

LEGAL SERVICES CORPORATION
BOARD OF DIRECTORS

MEETING OF THE PROMOTION AND PROVISION
FOR THE DELIVERY OF LEGAL SERVICES COMMITTEE

OPEN SESSION

Friday, January 25, 2013

4:10 p.m.

Hyatt French Quarter New Orleans
800 Iberville Street
New Orleans, Louisiana 70113

COMMITTEE MEMBERS PRESENT:

Laurie I. Mikva, Chairperson
Sharon L. Browne (by telephone)
Victor B. Maddox
Father Pius Pietrzyk, O.P.
Julie A. Reiskin
John G. Levi, ex officio

OTHER BOARD MEMBERS PRESENT:

Robert J. Grey Jr.
Charles N.W. Keckler
Martha L. Minow
Gloria Valencia-Weber

STAFF AND PUBLIC PRESENT:

James J. Sandman, President
Rebecca Fertig, Special Assistant to the President
Victor M. Fortuno, Vice President for Legal Affairs,
General Counsel, and Corporate Secretary
Mark Freedman, Senior Assistant General Counsel,
Office of Legal Affairs
Lynn Jennings, Vice President for Grants Management
David L. Richardson, Comptroller and Treasurer,
Office of Financial and Administrative Services
Jeffrey E. Schanz, Inspector General
Glenn Rawdon, Program Counsel, Office of Program
Performance
Carol Bergman, Director, Office of Government
Relations and Public Affairs
Carl Rauscher, Director of Media Relations, Office of
Government Relations and Public Affairs
Marcos Navarro, Office of Government Relations and
Public Affairs
Janet LaBella, Director, Office of Program
Performance
Herbert S. Garten, Non-Director Member, Institutional
Advancement Committee
Frank B. Strickland, Non-Director Member,
Institutional Advancement Committee
Jon Asher, Executive Director, Colorado Legal
Services
David Pantos, Executive Director, Legal Aid of
Nebraska
Rhodia Thomas, Executive Director, MidPenn Legal
Services
Patricia Pap, Executive Director, Management
Information Exchange

Don Saunders, National Legal Aid and Defenders
Association (NLADA)
Terry Brooks, American Bar Association

C O N T E N T S

OPEN SESSION	PAGE
1. Approval of agenda	4
2. Approval of minutes of the Committee's meeting of October 1, 2012	4
3. Discussion of preservation and distribution of Committee presentations Deferred	
4. Discussion of Committee's evaluations for 2012 and the Committee's goals for 2013 Deferred	
5. Panel presentation and discussion on Succession Planning and Leadership Development for LSC-funded programs	6
Jon Asher, Executive Director, Colorado Legal Services	
David Pantos, Executive Director, Legal Aid of Nebraska	
Patricia Pap, Executive Director, Management Information Exchange	
Rhodia Thomas, Executive Director, MidPenn Legal Services	
6. Public comment	58
7. Consider and act on other business	59
8. Consider and act on motion to adjourn meeting	59

Motions: Pages 4, 4, 59

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

2 (4:10 p.m.)

3 CHAIRMAN MIKVA: I'd like to call the
4 Promotion and Provision for the Delivery of Legal
5 Services Committee to order, duly noticed, I'm sure.

6 The first item on the agenda is an approval of
7 the agenda. I think we're going to, unless somebody
8 tells us we can't, defer 2 and 3 -- we can. In the
9 interest of time and to give the panel as much time as
10 possible, we'll defer those to a later date. And with
11 that amendment, could I -- sorry, 3 and 4 to a later
12 date.

13 M O T I O N

14 MR. MADDOX: So move.

15 MS. REISKIN: Second.

16 CHAIRMAN MIKVA: All in favor?

17 (A chorus of ayes.)

18 CHAIRMAN MIKVA: Next thing is approval of the
19 minutes from October 1, 2012.

20 M O T I O N

21 MS. REISKIN: So move.

22 MR. MADDOX: Second.

1 CHAIRMAN MIKVA: All in favor?

2 (A chorus of ayes.)

3 CHAIRMAN MIKVA: Which brings us to the meat
4 of the meeting, which is a succession planning and
5 leadership development panel. I will introduce
6 Patricia Pap, and she can introduce the rest of her
7 panel.

8 We are actually welcoming back Patricia.
9 She's talked to us before, the executive director of
10 Management Information Exchange, MIE. This is a
11 national nonprofit membership organization. It
12 consults and trains legal service organizations
13 throughout the country.

14 Patricia has been the full-time executive
15 director, the first and only executive director. She's
16 done that since 1997. She works with volunteers and a
17 teeny-tiny staff to train and consult legal aid
18 organizations on leadership, management, supervision,
19 fundraising topics. Obviously an expert, then, on the
20 topic we will be addressing today.

21 Prior to working with MIE, she was in legal
22 services herself, executive director for Cape Cod. But

1 I don't think there are any poor people in Cape Cod; I
2 just don't.

3 (Laughter.)

4 CHAIRMAN MIKVA: And a supervising attorney of
5 Eastern Michigan. Thank you.

6 MS. PAP: Thank you very much, Madam
7 Chairwoman. May I confirm with you what time we should
8 close by? I want to keep track of the time on my
9 phone.

10 CHAIRMAN MIKVA: Well, we certainly have --

11 MR. LEVI: How long is the presentation?

12 MS. PAP: We were expecting to do somewhere
13 between 45 minutes and 60 minutes.

14 CHAIRMAN MIKVA: I think if you do 45 minutes
15 and leave 15 minutes for questions, that would be
16 perfect.

17 MS. PAP: Very good. Thank you so much. All
18 right.

19 So what I would like to do after that lovely
20 introduction of myself, I'd like to introduce my
21 colleagues. I am here today with Jon Asher, to my
22 left. He's the executive director of Colorado Legal

1 Services. He has served for 32 years in his position
2 as executive director and 41 years in legal aid.

3 To my right is Dave Pantos, who is executive
4 director of Legal Aid of Nebraska. Dave has been
5 executive director for four years, and he's been nine
6 years in legal aid.

7 To Dave's right is Rhodia Thomas, who is
8 executive director of MidPenn Legal Services. She's
9 been in her position as executive director for ten
10 years and has been in legal aid for 25 years.

11 We thought we'd begin by showing you a couple
12 of slides reflecting the professional years of
13 experience of existing leadership in LSC-funded
14 organizations. This information comes from data
15 gathered by the Legal Services Corporation.

16 This first slide shows that we have a group of
17 existing program leaders who are very committed to
18 legal aid. You can see that a quarter to a third or
19 more of them have spent their entire careers, 35 years
20 or more, in the law, most often with legal aid.

21 This second slide shows a slightly different
22 take on this picture. Among these same program

1 leaders, executive directors, deputy directors, and
2 directors of litigation, 50 to 60 percent or more have
3 held their current position for fourteen years or less,
4 demonstrating that we have a very significant group of
5 newer leaders.

6 We can give you another perspective on this.
7 In this slide, we've added a layer of leadership, that
8 of managing attorneys. And you can see that in the
9 blue portions of these multicolored bars, the extent to
10 which leadership positions are held by staff members
11 with zero to fourteen years in the position.

12 At the same time, there are staff who in many
13 instances have made legal aid their career, even if
14 they've not always held the same job within legal aid.

15 And the turquoise and orange portions of these bars
16 reflect the significant experience levels of the same
17 people that you saw who might have been in their
18 positions for fourteen years or less in some instances.

19 Which leads us to two conclusions. We see
20 proof of new leadership in our important positions in
21 legal services organizations, and so we can say that
22 we've already had significant experience in leadership

1 transitions within our programs. And at the same time,
2 given the tenure of our staff in the profession, we can
3 expect significant leader transitions going forward.

4 So we know that big transitions are coming.
5 Big transitions have already occurred. And successful
6 leadership transitions require planning, and that's the
7 point of our discussion with you today.

8 By sharing the expertise of these program
9 leaders who've experienced change, and the reflections
10 of the LSC staff who've observed change in legal
11 services programs, and the work of MIE and other
12 consultants who've guided programs through leadership
13 transition and executive director search, we're
14 building the capacity throughout our community to
15 improve our chances of success in leadership
16 transition.

17 So what is succession planning? When there's
18 a change in the leadership of an organization, the
19 organization can improve its capacity to carry out its
20 mission, or it can lose capacity. And succession
21 planning is like disaster planning in that it looks
22 thoughtfully at the various scenarios under which a

1 leadership change may occur, and makes plans to ensure
2 a continuity of operations and a climate for success
3 during the transition.

4 Succession scenarios include possibilities
5 like a temporary illness, a sudden permanent illness or
6 death, a situation requiring the removal of the
7 executive director, a planned departure or a planned
8 retirement of a longstanding executive director.

9 In a disaster situation, the executive
10 director normally remains in the leadership of the
11 organization, guiding its recovery efforts. In a
12 succession situation, it's the board of directors that
13 has to be prepared to lead, and this is a huge
14 difference.

15 The board has to come to this work prepared
16 and wholeheartedly. And the organization as a whole
17 needs to be prepared for the transition, and the only
18 way to do this is through advanced planning.

19 When our executive directors leave, there's a
20 moment of uncertainty. There's an unsettling. There's
21 an insecurity. There's an urge on the part of both the
22 board and the staff to jump into the breach and to fill

1 the gap.

2 It's important to linger a little bit in the
3 uncertainty of the situation, the transition, because
4 that's the place that offers us the ground for
5 creativity, for going forward differently. And the
6 only way that an organization is at all comfortable in
7 sitting in that uncertainty for a time being is by
8 planning.

9 Just to note, when we talk about succession
10 planning, we're not talking about choosing somebody in
11 advance to take the position of the executive director
12 who's departing. We're talking about planning for the
13 process of succession.

14 The executive directors here today have
15 experienced succession planning and transition in their
16 organizations, and we're going to hear from them in
17 just one second.

18 We're going to cover three main topics. One
19 is planning for succession in both emergencies and
20 planned situations. The second is choosing an
21 executive director as the most critical task of a board
22 of directors. And the third is undertaking intentional

1 leadership development activities.

2 So for the first, planning for succession in
3 emergencies and planned situations, colleagues, how can
4 programs prepare for effective leadership transitions?

5 Dave, do you want to start?

6 MR. PANTOS: Sure. Thanks. Thanks, Patty.

7 And I do want to say I have been executive director of
8 Legal Aid of Nebraska for about four years, and Patty
9 was the consultant for my board for that search
10 committee. So I can speak to her expertise in these
11 matters.

12 (Laughter.)

13 MR. PANTOS: If it weren't for Patty, I would
14 not be here today.

15 Before I get into that, I want to get into why
16 this is such a crucial issue by speaking to the job
17 description of an executive director of a nonprofit
18 organization, of a legal aid program. I got some good
19 information from BoardSource, Rick Moyer, who's an
20 expert on these issues.

21 So here are the top ten things that an
22 executive director has as their basic responsibilities.

1 And as I go through this, you'll see that most of
2 these things are not things that you learn in law
3 school or continuing legal education seminars.

4 First, commit to the mission of your
5 organization. Second, lead the staff and manage the
6 organization. Third, exercise responsible financial
7 stewardship. Four, lead and manage fundraising. You
8 are the fundraiser in chief.

9 Five, follow the highest ethical standards,
10 ensuring accountability, and comply with the law. And
11 the law isn't just your local rules of professional
12 conduct; it's LSC regulations, and any other
13 regulations tied to funding -- Department of Justice,
14 HUD, et cetera.

15 Engage the board in planning and lead
16 implementation. Develop future leadership, which is
17 kind of what we're talking about today. Build external
18 relationships and serve as an advocate. You are the
19 public relations and spinmeister in chief for your
20 organization. Ensure the quality and effectiveness of
21 programs. And finally, support the board.

22 So those are mostly things you don't learn

1 about in law school, and there aren't really classes
2 for them as you're maybe moving up through the ranks of
3 a legal aid problem.

4 MS. REISKIN: What about develop future
5 leadership?

6 MR. PANTOS: Develop future leadership. Build
7 external relationships and serve as an advocate for
8 your organization.

9 So these are all very important things, and
10 these are all crucial for the modern nonprofit
11 organization. And every one of them is relevant to a
12 legal aid program.

13 So in my own experience, I had been the
14 director of litigation and advocacy for Legal Aid of
15 Nebraska for just about two years when my executive
16 director announced his retirement. And there was about
17 a five- to six-month search process, interviews, et
18 cetera, before I was hired.

19 I was hired on December 3rd, and on December
20 4th my executive director left for good. He left me
21 his plant in the office; it's a huge plant. I've kept
22 it healthy, and that may be a metaphor for something.

1 But the point is, there were a lot of things
2 as litigation director I was able to work with him on
3 and understand where some of the bodies were buried and
4 who the key players were. But there were a lot of
5 things that I had to learn on the job..

6 What I think is really crucial from my own
7 perspective is understanding what those key things are.

8 And I didn't have this list when I started, and I felt
9 like, heck, I don't need this help. I can just figure
10 this out on my own. And now that I'm looking back, I'm
11 like, wow. I wish I knew at least half of these things
12 when I started; maybe I wouldn't have applied.

13 But it's definitely a rewarding position. But
14 I do think that as any new executive director begins,
15 whether it's in an interim capacity in an emergency
16 situation or as part of a planned succession, these are
17 the kinds of things you really have to know about.

18 I actually was telling Patty earlier, I keep
19 this list right above my computer monitor. And any
20 time I'm asked to do something, I always check the list
21 and see, is that consistent with what my job
22 description is? And I think being here today is

1 obviously part of that, since you're our largest
2 funder. So thank you.

3 MS. PAP: Thanks, Dave.

4 Rhodia, was your experience becoming executive
5 director similar to Dave's or different from Dave's?

6 MS. THOMAS: Actually -- well, let me start
7 out by thanking for this opportunity. My experience
8 was very different than David's experience.

9 When I took over being executive director at
10 MidPenn, the program had gone through three and a half
11 mergers. There was a lot of upset, conflict,
12 dissension. The person who had been the executive
13 director had been let go in one of those unfortunate
14 situations. The board was kind of not knowing what to
15 do at the time.

16 I wasn't actually with the program. I had
17 been with the program, left, and went to the statewide
18 funder. So I was actually with the statewide funder
19 when all of this was occurring.

20 The board didn't know what to do, so it put in
21 place a three-person management team, which was odd
22 because no one was really in charge and everyone was

1 really not knowing what to do.

2 So through a series of events, the statewide
3 funder really took leadership and brought in a team of
4 individuals, who did an assessment of the program for
5 the program's benefit. And the one thing that they
6 said: You need to have a leader, someone who the staff
7 can look to on an interim basis, and then so you can
8 conduct your search to have a permanent executive
9 director.

10 So that's what took place. Of course, as you
11 can imagine, it was a very upsetting time for a lot of
12 the staff, many of whom had been there for many, many
13 years, who had devoted their careers -- many of them
14 are still there to this day -- to legal services.

15 So it was really the funders at the state
16 level, LSC, others, were concerned about the program,
17 whether it would survive. So it was kind of -- I
18 stepped in as the interim director. I don't know why.

19 But I was asked to do that because I had history with
20 the program.

21 I had been there for a lengthy period of time
22 before I left and went to the statewide funder, and I'd

1 only been gone like 12 months, and I was asked to come
2 back as interim director. And I wasn't sure if I was
3 going to apply to become the executive director.

4 But I did, and I'm actually happy that I did
5 because the program had a lot of challenges. It was
6 certainly a program that I cared about. I considered
7 myself growing up in that program because I had started
8 there in the late '80s.

9 It's been a journey. It's been a good
10 journey, but it's certainly taught me a lot about the
11 need for a couple of things which we're going to be
12 talking about on this panel today, certainly having
13 succession and leadership development, both of which I
14 consider -- they're different things but are part of
15 ensuring the stability of the program whether there's
16 an emergency or some uncomfortable situation, or just
17 an orderly transition out of the program.

18 They're extremely important for the survival
19 of the organization because ultimately, we're here to
20 serve clients. And the clients aren't going to get the
21 best client services if the organization is upset and
22 in chaos.

1 MS. PAP: Thanks, Rhodia.

2 Jon, I'd like to invite you to tell us how you
3 came to be executive director, but also to talk about
4 whether you have a formal succession plan or an
5 informal succession plan.

6 MR. ASHER: Good. Well, let me start. I was
7 on the team that went to Pennsylvania that, I think,
8 successfully diagnosed the need for stronger leadership
9 that then resulted in Rhodia becoming, first, interim
10 and then permanent director of that program.

11 I haven't succeeded anybody in a long, long
12 time, as Patty said. I recommend, though, I remember
13 enough, to know you should only succeed somebody who
14 had done a very poor job. It makes virtually anything
15 look good.

16 (Laughter.)

17 MR. ASHER: Let me start by thanking you for
18 the invitation to be here, although my staff said that
19 when your major funding source invites you to speak
20 about succession planning -- they thought that was a
21 pretty direct message, and recommended that I bring a
22 food taster with me on this trip.

1 (Laughter.)

2 MR. ASHER: But I think I really was asked,
3 mostly, by the staff of LSC to share with you some
4 thoughts for two reasons. One is, I have been around a
5 long time, and 30 percent of the staff at Colorado
6 Legal Services are now 60 years or older.

7 This is not just an issue of executive
8 director transition. This is an issue of having helped
9 build an organization that allows good
10 staff -- lawyers, paralegals, support staff -- to
11 develop their skills, to stay engaged, and to do
12 meaningful and professionally satisfying work for a
13 long time. But with that comes the challenge of
14 capturing that expertise and capturing that experience
15 in a thoughtful and a deliberate way that serves
16 clients in the future.

17 So we have first approached leadership
18 development and the capture of experience and expertise
19 in a thoughtful and deliberate way, even before we had
20 occasion a couple of years ago -- which is why I think
21 I was also asked.

22 I quite unexpectedly, about a little over two

1 years ago, had a cervical fusion that did not go very
2 well. It resulted in an unexpected series of subdural
3 hematomas -- I won't go through the litany, but I was
4 literally in intensive care quite suddenly for the
5 better part of a month, flat on my back, which required
6 a pretty immediate transition of some responsibilities,
7 although except for the three days or four days when I
8 went into surgery, I was able to talk to the office
9 virtually every day. They said I was still as big a
10 pain as I was when I came to the office, and was pretty
11 neurotic about it.

12 That ultimately worked out. But we did really
13 need to -- we had signatories for bank accounts, but we
14 didn't have, what do we do about grants and contracts?

15 What do we do about a number of other issues that we
16 had not really thought about deliberately?

17 So I had to get well because I was really
18 worried that they would realize they could do well
19 without me, and didn't want that to be known too soon.

20 But when I did return to the program, the issue of
21 succession planning, preparedness for both unexpected
22 and ultimately thoughtful transition was important.

1 Our board has developed, through a board
2 committee -- we have a policies and regulations
3 committee that works very hard on, first, copying
4 Arkansas and Middle Tennessee's succession plan and
5 then really massaging, owning, and changing it.

6 Our board has adopted a succession plan that
7 talks about emergency short-term changes. It looks at
8 a transition, and ultimately a search process. And
9 they looked at the role the staff ought to play, the
10 primary role the board ought to play, and it's a guide
11 from which they will start.

12 It doesn't absolutely bind the board. The
13 board is going to have to ultimately decide how to
14 proceed when I leave, either voluntarily or otherwise.

15 My wife and I have been married 42 years. It's the
16 one good thing I've done a little longer than legal
17 aid. But she knows that when I was very sick, I was
18 going to be the only person who said on my deathbed, "I
19 wish I had spent more time at the office," and would
20 mean it.

21 (Laughter.)

22 MR. ASHER: But we have worked very hard on

1 giving the board a place to start from during times of
2 emergency, but also ultimately when we -- and I think
3 the important thing, I would say, is that it looks at,
4 one, leadership development as an ongoing
5 responsibility; the issue of transition -- that is,
6 figuring out where the program is and what it needs;
7 and then looking at a search process based on that sort
8 of analysis on its belief and what the needs are.

9 I said that we are doing that not just at the
10 executive director level, but with managing attorneys,
11 with some of our most experienced paralegals, who are
12 as good as any lawyer in the program, and moving beyond
13 that.

14 I've said that I describe to bar leaders and
15 others in Colorado the aging of legal services, that we
16 now have more staff on prescription drugs than we do on
17 illicit -- well, and now in Colorado we've even merged
18 that distinction. So what can I say?

19 (Laughter.)

20 MS. PAP: Well, thanks for that, Jon.

21 Rhodia, I think you've talked about your
22 program having some kind of formal succession planning

1 documents in place. And I'd also like to ask you, if
2 you would, to talk some about capturing and preserving
3 the knowledge and the experience of staff who may be
4 departing.

5 MS. THOMAS: Regarding the succession
6 planning, I'll start there. Of course, coming to a
7 program where there was none, and based on the
8 circumstances that I came in under, I thought that was
9 one of the first things that we needed to do because
10 when I came into the program, the program was pretty
11 much -- it was just stifled because of things like bank
12 accounts, who could sign checks, who could do this, who
13 could sign contracts. All of that sort of information
14 was in the hands of folks -- well, people who had
15 departed the program.

16 So the board had to get busy. It was like
17 within the first -- I would say within the first six
18 months, we knew we had to -- after they got names
19 changed on bank accounts, et cetera, we knew we had to
20 go about doing that stuff and have in place a plan for
21 that type of information.

22 So we have a document drawn up which gives all

1 the key banking information, the key this information,
2 the key that information, who would be named as an
3 interim should something happen to the director. It's
4 not only in the hands of the finance committee chair,
5 the treasurer, but the board chair has it. