- or maybe it was said and I didn't

1 understand it -- that instead of TIG outreach and all
2 those things, what if just said, "Bringing innovations
3 to scale"?

4 Because what I understood is that's part of
5 what we wanted to do, is not do anything that the
6 field's doing, but help bring innovations in the field
7 to scale and to share. I don't know if I'm saying it
8 right, but that's just a theme that I've been kind of
9 hearing, not just in fundraising but in general.

10 CHAIRMAN LEVI: Well, Jim, you might want to
11 speak to this because you're closer to the TIG grants
12 than we are.

13 PRESIDENT SANDMAN: Well, one of the purposes
14 of TIG grants is to fund replicable projects. That's a
15 criterion that we use in deciding whether to make a
16 grant award. If it's a one-off and something that
17 might be useful to one program but not others, that
18 would be a detriment to the applicant in deciding
19 whether to fund.

20 So this might fall into a category where we're
21 asking for more money for something we're doing
22 already. The TIG program is intended to promote not

1 merely innovation, but replicable innovation. And in
2 fact, we make grants for programs to implement what's
3 already been done.

4 I think our development efforts should focus
5 on new things that we're not already --

6 MR. REISKIN: No, I agree. I didn't realize
7 that that was a --

8 MR. KECKLER: I agree with that, too. And I
9 think that more could be done along those lines,
10 perhaps, if we can identify some kind of specific need
11 where we can really create a new general technology
12 platform and get people to adopt it.

13 Anyway, that might be new, but I hear what
14 you're saying.

15 CHAIRMAN LEVI: Well, maybe we could tweak
16 this just a little bit so that it's better understood,
17 the phrasing here. Maybe an extra sentence or two you
18 guys could put in there?

19 MS. ROK: Will do.

20 CHAIRMAN LEVI: Any other comments?

21 (No response.)

22 CHAIRMAN LEVI: Well, then, what do people

1 think about, with those modifications, putting it in a
2 form that we could review at our board meeting,
3 committee meeting, on Sunday, I take it, or Monday, and
4 then actually offer it up to the Board the following
5 day?

6 But we could see the revised document on
7 Monday. Would that be okay

8 MR. STRICKLAND: Sounds good.

9 MS. ROK: I'll have that sent out to the
10 Committee.

11 CHAIRMAN LEVI: Okay. Any other comments
12 about that or the fundraising objectives?

13 MR. KECKLER: John, I have one quick question
14 about the fellowship, which is, to what extent does
15 Equal Justice Works already place people with our
16 grantees? To what extent is that something they
17 already do?

18 CHAIRMAN LEVI: They do, but it got cut back
19 this year because of their own issues with funding. So
20 it's tricky because they don't have to put them with
21 us.

22 Jim, I don't know how many we have. Do you?

1 PRESIDENT SANDMAN: I don't know what the
2 current count is, John. But they were significantly
3 affected by their loss of Americorps funding this year.

4 MR. KECKLER: Okay.

5 CHAIRMAN LEVI: So we should find out the
6 actual -- maybe we can.

7 PRESIDENT SANDMAN: Oh, yes. We can get that
8 number easily.

9 CHAIRMAN LEVI: And then there's no question
10 that they have -- and of course, one of the issues here
11 is would we be in the business of trying to sponsor
12 first-year summer opportunities for law students in
13 rural -- some kind of a fellowship?

14 Because the first year of law school now,
15 there are not the law firm jobs that there were. But
16 it's how do we get enough people out to rural America,
17 and even get them possibly interested, that they might
18 be willing for a few years after law school to go back.

19 So I don't know whether we want to put that in
20 here. But I'm thinking even of those kind of
21 possibilities.

22 MR. REISKIN: I think that's awesome.

1 PRESIDENT SANDMAN: Yes. This is Jim. That's
2 a great model because the programs that we fund in
3 rural areas often find that it's very difficult for
4 them to recruit people who haven't spend a summer
5 there.

6 And if they are able to recruit people who
7 haven't spent a summer there, sometimes it doesn't work
8 out because the folks show up and they didn't realize
9 exactly how isolated and remote the area was.

10 This is particularly true of DNA Peoples in
11 Arizona on the Navajo Reservation. Their entry-level
12 hiring, I believe, is done only through this internship
13 program that they have for law students to spend a
14 summer there so they know exactly what they're getting
15 into before they commit to spend two or more years
16 there.

17 And in fact, I know that David Stern at Equal
18 Justice Works strongly recommends that any kind of
19 fellowship program aimed at staffing rural programs be
20 run principally with a summer component to it, leading
21 into longer-term employment.

22 MR. REISKIN: This is Julie. What I really

1 love about that idea is that it does something more
2 than just help a program. In a way, it's building the
3 next 40 years, looking forward to the next generation
4 of leaders in the legal services community.

5 That's what's attractive to me. And I think
6 that might be attractive to funders as well, is that
7 forward-looking piece.

8 CHAIRMAN LEVI: Yes. So maybe we should
9 modify the fellowship thing just a little bit that way
10 to tweak it.

11 MS. ROK: Yes. I will make the modifications.

12 CHAIRMAN LEVI: With that, any other
13 suggestions or comments? We'll have one more shot at
14 this. And I guess, if there's any public comment about
15 it? Don, any --

16 MR. SAUNDERS: John, the only thing I would
17 suggest, and I understand the limits of communication
18 that the Committee has at this point, but as your plans
19 become more mature, that you begin to communicate in
20 broad terms, at least, with the grantees about what you
21 have in mind.

