

LEGAL SERVICES CORPORATION  
BOARD OF DIRECTORS

MEETING OF THE  
DELIVERY OF LEGAL SERVICES COMMITTEE  
OPEN SESSION

Friday, January 23, 2015

11:20 a.m.

Westin Colonnade Hotel  
180 Aragon Avenue  
Coral Gables, Florida 33134

COMMITTEE MEMBERS PRESENT:

Father Pius Pietrzyk, O.P., Co-Chair  
Gloria Valencia-Weber, Co-Chair  
Victor B. Maddox  
Julie A. Reiskin  
John G. Levi, ex officio

OTHER BOARD MEMBERS PRESENT:

Robert J. Grey Jr.  
Harry J.F. Korrell, III  
Martha L. Minow

## STAFF AND PUBLIC PRESENT:

James J. Sandman, President  
Lynn Jennings, Vice President for Grants Management  
Rebecca Fertig Cohen, Special Assistant to the  
President  
Ronald S. Flagg, Vice President for Legal Affairs,  
General Counsel, and Corporate Secretary  
Jeffrey E. Schanz, Inspector General  
Laurie Tarantowicz, Assistant Inspector General and  
Legal Counsel, OIG  
Daniel O'Rourke, Assistant Inspector General for  
Investigations, OIG  
David Maddox, Assistant Inspector General for  
Management and Evaluation, OIG  
Janet LaBella, Director, Office of Program  
Performance  
Glenn Rawdon, Program Counsel, Office of Program  
Performance  
Jane Ribadeneyra, Program Analyst, Office of Program  
Performance  
Lora M. Rath, Deputy Director, Office of Compliance  
and Enforcement  
Allan J. Tanenbaum, Non-Director Member, Finance  
Committee  
Jim Cook, Executive Director, Idaho Legal Services,  
Inc.  
Christine Larson, Executive Director, Three Rivers  
Legal Services, Inc.  
Allison Thompson, former Executive Director, Three  
Rivers Legal Services, Inc.  
Nikole Nelson, Executive Director, Alaska Legal  
Services Corporation  
Anthony Young, Executive Director, Southern Arizona  
Legal Aid, Inc.  
Rick Moyers, Vice President for Programs and  
Communications, the Meyer Foundation  
Rafael E. Rodriguez Rivera, Community Law Office,  
Inc., Puerto Rico  
Charles Hey-Maestre, Executive Director, Puerto Rico  
Legal Services, Inc.  
Adi Martinez-Romang, Puerto Rico Legal Services, Inc.  
Don Isaac, Executive Director, Florida Rural Legal  
Services

## STAFF AND PUBLIC PRESENT (Cont'd):

Kimberly Sanchez, Executive Director, Community Legal  
Services of Mid Florida

Barbara Prager, Executive Director, Coast to Coast  
Legal Aid of South Florida

Kris Knab, Executive Director, Legal Services of  
North Florida

Joan Boles, Deputy Director, Bay Area Legal Services

Melissa Pershing, Florida Bar Foundation

William Van Nortwick, Akerman LLP

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

2 (11:20 a.m.)

3 CO-CHAIR FATHER PIUS: Seeing a quorum  
4 present, I hereby open the duly announced meeting of  
5 the Delivery of Legal Services Committee, and we begin  
6 with the first item, the approval of the agenda. Do I  
7 have a motion?

8 M O T I O N

9 MR. MADDOX: I move the approval of the  
10 minutes (sic).

11 MS. REISKIN: Second.

12 CO-CHAIR FATHER PIUS: So moved and seconded.  
13 All those in favor say aye.

14 (A chorus of ayes.)

15 CO-CHAIR FATHER PIUS: Any opposed?

16 (No response.)

17 CO-CHAIR FATHER PIUS: The agenda is approved.  
18 We have just one minutes to approve.

19 M O T I O N

20 MR. LEVI: So move.

21 CO-CHAIR FATHER PIUS: Any second?

22 MR. MADDOX: Second.

1 CO-CHAIR FATHER PIUS: All in favor?

2 (A chorus of ayes.)

3 CO-CHAIR FATHER PIUS: Any opposed?

4 (No response.)

5 CO-CHAIR FATHER PIUS: That's passed.

6 The first thing we'll discuss is the  
7 evaluations for the Committee's goals. We're still a  
8 fairly new Committee and I think we're still finding  
9 our sea legs, as it were. We still suffer, I think, a  
10 bit of the issues that we've had before, is exactly the  
11 purpose and direction.

12 I think the bylaws have given us some more  
13 direction, and the revision of the bylaws. But I think  
14 probably the greatest concern is the question on what  
15 this Committee should be doing.

16 My concern, though, is that there's a sense  
17 that doing something means passing resolutions. And  
18 I'm not sure that's really the ultimate focus of this  
19 Committee. I'm not sure that we'll ever be in a  
20 position like some of the other Committees, like Ops  
21 and Regs, to be passing a lot of resolutions.

22 I think the purpose of this Committee, one, is

1 to provide a mechanism for the Board to receive more  
2 information from Management on the quality of legal  
3 services that's being done.

4 I've said this before, and I'm becoming more  
5 and more concerned about it or more and more realize,  
6 that we receive a great deal of information from the  
7 Management about the financial oversight of our  
8 grantees, but almost nothing with regards to the  
9 quality of legal services provided.

10 I understand it's provided on the website.  
11 But we would never say to the Audit Committee, well,  
12 the audits are all provided on the website, so that  
13 should be enough for you. So I think there does need  
14 to be more communication on that, and I'll talk about  
15 that in a second.

16 The second thing is I do think that our  
17 discussions here provide information --

18 MR. LEVI: Wait a minute. They're not here to  
19 hear that. So hold your thought, and restate it when  
20 they're here to hear it. But state whatever else you  
21 want to say.

22 CO-CHAIR FATHER PIUS: Well, I'll restate it,

1 then, because the other part is relating to that, too.

2 I do think that we do have some impact. I was very,  
3 very pleased to see Jim's list of goals for the  
4 upcoming year, which he includes some reflection on or  
5 some amendments to the performance criteria.

6 I think that's something that we've flagged on  
7 this minute. I don't think it would have come up  
8 without the discussions on this Committee and without  
9 the concern of these Committee members. So while I  
10 understand that there's some concern about that all we  
11 do is hear presentations and that we don't ever provide  
12 resolutions to the Board, I don't think that we should  
13 make the passing of resolutions our goal.

14 I think the goal is to begin -- at least my  
15 thought is to begin setting up the process by which we  
16 get more reporting from Management about the quality of  
17 legal services that are done by the Board. And I  
18 think, too -- I talked about this with Charles as well,  
19 and I'm wanting to get input from this.

20 We have two competitive grants programs, both  
21 the TIG grant and now the Pro Bono grant. And there is  
22 some financial oversight for it, but there isn't really



1 any oversight for what's actually being done in terms  
2 of the work product of these.

3           Given the huge increase in money that's now  
4 being allotted, especially to the pro bono, is whether  
5 or not there should be at least some report from  
6 Management to the Board about what's actually being  
7 done in these programs in terms of the work product  
8 being done, and that kind of thing, so that the Board  
9 has at least some input or some knowledge of what the  
10 results of these competitive grants projects are, not  
11 as financial oversight, but how it affects the delivery  
12 of legal services and whether or not these things are  
13 in fact making a difference in the provision of legal  
14 services.

15           I think they are; I really do. But I think  
16 the more that information is consolidated and given to  
17 the Board in a report through this Committee, I think  
18 that ought to be at least a part of the regular  
19 communication between the Management and the Board on  
20 this.

21           So that's my take on the reviews and my  
22 response to the reviews. I think the input that we got

1 from the evaluation is good. I think it's accurate in  
2 many ways and I think it's right. So I think we're  
3 still trying to figure out what it is that we're doing.

4 But I think what that means is setting up the  
5 foundation for future work, and I think we ought to  
6 have those.

7 Jim, welcome. John wanted me repeat -- I was  
8 talking about the evaluations. And there was some --  
9 I'll just repeat very quickly -- I think some concern  
10 on the Board that this Committee's problem is we don't  
11 know what this Committee is doing, or that it isn't  
12 doing anything, just listening to reports.

13 My view is that the purpose of this Committee  
14 is to provide an outlet for Management to report to the  
15 Board on the quality of legal services. And that  
16 doesn't necessarily mean we provide resolutions. The  
17 Audit Committee does not do a lot of resolutions.

18 My comment was, it's true that audits of  
19 grantees are listed on the website. But we would never  
20 say to the Audit Committee, that's enough for your  
21 oversight. And I think there is very -- and I'm not  
22 blaming anyone; I just don't think this has been our

1 practice -- there hasn't been a lot of collection of  
2 material and presentation to the Board in a systemic  
3 way of the quality of the delivery of legal services.

4 I know how difficult it is, and I don't want  
5 to move to -- I'm not saying we ought to have a ratings  
6 program in place by next meeting. But there needs to  
7 be some avenue. We need to be moving towards a regular  
8 provision of that kind of information to the Board.

9 That includes not just the grantees, but the  
10 output of our competitive grants programs as well, both  
11 the TIG program and now the Pro Bono legal program.  
12 And I think how that affects legal services, delivery  
13 of legal services, should be part of the oversight of  
14 this Committee.

15 So I've restated it once, and twice again.  
16 That's my thought, and I just wanted to get some  
17 people's responses to the evaluations and to that idea.

18 Gloria?

19 CO-CHAIR VALENCIA-WEBER: Well, I share  
20 concern about our being more involved in reviewing  
21 performance criteria. But at the same time, those are  
22 under construction in response to a number of things

1 from the oversight reports that we had. And I'm  
2 willing to wait some, especially as Jim and the Staff  
3 develop some more concrete kinds of information they  
4 feel they can share with us.

5           The other part from the review that I think  
6 remains strong and I have thought from the beginning  
7 that it was an issue, and that's training of grantee  
8 board members. After the reports yesterday that Lynn  
9 Jennings and the other people gave us, it's very clear  
10 that we need well-trained board members for our  
11 grantees who can perform what board members are  
12 supposed to do so that whatever activities are  
13 undertaken responsibly, not just in a management style  
14 but in fiscal accountability.

15           That's the only way we're going to maximize  
16 the number of dollars actually spent in providing legal  
17 services to the poor. So that's my two main takes from  
18 our --

19           CO-CHAIR FATHER PIUS: I think we'll bring  
20 that up when we talk about some of our future topics  
21 over the next year. So thank you, Gloria.

22           Julie?

1           MS. REISKIN: I totally agree with what both  
2 of you said. I guess my question is when and how -- we  
3 talk about the performance criteria, but we bring it  
4 up, and then we have a panel, and then we don't ever  
5 discuss it.

6           So for example, today is leadership. Well,  
7 the leadership thing in the performance criteria is all  
8 about the director and nothing about the board. When  
9 would be the appropriate time for us to say, well,  
10 maybe we should change that and have something in there  
11 about the board? Because the board is the ultimate  
12 check and balance, and the board is the entity legally  
13 responsible for leadership.

14           So to me, I thought it was odd that it didn't  
15 -- and I just never understood -- I think I've asked  
16 this question about four or five times now since I've  
17 been on the Board. When is the time to discuss and  
18 say, maybe this needs to be amended?

19           I don't think we should be willy-nilly  
20 amending things here, there, and all over. I think we  
21 need a process and we need input from all stakeholders,  
22 especially clients. So I'm not saying we should just

1 start throwing things out there.

2 But I feel real strongly that these are things  
3 that should be looked at, and that when we notice  
4 something that to me is glaringly missing, we should be  
5 able to do something about it.

6 CO-CHAIR FATHER PIUS: Yes. I know Jim has  
7 listed that on his list of goals for the next year, and  
8 I think that's important. And we have talked about --  
9 at least Gloria and I have talked about -- some of the  
10 future topics for this Committee, and that's certainly  
11 one of them.

12 I'll talk about that more. But Jim, did you  
13 want to add?

14 PRESIDENT SANDMAN: Yes. Performance  
15 criterion 4 does address board governance. It's just  
16 that today's panel is focused on a subpart of criterion  
17 number 4 that deals with executive director leadership.

18 But we currently have underway right now a  
19 project to revise the portions of performance criterion  
20 4 that deal with board leadership, and we'll have  
21 something to bring to the Committee on that.

22 CO-CHAIR FATHER PIUS: Anything else about the

1 Committee evaluation?

2 (No response.)

3 CO-CHAIR FATHER PIUS: Moving on to the next  
4 agenda item, and that is the presentations, so what we  
5 discussed in the past, and talking about the things we  
6 should discuss in the future.

7 We've talked about, and I've talked about with  
8 Janet, that the very next meeting that we should have,  
9 that is, our meeting in D.C., should really be the  
10 beginnings of the -- so not have a panel, but rather  
11 have that an extended discussion with Management about  
12 some of the things that we would like them to report to  
13 us on the quality of legal services.

14 Janet thought that by the April meeting, that  
15 would be doable. And we're not looking for something  
16 as complicated as what's provided for the Audit  
17 Committee, but we are talking about the beginnings of a  
18 report on -- so, for example, last year you did 28  
19 reviews of different grantees; just a brief report on  
20 what those are, the significant problems of those.

21 Some reports on the two competitive grants  
22 programs, not in terms of finances but in terms of the

1 actual projects, and the difference that those are  
2 making in the community. Those are the types of  
3 things.

4           It's an ongoing process. So as the reports  
5 are given, we can ask the Board whether there's  
6 different information that we think that we should get,  
7 things that should be changed as we go forward. But I  
8 was hoping that the April meeting would be the first  
9 step in that communication between Management and the  
10 Committee.

11           Martha?

12           DEAN MINOW: That makes sense to me. One  
13 thing that I found very valuable in the panel  
14 discussions is the selection of themes or topics that  
15 the Board should understand that are either trends or  
16 patterns.

17           It might be appropriate, either in the April  
18 meeting or in followup meetings, to identify whether  
19 there are any such themes or trends that might be  
20 relevant to the changes in the performance criteria, or  
21 something like that.

22           CO-CHAIR FATHER PIUS: And I don't have the



1 charter right exactly in front of me, but that element  
2 is in the charter as well. So I really want those  
3 parts of the charter which would call for a Management  
4 report to be reflected in that April report.

5           Again, this is the first attempt at it, so we  
6 hope to revise it and refine it as we go forward. But  
7 to my idea, then, there would be really no panel  
8 discussion. It would be more of a discussion with  
9 Management.

10           Now, the July meeting, taking on what we've  
11 discussed already, the idea of corporate governance has  
12 been big. We've talked about this before, and I think  
13 the July meeting in Minneapolis is an appropriate place  
14 to talk about corporate governance.

15           We've talked about getting maybe some people  
16 who are experts in corporate governance and people to  
17 talk about corporate governance for a panel on that,  
18 especially with regards to Board week.

19           John?

20           MR. LEVI: The only issue there, and I just  
21 want to talk -- Gloria and you and I should talk about  
22 this -- that meeting is going to be very much dedicated

1 to Native American topics. So to the extent that the  
2 Delivery of Legal Services Committee has a relationship  
3 to that, it may wish to square that up with that  
4 Minnesota meeting. And not to foreclose the other --

5 CO-CHAIR FATHER PIUS: No, no, no. That's  
6 fine. I just didn't realize that that was the focus.

7 MR. LEVI: Yes. And so I think that maybe we  
8 do the other in October. But think about that between  
9 the two of you, and I'm open to your suggestion.

10 CO-CHAIR FATHER PIUS: Yes. Does anybody have  
11 any -- and this is opening it up. That's as far as  
12 they had gotten, this Board meeting, which is going to  
13 be on leadership, the report on the April, and then  
14 possibly corporate governance in July, or at this point  
15 maybe in October as well.

16 But are there thoughts from some other people  
17 on the Committee about things that maybe we should be  
18 looking towards in the future? Or do we want to  
19 discuss that as we get later in the year? Julie?

20 MS. REISKIN: There isn't an answer to this,  
21 but I think it's something that we need to talk about,  
22 is the whole issue of outcome measures. I know that

1 there's good work being done on this, but we haven't  
2 really ever had a discussion about what is it that we  
3 need. What defines quality?

4 I think the panel we just had to me indicated  
5 my growing feeling about how important extended  
6 representation is and how the quality involved --  
7 especially with some of these complex issues like  
8 foreclosure and veterans stuff.

9 But I think we need to really talk about -- so  
10 when we talk about outcomes, what do we mean? How are  
11 we using data? What is quality? And then are there  
12 other output or other measures that we should be  
13 looking at like how many calls get returned? Are those  
14 things that we should measure? Is that too much for us  
15 as just one funder? What are other funders doing?

16 But I think that we need to talk about this  
17 more because we talked about it initially at the  
18 beginning, and then really, since the strategic plan,  
19 we haven't. And I think it's important.

20 CO-CHAIR FATHER PIUS: I think part of it is  
21 that we've been gaining information because of our data  
22 collection process, which is in process. And I think

1 we've come a long way since then. I don't think we're  
2 quite collecting any of that data yet, are we?

3 But once we do start collecting that data and  
4 processing it, I would expect some preliminary reports  
5 from Management about some of the work that we've done  
6 with that; then talking about what we do with this  
7 data, how it's used, how it gives us a better sense, if  
8 it does give us a better sense, of the quality.

9 But Jim, if you want to address that. I  
10 certainly expect more reports on outcome measurements.

11 PRESIDENT SANDMAN: It will be next year  
12 before we'd be in a position to report specifics back  
13 to the Committee on that. But the suggestions that are  
14 coming up here give me a lot of ideas on how we can  
15 give you information of the type you're requesting.

16 DEAN MINOW: Well, I just wanted to note that  
17 one of the reasons that we're going to foundations for  
18 funding is to try to come up with some better  
19 understanding about data and quality. So this is two  
20 parallel streams.

21 CO-CHAIR FATHER PIUS: Yes. I know we haven't  
22 talked about it as a Board, but I don't think that

1 means that nothing's been done. I think it's just a  
2 lot of the groundwork is being put together, and once  
3 we're in a position to get some more information, that  
4 that will be brought to the Board.

5 MS. REISKIN: And I think that's all great. I  
6 think we need to figure out some way, whether that's  
7 through public input at these meetings or some way or  
8 somehow, to get the client perspective on what they  
9 think is quality.

10 CO-CHAIR FATHER PIUS: That's very good point.

11 Anyone else? Does anybody else want to about  
12 any other ideas about the things perhaps we should be  
13 discussing as a Committee?

14 MR. MADDOX: I was just going to say, Father  
15 Pius, I'm hoping, in the process of reevaluating  
16 performance criteria and expanding reporting and  
17 gathering data whatnot, we don't overdo what grantees  
18 have to do. I sort of wish Gloria were here because I  
19 feel like I'm singing her song.

20 I've never been a legal aid lawyer, but I've  
21 been a lawyer. And I don't want to be tracking every  
22 phone call I return in a database. So I think there's

1 a risk of just overwhelming the reporting element for  
2 no good purpose. I think that's something we need to  
3 be aware of as we go forward.

4 CO-CHAIR FATHER PIUS: Yes. And I think  
5 Management is very aware of that. It's certainly my  
6 impression from Jim, is that they're very aware of that  
7 and they want to make this as flexible as possible for  
8 the grantees.

9 I don't think it's the purpose of this  
10 Committee to define what data is collected, but once we  
11 start getting data, to understand how that's being  
12 collected. And it's just a part of our duties to  
13 oversee that, just to see what this data is, to make  
14 sure that they're allowing Management to ensure the  
15 proper quality of legal services.

16 Because I just don't think there's very -- at  
17 least at the Board's level, I'm not comfortable with  
18 the fact that we have a good sense of what that is  
19 right now in the same way that we have in terms of  
20 finances. It may never be the same, but I think it  
21 could be more.

22 Anything else?

1                   (No response.)

2                   CO-CHAIR FATHER PIUS: Good. I think that was  
3 a helpful discussion. We'll be getting back to you a  
4 little bit. Gloria and I will talk about the July  
5 meeting to John, and we'll think about then a good  
6 topic for that as well. Okay? So thank you all.

7                   Now I am going to turn to our panel. I'm very  
8 excited. One of the things that struck me on my panel  
9 when I was at the 40th anniversary is the number of  
10 people who found the transition from being a legal aid  
11 lawyer to being a legal aid executive director, and it  
12 is a very different set of skills.

13                   A number of people commented to me about the  
14 help of the Meyer Foundation in providing them the  
15 resources that needed to be more effective as  
16 administrators. So I am very, very please to have Rick  
17 Moyers from the Meyer Foundation here to give us some  
18 of his input and some of his experience with this  
19 because at least from what I have heard, the Meyer  
20 Foundation has been very helpful to our grantees in the  
21 past.

22                   So I will turn this over. You've seen the

1 performance criteria. We're talking about leadership  
2 and the importance of leadership in various  
3 circumstances. So I want to turn this over, then, to  
4 Mr. Moyers to discuss the issue. Thank you again.

5 MR. MOYERS: Thank you. I'm so happy to be  
6 here. I think you know some of this or you wouldn't  
7 have invited me, but I just want to reiterate a couple  
8 of points.

9 First off, just a quick note on the Meyer  
10 Foundation. The Meyer Foundation is one of the largest  
11 private foundations that supports nonprofits in the  
12 greater Washington region, and we support a lot of  
13 legal services organizations.

14 But in addition to our local work, we have  
15 been part of a national conversation about nonprofit  
16 executive leadership and nonprofit executive director  
17 burnout and turnover. And that body of work has  
18 collectively come to be known as "Daring to Lead." And  
19 there have been three studies produced in 2001, 2006,  
20 and 2011.

21 The upshot of that body of work is that there  
22 is a substantial amount of evidence that over the next



1 five years to decade, between two-thirds and  
2 three-quarters of current executive directors are  
3 likely to lose their jobs -- not lose their jobs,  
4 they're likely to leave their jobs.

5 (Laughter.)

6 MR. MOYERS: We can equivocate about whether  
7 executives have a tendency to overstate their own plans  
8 for leaving, and sometimes they do. But nevertheless,  
9 there's some evidence that some of the executives who  
10 had postponed their retirement as a result of the  
11 economic downturn that began in 2007 are now planning  
12 to step down.

13 That demographic reality, on top of normal  
14 attrition rates due to burnout and just typical job  
15 transition, means that we can expect a large wave of  
16 transitions over the next decade.

17 At the Meyer Foundation, at other foundations,  
18 we believe that this wave of transitions should be a  
19 significant concern for any grant-making organization  
20 that depends on the effectiveness of its grantee  
21 partners to carry out its mission.

22 In our experience, organizational

1 effectiveness is closely linked to effective  
2 leadership. And in our experience, many organizations  
3 hang in the balance during moments of leadership  
4 transitions.

5           This especially critical because most of the  
6 organizations that we fund, most of the organizations  
7 that you fund, have almost no operating reserves and  
8 just don't have any margin for error. They cannot  
9 afford the cost of a leadership misstep, and a  
10 leadership misstep would have a significant impact on  
11 the quality and delivery of legal services.

12           So that's most of what you're going to get  
13 from me. This morning we're going to hear from  
14 representatives of four organizations that have gone  
15 through relatively recent leadership transitions about  
16 what we can learn from their experiences and what the  
17 Legal Services Corporation and other grant-makers  
18 should be keeping in mind as our grantee partners go  
19 through transition.

20           As I say that, I didn't know any of these  
21 leaders before this session. And I just want to, from  
22 an external perspective, commend you on the quality and

1 thoughtfulfulness of the leadership of the organizations  
2 you fund. This is going to be a great panel. It has  
3 been great getting to know all of you, and I'm looking  
4 forward to the conversation.

5           So on my left -- and have the bios been given  
6 to you in your book? So I don't have to introduce  
7 everyone?

8           So with that in mind, can you each talk  
9 briefly about how you came into the executive director  
10 role or what the path was to being an executive  
11 director? Because I think that will be significant to  
12 some of the later discussion. And start with Nikole.

13           MS. NELSON: I'm Nikole Nelson. I am the  
14 executive director of Alaska Legal Services. I came to  
15 be the executive director of Alaska Legal Services  
16 after serving in my program for about 14 years. I was  
17 a staff attorney, and then the supervising attorney of  
18 our largest office for the six years before I became  
19 the executive director in 2010.

20           MS. LARSON: I'm Chris Larson. I have been at  
21 Three Rivers Legal Services since March of 2014. I did  
22 not come from within the ranks, so that was a little

1 different. The executive director that had been there  
2 previously retired after a 17-year iconic and  
3 successful career. She's kind of an icon in our  
4 community.

5           The board was tasked with looking for a new  
6 director, and they hired the Management Information  
7 Exchange organization to help them look for a candidate  
8 and to vet and interview all of us. And there was a  
9 series of several interviews, and as a result, I was  
10 fortunate enough to be in the stewardship role of the  
11 director at Three Rivers. And I moved to Gainesville  
12 in March.

13           DEAN MINOW: Where did you come from?

14           MS. LARSON: I came from Florida Rural Legal  
15 Services. I was the deputy director there since 1999.

16           MR. COOK: Good morning. My name is Jim Cook.  
17 I'm with Idaho Legal Aid Services. First, I wanted to  
18 apologize about my attire. It is still with the  
19 Friendly Skies, my suit is.

20           (Laughter.)

21           MR. COOK: I don't always dress like this at  
22 meetings.

1 CO-CHAIR FATHER PIUS: Sort of Idaho casual.

2 MR. COOK: Yes. Western casual.

3 I came to Idaho Legal Aid Services in 1999 as  
4 a staff attorney, and I was in that role till about  
5 2005, when I became the deputy director. And then I  
6 became the executive director in April of 2013.

7 MR. MOYERS: This is the iconic leader.

8 (Laughter.)

9 MS. THOMPSON: Oh, yes, sure, iconic. I'm  
10 Allison Thompson. I'm the former director of Three  
11 Rivers Legal Services because Chris is the director  
12 now. I was there until, what, April of last year. But  
13 I came into legal services, what, 40 years ago.

14 I started with a program in Florida as a  
15 Reggie Fellow at Bay Area Legal Services, and then I  
16 went from there to Rhode Island Legal Services as an  
17 attorney up there. And then from Rhode Island, I  
18 worked with the Legal Services Corporation, as we used  
19 to call them monitors. They sound nice now; you call  
20 them assessment teams or something, but monitors.

21 I did that for about five years. And then  
22 after that, I was recruited to go to the Virgin

1 Islands, where I directed the program for about 15  
2 years. Then my folk got sick and I had to come back to  
3 the mainland, and so I came back to direct Three Rivers  
4 Legal Services, where I've been for the last 17 years.

5 MR. YOUNG: Good morning. Anthony Young,  
6 executive director at Southern Arizona Legal Aid. And  
7 I came to my job by what I would call a circuitous  
8 route. I started out as a staff attorney in Western  
9 Nebraska and was both staff attorney, managing  
10 attorney, and pro bono coordinator there in Western  
11 Nebraska.

12 With the consolidation of legal services  
13 programs across the country, Nebraska went from three  
14 legal services programs to now one. That led to my  
15 move to Arizona, where I started out with one of our  
16 sister programs, Community Legal Services, where I  
17 managed their Yuma, Arizona office. And then from  
18 there, I moved to Tucson, Arizona to my current job.

19 For me, I think coming to this role, a factor  
20 in me getting this job, I think, was having  
21 participated in the pilot project that LSC had back in  
22 early 2000 for a mentor pilot project, where mentees

1 such as myself, managing attorneys, were partnered with  
2 executive directors from across the country to work on  
3 various projects, to learn what it would be like, and  
4 the kind of issues or challenges that directors have to  
5 deal with.

6 That made a difference to me in two respects.

7 A, I could put it on my resume, and I think it made a  
8 difference for the board in selecting me; I sort of had  
9 a stamp of approval from LSC, having participated in  
10 that mentor pilot program; and then also for me  
11 personally having an opportunity to work on specific  
12 projects. And we had a specific project that comes to  
13 mind having to do with PAI and the development of a PAI  
14 program.

15 So I had the experience of working with a very  
16 experienced executive director that came from what I  
17 call the old school of how you address PAI, which was  
18 essentially seek a waiver, versus how do you then grow  
19 a PAI program to really make it a meaningful component  
20 of the service delivery model.

21 So that made a difference for me after I got  
22 the job as executive director at Southern Arizona Legal

1 Aid to really think about a vision for where our  
2 program would go.

3 MR. MOYERS: I just want to observe, after  
4 listening to those answers, that compared to the  
5 broader nonprofit sector overall, this represents an  
6 unusually large number of people who have a lot of  
7 experience in the same system and who have moved from  
8 deputy or senior program roles into executive director  
9 roles, which is unusual. And I also think it's a very  
10 healthy thing for this network of organizations, to  
11 have leadership pipelines of sorts in place.

12 You also heard the amount of experience in the  
13 field and that's on the panel. So I wanted to ask you  
14 how you think the operating environment for legal  
15 services organizations has changed, maybe over the past  
16 two decades or so. And I asked about legal services  
17 organizations, but it's really -- this is all  
18 nonprofits. I don't see any significant differences.

19 MR. YOUNG: I can start. I guess I would say  
20 some of the significant differences -- and there have  
21 been many -- have been around the need to raise funds  
22 from the private sector, whether it's foundations,



1 private individuals.

2           The idea that we as legal aid agencies not  
3 only need to focus on and think of ourselves as law  
4 firms but as not-for-profit agencies, and to be willing  
5 to join the nonprofit community -- one of the things  
6 that I've done in Tucson was to join the group of  
7 nonprofit executive directors in Tucson because those  
8 nonprofit agencies have similar issues to what we have.

9           They have employment issues. They don't deal  
10 with unions; I have a labor union that I have to deal  
11 with. But certainly in terms of employment issues,  
12 that happens in the nonprofit sector as a whole.

13           Certainly the notion of private foundation  
14 support and individual donor support has been a  
15 longstanding goal within the nonprofit sector, but it's  
16 been a recent thing, I think, in legal services to  
17 think about going out and developing resources outside  
18 of the legal community.

19           So I think those are the biggest thing. The  
20 other thing I want to mention was certainly a unique  
21 challenge to me that certainly has happened around the  
22 country, is the consolidation of legal aid programs

1 across the country.

2           When I started at Southern Arizona Legal Aid  
3 in 2007, we were still experiencing some vestiges from  
4 what I would describe as forced marriage in that we had  
5 incorporated some Native American programs into our  
6 basic field, basically a basic field organization. So  
7 they had to become part of our culture. We had to  
8 become part of theirs, and they had to become part of  
9 ours.

10           It took a lot of effort on my part to really  
11 begin to sell the notion that we're one organization  
12 both to our Native American component and to our basic  
13 field or staff component. So I would cite those as  
14 some of the biggest changes that happened over the last  
15 two decades.

16           MS. THOMPSON: I think from very old school  
17 perspective, going back 40 years, that certainly the  
18 use of technology and social media -- I mean, that was  
19 just unheard of. I remember when we got the first fax  
20 in the office, and being able to use that effectively.

21           In addition to that, I think that looking for  
22 funding in different ways is something I think that

1 we're just going to have to find new ways of getting  
2 funding for the organizations.

3           Also, making our alliances different. Old  
4 school legal services folk, we're real clear about our  
5 enemies and our friends, and never the twain shall  
6 meet. Now we understand the twain has to meet in order  
7 for us to get where we need to go. And some of us are  
8 better at it than others. The inclusion of the private  
9 bar, the inclusion of political folk who haven't always  
10 liked us, I think that's a bit difference.

11           Also, the mentoring of people on the staff to  
12 do work other than just the litigation work --  
13 networking, outreach, administration, that kind of  
14 thing, I think all of those factors are away from where  
15 we were when we were doing -- just having a revolution  
16 with the big class actions and the law reform. Not  
17 that that wasn't a good time, but --

18           (Laughter.)

19           MR. MOYERS: So I'll take one comment from  
20 this side. You all have to -- from my left. Anything  
21 about outcomes? Or --

22           MS. NELSON: Sure. Sorry, go ahead.

1           MR. MOYERS:  You have to collectively make one  
2 comment -- no.

3           (Laughter.)

4           MS. NELSON:  All right.  So I'm making the  
5 comment.  Right now I think there's been a change, and  
6 again, it's part of the initiative that LSC is putting  
7 together right now in helping us collect outcomes for  
8 our funders.

9           For our program, LSC is a minority funder, and  
10 we have been already collecting outcomes for the other  
11 programs or funders that give us money.  And so again,  
12 this is something that's different from the experience  
13 of my prior director, who didn't have that need to  
14 track that information in the same way that we had.

15           So there's been that transition.  Again, I  
16 think it's a positive one.  And I think that we need to  
17 do it in order to be competitive in this environment.  
18 But it is a change, I think.

19           MR. MOYERS:  I was kind of joking.  We can  
20 take another comment if you want.

21           The followup question to that is:  Does this  
22 require different skills, new skills and different

1 skills than we might have seen from executive leaders  
2 in the past?

3 MR. COOK: My comments are just based on part  
4 on working with my predecessor, Ernie Sanchez, who was  
5 in the position for some 40 years. Ernie and I used to  
6 talk almost every morning when I was the deputy  
7 director, and he was frequently saying to me that you  
8 almost have to be a politician, an employment law  
9 attorney, a HIPAA attorney -- it's this Jack of all  
10 trades position now.

11 When he got into the position, that was not so  
12 much the case. And I think part of the problem with my  
13 program is we did not develop the administrative  
14 infrastructure to accommodate that, and I have not yet  
15 fully done that, either. So it's one person trying to  
16 assume all those roles.

17 I think the response should be the ED does  
18 some of each of those things, but also creates more  
19 positions to handle those. Because it's really almost  
20 impossible for one person to do all of those elements.

21 And I don't know if a lot of legal aid grantees have  
22 done that yet.

1           MR. YOUNG: I was just going to add to that.  
2     There are pressures on executive directors to keep  
3     administration small at a time when, really, we need to  
4     be beefing up administration.

5           So when new dollars come to us, those dollars  
6     tend to drive us towards hiring more staff to serve  
7     more people. Or in my context, I have a labor union  
8     that wants to increase its membership. And so they  
9     argue for hiring additional bargaining unit members to  
10    the detriment of administration.

11          So it's constantly singing this message to not  
12    only our boards but our staff about the need for  
13    internal controls, the need to have adequate  
14    administration to address all of the challenges that  
15    are put on us by the many funders that we have, not  
16    just LSC.

17          MR. MOYERS: This is off script, but I want to  
18    ask this question of the panel because this is an issue  
19    that is really important to the sector, I think.

20          How many of you feel like your organizations  
21    are woefully under-administered? You're not spending  
22    nearly enough on administration, and I'm meaning

1 finance, H.R., fundraising staff, and admin support.

2 MS. THOMPSON: I think I left my program like  
3 that, and it was one of the things -- I wrote a letter  
4 to my board when I was leaving saying what I thought  
5 they needed to look for. I didn't want anything to do  
6 with selecting the person, but what they needed to look  
7 for.

8 It was somebody who had a different  
9 understanding of that. I come from, you get paid  
10 nothing and you do all the jobs.

11 (Laughter.)

12 MS. THOMPSON: And that was the noble cause.  
13 And really, you come from that generation, the Baby  
14 Boomers generation. Whereas I do the fundraising. I  
15 do the hiring. I do the firing. I run the program. I  
16 do the external politics. That's all my job. So you  
17 work yourself into a frenzy, and you complain all the  
18 time, and you feel really good, and you aren't doing  
19 anybody any favor.

20 So fortunately, I recognized that. And I was  
21 leaving, so I did tell my board, these are the things  
22 you need to do. And my successor, Chris, I'm sure is

1 going to be doing things a lot different from that.

2 MR. MOYERS: Have you?

3 MS. LARSON: And if I don't, I'll hear about  
4 it. No.

5 (Laughter.)

6 MS. LARSON: It's funny. One of the things I  
7 always hear when I go address a group, whether it's the  
8 county commission people or the folks administering our  
9 CAP money or whatever, it's like, Allison was funny.

10 (Laughter.)

11 MS. LARSON: And I'm not. But yes, I do think  
12 that we have one gentleman in our office who did the  
13 H.R. piece, the technology piece, and the accounting  
14 piece, and he's retiring in 20 months. So yes, I think  
15 we're going to need to make some serious changes.

16 We may get some pushback from advocates who  
17 say, well, we still need an assistant in this office.  
18 We are short-staffed over here. We don't have enough.

19 But I think in order for our organization to survive,  
20 we are going to have to grow administration, and we  
21 won't have to apologize for that to anybody.

22 Like I was saying at breakfast, God forbid,



1 you can get malpractice insurance, if something goes  
2 wrong with a case, to make the client whole. But there  
3 is no administrative malpractice insurance. If  
4 something goes wrong, it's a scandal. It doesn't  
5 reflect well on us, on you. Heads roll.

6 So we really don't want to make mistakes.  
7 There's a lot more at stake than there used to be  
8 because there's so many sources of funding and there's  
9 so many ways that you can make a mistake.

10 MR. MOYERS: Anyone else on the admin piece?

11 MS. NELSON: Well, I'll just back up. That  
12 same experience with the lack of administration  
13 happened with my executive director, who was very old  
14 school, too. When I came in and learned what he was  
15 doing, all of his job, I thought, I'm not going to do  
16 that. I'm not going to take this job and do all of  
17 that.

18 So it required, over the course of the last  
19 four years, for me to beef up administration. And my  
20 board went along with it, and they understood that  
21 Andy, bless his heart, had been digging himself into a  
22 hole with the best of intentions. But it really isn't

1 a way that you can run a strong organization, I think.

2 MR. MOYERS: What people say -- I'm sorry.

3 MR. YOUNG: Well, I can add a comment there.

4 MR. MOYERS: Go ahead. Just very quickly.

5 MR. YOUNG: I would just say in 2010 through  
6 2011, I would have said that our administration was  
7 woefully underfunded or supported. Since that time,  
8 we've been able to rebuild administration. When we  
9 went through the cuts in 2010/2011, not only did we  
10 close offices, or an office, we lost administrative  
11 staff.

12 But for me, it's been preaching to the board  
13 about the need for administrative staff such that when  
14 we were able to get the resources, we can target those  
15 resources to hire administrative staff.

16 The other thing I would say, it's been looking  
17 at our indirect costs and talking to funders about,  
18 hey, we have these costs that have to be accounted for,  
19 and looking to write that into grants wherever  
20 possible. So I just wanted to mention that.

21 MR. MOYERS: So any advice about transition?  
22 What are the elements that make transition go well, in

1 your own experiences?

2 MS. THOMPSON: My advice is when you leave,  
3 don't let the staff call you and ask you questions.

4 (Laughter.)

5 MS. THOMPSON: Redirect them. Just because  
6 you've been there a long time, you've got a new  
7 director; that's who you should be talking to.

8 The other thing is that I don't like the idea  
9 that people leave when they burn out because I think  
10 that -- because you're burned out or you can just  
11 afford to leave. I think that we need to be doing  
12 something so that people can leave because it's time,  
13 and also leave because economically they can afford to.

14 People stay too long sometimes because of  
15 that, not that we don't appreciate the wisdom that they  
16 bring with them. But if you find out why they're  
17 staying and it has to do with money or burnout, we need  
18 to be making accommodations for people to be able to  
19 leave comfortably and when it's time.

20 I could still run a program, and I'm not  
21 burned out. But it's my time. And I think that when  
22 you realize that it's your time -- and I told my board,

1 I'm looking for new ideas, new things. I don't want  
2 any mini-me's in here. I want to have people to come  
3 in to bring to the program a new energy, a new light.  
4 Let some light bulbs go off here. That's what we  
5 should be looking for as we leave, especially if we've  
6 been married to legal services all your lives like I  
7 have.

8           Also, supporting the new director -- I know  
9 when I came to the program I'm at now, it took me about  
10 three years for them to like me. So what I did was up  
11 until the time I was leaving, I kept telling my staff,  
12 I want you to support the new person, whoever that  
13 person is. I want you to be able to do that. I  
14 trained my management team to be able to do that.

15           The other thing is I didn't want anything to  
16 do with the selection of the new person because that  
17 could only lead to messiness. And it's the board's  
18 job, anyway. So I didn't need that. That's what the  
19 board is for.

20           I helped the board get situated for calling  
21 Patty and starting to do the interviews. And I gave  
22 them a year's notice. I stayed a year and a three

1 months. But I did give them enough time to plan it.

2 And I think all those kinds of things are important.

3 Chris and I, we have lunch about once a month,  
4 not for me to direct the program. But if she wants to  
5 bounce something off me or if something needs a  
6 historical perspective, then I can give it to her.

7 MR. YOUNG: What I would add is probably two,  
8 maybe three things. One is board education, board  
9 training, from the perspective of having an  
10 appreciation or understanding for what they need, what  
11 the challenges are for that organization. And I think  
12 that's a place where LSC can help boards.

13 There was a time when LSC did provide  
14 trainings to boards, particularly around inclusion and  
15 involvement of diverse groups, both in the leadership  
16 of the program and in the everyday work of the program.

17 So I think LSC certainly could help with board  
18 training.

19 The other thing that I think, from my vantage  
20 point, is taking the time to really assess the needs of  
21 the organization. Oftentimes when new directors come  
22 in, they have a vision for what they want to do. Staff

1 has a vision for what they'd like to see happen. The  
2 board may have a vision. And everybody's pressuring  
3 the director to move in a certain direction.

4 I think taking the time to go on a listening  
5 tour, visiting the various offices and communities that  
6 the organization is excepted to serve, goes a long way  
7 in helping the director in terms of framing that  
8 vision, making it what would work best for that  
9 community.

10 So I think those are the two things. There  
11 was a third thing that I'm forgetting, so I'll pass on  
12 that.

13 MR. COOK: I'd like to make a comment.

14 MR. MOYERS: Yes.

15 MR. COOK: I think what Anthony just said was  
16 part of my experience. But one thing, my program,  
17 there was this, oh, my gosh. Ernie's been there 40  
18 years. Are the lights going to work tomorrow when we  
19 have a new ED? Because everybody had been with Ernie  
20 forever.

21 So I think a huge part with the success of our  
22 transition was communication. And when I say that,

1 that sounds just kind of a generic term. But what I  
2 mean is, I inundated our people with information. In  
3 fact, I created something called the Administrative  
4 Update. It goes out every two weeks. We're on our  
5 45th edition.

6           They know what we're going to do, and I ask  
7 for their comments. And whether it's on staffing,  
8 whether it's on policy-directed changes, whether it's  
9 on we just got new grants or lost grants, whether it's  
10 on we're going to meet with the Supreme Court on this  
11 issue, they know the admin unit is working for them and  
12 is working hard.

13           But they also know the direction we're going.

14           And if they want to have input, they can, and they  
15 will be heard. So there's not a bunch of surprises.  
16 There wasn't this new guy in; we start to cut heads  
17 off. It's telling them where we're going to go before  
18 we go there, telling them as we do it, and then telling  
19 them after we did it.

20           So there's a path that everybody understands.

21           There's no surprises. And I think that that's made  
22 people buy into a lot of the -- we did layoffs. We did

1 a lot of very difficult things. But they understood  
2 why. And also, after our finances improved, they saw  
3 the benefits of it. But I think just telling them  
4 what's going to happen really helped them.

5 MS. LARSON: I think Anthony is dead on. The  
6 first thing that we did the first week I got there was  
7 I took a road trip and I went to every office. I sat  
8 with every staff member.

9 First I had a meeting outlining my vision for  
10 how I wanted life to be at Three Rivers and building on  
11 the legacy of what had already gone before. And then I  
12 sat with each staff person and heard about what kind of  
13 work they were doing. They showed me examples. I  
14 wanted to get a really good feel.

15 In my own head, I decided I was not going to  
16 make any drastic changes in the first six months at all  
17 because it just takes a lot of time to get up to speed  
18 and to learn the community, the staff, the board, who  
19 you're dealing with. Yes, if you have to make a  
20 decision because there's some kind of crisis, fine.  
21 But I think we kept things in place, and now gradually  
22 we're making some changes.



1           But you want to build on the legacy that you  
2 already have. You want to honor and respect the people  
3 that have been working so hard. You certainly don't  
4 want to come in and say, everything was wrong and I'm  
5 going to change it. That would just not win you any  
6 support, and it would be the wrong move.

7           MS. NELSON: Well, and I think I'm just going  
8 to piggyback on what everyone else here has said. In  
9 our service area -- which is incredibly vast; Alaska is  
10 the largest service area, I think, aside from maybe  
11 Micronesia, that LSC serves. And most of our offices  
12 -- we have 11 offices, only four of which are connected  
13 on the road system. So going on a driving tour isn't  
14 possible.

15           (Laughter.)

16           MS. NELSON: That said, it was really  
17 important. Even though I had effectively grown up in  
18 the program, I knew everyone, it was really important  
19 for me during that transition to maintain communication  
20 with my predecessor, to understand his thought process,  
21 where our organization -- we got to the position we  
22 were in through very thoughtful means.

1           It wasn't happenstance. People had made  
2 thoughtful decisions to take certain actions. So I  
3 needed to understand both historically why we had ended  
4 up there and to look at those decisions, putting on a  
5 different hat.

6           Again, if you had told me when I first took  
7 the job that there was somebody about Alaska Legal  
8 Services I didn't know, I would have fought back at  
9 that point. But when I put on the hat as executive  
10 director, I realized that the perspective changes  
11 everything.

12           I also needed to make sure that I could build  
13 unity within my program, which seems a little bit  
14 strange, given that I had been there for so long and  
15 felt like I had good relationships with all of our  
16 offices.

17           But again, people were worried. Is this going  
18 to be urban-centric now? Will you only be serving the  
19 needs of Anchorage? What about the rural offices, your  
20 bush offices? Are you going to understand and help us  
21 meet our needs?

22           So again, communication, from my perspective,

1 was very important. And I did something similar to I  
2 think what Jim is talking about. We have the ALSC  
3 Scoop, which is a newsletter that I send out every  
4 couple of weeks just updating everyone on what's  
5 happening across the organization administratively,  
6 making sure that our administrative offices are seen --  
7 telling folks what our comptroller is doing to support  
8 the work in the field, which seems like a little bit  
9 silly, perhaps.

10 But if people understand what the head  
11 financial officer is doing to help you provide  
12 services, I think they're going to be less likely to  
13 give you pushback when they understand the purpose of  
14 it.

15 Also, trying to explain -- for instance, I  
16 wanted to take a different direction with our pro bono  
17 services in trying to increase that. But I needed our  
18 staff attorneys to understand how important volunteers  
19 are to the health of a nonprofit organization, and how  
20 they can aid you and also your clients in getting your  
21 message out. And all of that is just communication,  
22 communication, communication, and doing a lot of

1    groundwork.

2                   I think that sometimes, as an executive  
3    director, you think that those things are secondary to  
4    the 150 other things you're supposed to do in any given  
5    day.  But I really think that they're the base in  
6    making sure that your organization is healthy first and  
7    then it will ease your workload upstream or downstream.

8                   MR. MOYERS:  If we have a lot more time for  
9    this discussion today -- and I mean a lot more time,  
10   like another hour --

11                   CO-CHAIR FATHER PIUS:  No.

12                   MR. MOYERS:  I've been told -- there's a  
13    conversation to be had here about boards, and  
14    partnership between boards and executives, and the  
15    changing role of the executive/board partnership,  
16    including how the board can relieve some of the burden  
17    for executive directors so it's not so much about this  
18    one person who's carrying such a disproportionate  
19    amount of leadership.

20                   But instead of having that conversation -- I  
21    would encourage you all to have it at some point in the  
22    future -- I'm going to ask each of you what the Legal

1 Services Corporation could do to support new leaders.

2 And then we're going to have time for questions.

3 MR. YOUNG: I'll start. Certainly being a  
4 beneficiary of the pilot mentoring project, I would  
5 promote that as something that LSC should look at  
6 reestablishing. It certainly made a difference for me  
7 and my colleague in Montana, who also participated in  
8 that program. And it's just a way of creating a  
9 pipeline of potential leaders that boards can look at.

10 The other thing, I think, is training. I  
11 think the MIE, the Management Information Exchange,  
12 does a great job with their one-day new executive  
13 director training. But I think LSC should look at  
14 partnering with MIE and maybe lengthening that and  
15 creating a fellowship program, if you will, where new  
16 directors can get training or support over a longer  
17 period of time as opposed to one day.

18 MS. THOMPSON: I also think that's important,  
19 the mentoring. I was a mentor when Anthony was a  
20 mentee, and I think that that is a good idea.

21 But also, more guidance. And I don't know how  
22 it would be possible, but what would be a really good

1 thing -- if you had really good and objective people to  
2 provide actual guidance for the new director. You're  
3 not just there by yourself.

4 Directors many times feel like there's nobody  
5 to bounce things off of. There's nobody to turn to.  
6 I'm up here alone. I've got a staff looking at me,  
7 waiting for me to screw it up.

8 (Laughter.)

9 MS. THOMPSON: Having real mentors some place  
10 in the service of the region or the state that can work  
11 with them on a periodic basis.

12 MR. MOYERS: Yes. But would a coach -- are  
13 you talking about coaching, like executive coach?

14 MS. THOMPSON: Oh, that's the new word. Yes,  
15 whatever. A coach, yes. Coaching.

16 MR. MOYERS: Go ahead, Anthony.

17 MR. YOUNG: I was just going to make a comment  
18 following up on Allison's comments.

19 NLADA and the African American Project  
20 Directors, to address the isolation associated with  
21 this role, have created the support circles.

22 MS. THOMPSON: Yes.

1           MR. YOUNG:  And so it's created an opportunity  
2 for me to talk about issues that I can't talk about  
3 with anybody else with other colleagues at my level who  
4 have an understanding of the kind of challenges that  
5 executive directors face.

6           So I think what the NLADA has done and the  
7 African American Project Directors have done around  
8 support circles, that may be something that LSC can tap  
9 into and help to make it more robust to support new  
10 executive directors.  So I just wanted to mention that.

11          MS. THOMPSON:  Having a safe support circle, I  
12 think, is real important to a brand-new director who  
13 wants to feel more confident than they actually feel  
14 and having a safe place to be able to talk about it.

15          MR. COOK:  I think that's a good point.  My  
16 closest compatriot is probably 350 miles away.  So it  
17 is sort of an isolated -- especially in my state.  
18 There are no other providers, and I would have to go to  
19 Helena, Montana or Seattle, Washington if I wanted to  
20 actually see somebody else.  So it is a rather  
21 isolating experience, and that would be very positive.

22          The MIE new directors training was very good,

1 but it's very short. And it would be nice if after --  
2 that was, I think, my second month on the job. It  
3 would be nice to have something after that at some  
4 point.

5           But my big issue would be a model set of  
6 policies from the LSC. I have updated 26 policy  
7 directives since I've become the ED. And even after I  
8 updated them, the OCE came and found that we had things  
9 like our household definition wrong, very embarrassing  
10 mistakes.

11           I have spent so many hours working on policy  
12 directives. And it would be really great if, when I  
13 took the position, I could look at a standard set, just  
14 model policies based on the regulations, that made me  
15 secure that these are okay. These are good.

16           These are solid, and things that I can give,  
17 not just that I can read, but a part-time receptionist  
18 with high school diploma can read because everyone we  
19 hire we give this giant pack of policy directives.  
20 It's absolutely overwhelming. And we say, okay, you  
21 master that even though you work for us ten hours a  
22 week.



1           So I have problems with people -- not only my  
2 competence keeping them up, but making them so people  
3 can understand them. And I think if you did something  
4 that was voluntary so people aren't saying, hey, the  
5 LSC is forcing this on me, I would look at it as  
6 something that I would go to for probably 90 percent of  
7 my policy directives. There might be a few that for  
8 some reason I would feel like we need to modify them.

9           I think it would lead to better compliance  
10 throughout the entire system. I think OCE and the OIG  
11 would have less to do when they come because they would  
12 say, look, okay. You've got 50 policies, and 40 of  
13 them are the standard. We know, at least on paper,  
14 you're doing things right. We'll look at other issues.

15           I just think it would be very helpful, also,  
16 to the senior EDs when you update the PAI regulation,  
17 does it make sense to have 132 EDs go and say, okay,  
18 we've got to update the PAI reg, and what do we do? It  
19 would be nice if they could see what the LSC thinks is  
20 a common-sense, clearcut, plain English way of doing  
21 that. And I just think that would be a win/win for  
22 both the programs and the LSC.

1           PRESIDENT SANDMAN: Could I just follow up on  
2 that? Are you talking about model policies dealing  
3 with matters that are required by LSC regulations?  
4 You're not talking about policies involving how you  
5 deal with your personnel and sick leave and things like  
6 that. Is that right?

7           MR. COOK: Just with LSC regulations, yes.

8           MS. LARSON: For example, OCE was in my office  
9 when I left yesterday. They were asking us about our  
10 PAI commitment and what we were doing. And I was  
11 telling them that there were now changes to the reg  
12 that allowed law student participation in some cases to  
13 count towards our 12-1/2 percent requirement, and we  
14 sure have an abundance of law students in our service  
15 area. We're grateful for that.

16           But I asked them, well, when does the time  
17 that we're spending with law students count towards our  
18 PAI contribution? Can we charge a case to PAI because  
19 the law student is working on it together with us?

20           What happens when the semester ends and they  
21 leave us and the staff attorney is working alone on the  
22 case? Or should it just be the time we spend

1 supervising them to help us with a non-PAI case? And  
2 they said, we will take all these questions back to  
3 Washington and we will let you know.

4           So I agree that sometimes it would be really  
5 helpful if there was an internal guidance about these  
6 things so that we don't make mistakes because we don't  
7 want to make mistakes. We would really like to get it  
8 right.

9           MR. YOUNG: Can I just make a quick comment on  
10 that? A recent experience of ours is where we created  
11 a contracting policy at the directive of OIG. I then  
12 send the draft policy -- this is before I submit it to  
13 the board -- and say, take a look at it. Is it okay?  
14 And they say, no. We're not going to comment.

15           So then I take it to my board and my board  
16 approves. Then I find out they didn't like it. And so  
17 then we had to go back to the board to change it. And  
18 so all of that, that whole exercise, could have been  
19 avoided if we could have been told, here's a model  
20 policy, or policies were out there at the start..

21           MS. THOMPSON: Can I just say one thing?

22           MR. MOYERS: If it's tiny. If it's quick.

1           MS. THOMPSON: This is quick and has nothing  
2 to do with anything. But it has something to do with  
3 me and my history with legal services.

4           We have to work on diversity in leadership in  
5 legal services. It's absolutely incumbent upon us,  
6 with the changing demographics of the world, and for us  
7 being a justice organization, in the leadership not to  
8 do better.

9           I think it should be something that should  
10 come directly from LSC that encourages, and not just a  
11 little pat on the head, but seriously encourages that,  
12 and to listen to those people who are bringing it to  
13 your attention.

14           MR. MOYERS: Anything else to answer the LSC  
15 question? And then I've --

16           CO-CHAIR FATHER PIUS: Yes. Because I would  
17 like to open this up to questions. I think we're  
18 running very low on time.

19           MR. MOYERS: Yes. This is when I was  
20 instructed to end.

21           MR. LEVI: Well, we can have a few more  
22 minutes here.

1 CO-CHAIR FATHER PIUS: For questions.

2 MS. NELSON: So the one thing I would say that  
3 I think might be a useful use of LSC's time and  
4 resources is connecting new directors to the whole body  
5 of information about nonprofit management that's  
6 already available, like for instance on the Meyer  
7 Foundation.

8 One of the things that was very useful to me  
9 when I first became the director is participating in a  
10 local group called the Foraker Group. I was certain  
11 when I came here that there must be one in every state  
12 if Alaska had one, but in speaking with Rick about it,  
13 it turns out it's a bit anomalous.

14 So it's a fantastic program, a nonprofit that  
15 supports other nonprofits and provides nonprofit  
16 management training to a whole scope of nonprofit  
17 leaders. And so through this process -- it was over a  
18 ten-month period -- I would meet monthly with other new  
19 directors serving nonprofits, and learned a grant deal  
20 of information about nonprofit management.

21 It was inexpensive. It was only about \$3,000.

22 And encouraging LSC recipients to search out those

1 resources in your local community instead of LSC  
2 recreating the wheel, looking to outsource that, and of  
3 course then just filling in the gaps with the things  
4 that are specific to LSC.

5 MR. LEVI: Do you have regular program counsel  
6 from LSC that you can bounce things off of? Do you  
7 each have a person that is designated for you? And  
8 have you, informal or otherwise, a formal mentor/  
9 mentee type among your executive director crew or  
10 colleagues? And is that something that's even been  
11 suggested?

12 MS. NELSON: We do have someone from the  
13 Office of Program Performance who is assigned to each  
14 of our programs. And then as far as official mentors  
15 or mentees, no. There's not an official mentor/ mentee  
16 program. There is a support group of new executive  
17 directors that I participate in that has the director  
18 from Hawaii, New Mexico, Montana, and then also one of  
19 the D.C. programs.

20 MR. LEVI: And who established that? Did we  
21 or did you informally do it?

22 MS. NELSON: It turns out my program officer

1 from OPP, Stephanie Edelstein, introduced us. And then  
2 NLADA started facilitating those calls to start with,  
3 and it's sprung up from there and continued on.

4 MR. YOUNG: And I would just say the African  
5 American Project Directors Association has what's  
6 called support circles, where we're paired with other  
7 directors from around the country. And since Arizona  
8 is a three-state LSC-funded program, I've been paired  
9 with someone in another state.

10 CO-CHAIR FATHER PIUS: All right. If there  
11 are any other questions? Robert?

12 MR. GREY: Let me just pursue the diversity  
13 issue for just a second and ask you, in the best of all  
14 worlds, if we could form the perfect outreach or the  
15 perfect development strategy, for achieving the best  
16 representation of our communities in legal services,  
17 what are your thoughts about that?

18 You made an observation. But part of that is  
19 process, and what do you do about it and how do you go  
20 about it? And if you had the right ingredients, what  
21 would it look like?

22 MS. THOMPSON: The reason I was emphasizing

1 leadership, because I never had problems. When I got  
2 to my program, I think there was one minority person in  
3 the program other than me. And then by the time I  
4 left, it was about 50/50.

5 I never had a problem at all finding diverse  
6 staff. And that ethnic staff, abled and disabled,  
7 races, countries, languages -- I had the U.N. there.  
8 But that was because I affirmatively acted to get them.

9 I didn't say, oh, no, well, we don't have any  
10 of those, or we would have -- legal services has the  
11 same few people that we march out every time to  
12 represent the diversity of the organization, which is  
13 unfortunate.

14 I think that regardless of what people say,  
15 it's not going to happen until, one, we have to be very  
16 mindful of being able to afford people. A lot of  
17 people who live in poverty, they have to have better  
18 salaries in legal services in order to keep them.

19 Two, if the leadership is developed and  
20 there's diversity among the leadership, it is easier to  
21 be able to recruit and to keep like staff. I believe  
22 that. That's what I believe. That's been my



1 experience.

2 I just think, even though it's a bad word, we  
3 have to affirmatively act to create diverse staffs in  
4 legal services. We've got to go to the National Bar  
5 Association. We've got to go to -- is it BLSA? I  
6 couldn't remember, it's been so long for me -- BLSA.  
7 We have to make sure that there's connections.

8 When I was a director, kids came in from the  
9 college. Not kids, they're grown folk at the college  
10 that came in, and they would say, oh, well, we heard  
11 about you from this person or that person. The  
12 leadership in our local minority bar association came  
13 out of our legal services programs because we had more  
14 diverse staff there.

15 So one follows the other. If you're really  
16 making an effort and doing some sort of evaluation of,  
17 what does our staff look like? What does our  
18 population look like? What do people look like? And  
19 even beyond it reflecting the population you have, I  
20 think the diverse staff brings a richness to your  
21 program and an understanding of things that you just  
22 don't have ordinarily.

1 MR. ISAAC: Can I address that?

2 CO-CHAIR FATHER PIUS: If you want to come up  
3 to the microphone and very briefly --

4 MR. ISAAC: I'm the current vice president --

5 CO-CHAIR FATHER PIUS: Just give your name  
6 again.

7 MR. ISAAC: Don Isaac, Florida Rural Legal  
8 Services. I'm the current vice president of AAPDA, and  
9 we had a very intentional way of seeking diversity. In  
10 our meetings it would be a main discussion about, who  
11 are the diverse managers in the country?

12 It's a pipeline. We would discuss them, and  
13 then not steal from each other every time we found a  
14 director somewhere, but as an intentional way of  
15 looking at it, an intentional way, like Allison says,  
16 going to job fairs, going to minority job fairs. It  
17 has to be intentional.

18 That's not just for diversity purposes. It's  
19 for quality purposes, too. You need to go and get the  
20 best people, and not just anybody just walking off the  
21 street. So we had an intentional -- we still have an  
22 intentional model for how we seek managers, et cetera,

1 and we're always looking for diverse managers in our  
2 programs.

3 CO-CHAIR FATHER PIUS: All right. It looks  
4 like we're just about out of time.

5 One thing that I'm just going to -- I know  
6 Rebecca's going to kill me, but I always like to put  
7 this back to the performance criteria. I do note that  
8 one of the performance criteria in leadership does  
9 include that the program provides opportunities for the  
10 development of a diverse group of leaders. So it's  
11 certainly something that we mention.

12 But there are some things that you have talked  
13 about that we haven't, that you've talked about that  
14 really aren't reflected, I think, in our performance  
15 criteria. One of those, although we do have a separate  
16 section on communication, communication is not  
17 mentioned at all in leadership, in the leadership  
18 section. I think that might be something we should  
19 consider in the future.

20 The other thing is that our leadership section  
21 in the performance criteria is all downwards, that is,  
22 over the agency. But there's no sense of leadership

1 with regards to the board of directors.

2 I think we realize more and more that the  
3 leadership of the executive director with regards to  
4 the board of directors is also a crucial part of the  
5 leadership of the organization. And I think that's not  
6 really reflected in the leadership.

7 Then the sense that not only within your  
8 organizations but outside, how is the person looked at  
9 as a leader within the legal services community, among  
10 the other grantees or other legal services community?  
11 And how is he looked at within the community, the poor  
12 community that's being served as well? Is legal  
13 services considered a participant or a leader within  
14 the community itself?

15 I think these are things we've all talked  
16 about as indicators of leadership for an executive  
17 director and a program that aren't really reflected in  
18 the performance criteria.

19 Just very briefly, if there's anything else,  
20 if you've had a chance to look at the performance  
21 criteria, where if you think there's anything else that  
22 perhaps might be specifically mentioned that's not

1 mentioned in there as a sign of a good leader? Any  
2 thoughts on that?

3           You probably don't have it in front of you,  
4 but if you have thought about it -- or send us an  
5 email. I'm happy to send an email on this because I  
6 like to concretely tie it back to these performance  
7 criteria.

8           So with that, and seeing that there are no  
9 other questions, I just wanted to really thank you. I  
10 think this has been a wonderful discussion. It's a  
11 discussion we've been looking forward to have for quite  
12 a while. And I do especially want to give thanks to  
13 the Meyer Foundation and their participation, not only  
14 here at the meeting today, but their work on fostering  
15 good leaders and good leadership in the nonprofit  
16 community, and the model of leadership they provide in  
17 that, and the example of leadership both by existing  
18 and former executive directors in this model of  
19 leadership.

20           I certainly encourage those of you -- we  
21 talked about the mentor/mentee relationship. And a  
22 good leader is not only one who seeks a mentor but one

1 who, as an established leader, provides mentorship to  
2 others.

3 I think the legal services community will look  
4 at you folks as mentors in the future, and hopefully,  
5 as time permits, that you allow yourself to mentor  
6 those who were once in your positions as beginning  
7 executive directors. So thank you very much for your  
8 time and for your leadership.

9 (Applause)

10 CO-CHAIR FATHER PIUS: We do have a few other  
11 items on the agenda that we have to finish. The next  
12 item on the agenda is, if I'm not mistaken, is there  
13 any public comment? Are there any members from the  
14 public who would like to provide any comment?

15 (No response.)

16 CO-CHAIR FATHER PIUS: Seeing none, is there  
17 any other business that the committee needs to address?

18 (No response.)

19 CO-CHAIR FATHER PIUS: And seeing none, do I  
20 have any motions?

21 M O T I O N

22 CO-CHAIR VALENCIA-WEBER: Move to adjourn.

1 CO-CHAIR FATHER PIUS: Moved to adjourn. Any  
2 second?

3 MR. MADDOX: Second.

4 CO-CHAIR FATHER PIUS: All those in favor?

5 (A chorus of ayes.)

6 CO-CHAIR FATHER PIUS: Any opposed?

7 (No response.)

8 CO-CHAIR FATHER PIUS: And this Committee is  
9 adjourned. Thank you all very much.

10 (Whereupon, at 12:34 p.m., the Committee was  
11 adjourned.)

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