22 I'm just hearing more and more questions about

1 what this initiative is about. It may just be I'm
2 lacking in that information. But to the extent you can
3 begin to communicate what this is about in terms of the
4 40th anniversary and what the specific goals are, I
5 think that would be a good idea as soon as the
6 Committee and the Board is comfortable with it.

7 CHAIRMAN LEVI: Sure. And I should tell you
8 that people may think we've -- other than this, we
9 haven't really done much, and your input is always
10 valued. And of course, this Committee has been
11 operating in the absence of a development professional,
12 but hopefully that's going to change soon.

13 Then I think we'll probably want to put
14 together a 40th anniversary committee, which would not
15 be this Committee but could have some relationship to
16 this Committee. I think there's certainly a role for
17 NLADA and the grantee community, at least from my
18 standpoint, with respect to that.

19 And I hope you'll be a partner; since you've
20 just been through your 100th, you'll tell us all the
21 things we shouldn't do.

22 MR. SAUNDERS: We will look forward to that.

1 In fact, when the 35th anniversary -- I believe it was
2 the 35th -- was celebrated, we did it in conjunction
3 with our annual conference in Washington. And we have
4 lists -- I've mentioned this to Jim -- we had lists of
5 people you reached out to at that event.

6 We're happy to work with you in any way we can
7 to make it a success. It's an important landmark.

8 CHAIRMAN LEVI: Yes. And just so you know
9 where I'm coming from, Don, I see some maybe
10 culminating type events or opening events. But I see
11 more than one -- in the 35th, did they just have, I
12 think, one weekend or one period, a couple of days
13 of --

14 MR. SAUNDERS: It was very much a focused
15 event in which -- I know you're targeting alumni, and I
16 know there was a huge effort made to bring in people
17 who had been associated with both the legal aid
18 movement in the OEO days, but also with the early days
19 of LSC.

20 So I'm not sure there weren't other events
21 during the course of that. Frank is on the phone; I
22 should let him respond.

1 CHAIRMAN LEVI: Frank, what do you remember?

2 We saw the 30th.

3 MR. SAUNDERS: I may be thinking --

4 MR. STRICKLAND: You're thinking of the 30th.

5 The 30th is -- you're right.

6 MR. SAUNDERS: The 30th. Not 35th, but the

7 30th. That's right.

8 CHAIRMAN LEVI: The 35th, I didn't remember

9 anything.

10 MR. STRICKLAND: No. I don't know of anything

11 for the 35th, either.

12 CHAIRMAN LEVI: I think you were out in

13 Wichita, Kansas, or Topeka. I think that was your

14 board, Frank. Right? Weren't you in Topeka?

15 MR. STRICKLAND: Yes, we were. And it's not a

16 very lively place.

17 (Laughter.)

18 MR. STRICKLAND: Don was there. He can attest

19 to that.

20 MR. SAUNDERS: I remember it well, Frank. But

21 I know, John, there was a very large gathering in

22 conjunction with one of our conferences, the idea of

1 which was to bring in a lot of the alumni. And I think
2 it was during your tenure, Frank. Probably it was the
3 30th.

4 MR. STRICKLAND: We did bring in, I think for
5 the first time ever as far as we knew at the time -- we
6 were trying to get 100 percent of the executive
7 directors to come in. And wasn't it in that same
8 two- or three-day period, Don?

9 MR. SAUNDERS: It was. We had a big
10 gathering.

11 CHAIRMAN LEVI: So that was the 30th.

12 MR. STRICKLAND: Yes. Yes, we had a very high
13 percentage of the EDs there, well over 90 percent.

14 CHAIRMAN LEVI: Good. Well, I think we have a
15 similar idea for at least some focused gathering in
16 D.C. But I also could envision some regional things
17 throughout the year that call attention to our
18 existence, at least, and to the issues that we're
19 confronting.

20 But the fact that we have had a few closed
21 sessions, I know, often creates nervousness. And I
22 hope people can be reassured that they don't need to

1 be. We'll certainly be inclusive here.

2 MR. SAUNDERS: Well, thank you. And that's
3 not the message I'm intending to convey.

4 CHAIRMAN LEVI: Yes. Sure.

5 MR. SAUNDERS: It's just as these plans
6 develop, communication would be very welcome.

7 CHAIRMAN LEVI: Yes. I'm mindful of how
8 quickly time speeds up as we all get older. So I know
9 that we've got to get moving.

10 So anyway, any other public comment?

11 (No response.)

12 CHAIRMAN LEVI: Any other business for the
13 open session before we move to the closed? Do we have
14 to have a motion to close?

15 MS. ROK: No. No, because you've already --

16 CHAIRMAN LEVI: Okay. Now, do we have to
17 redial in?

18 MS. ROK: Yes. Hang up and redial in to the
19 closed number line.

20 CHAIRMAN LEVI: Okay. Thanks so much.

21 (Whereupon, at 4:23 p.m., the committee was
22 adjourned to executive session.)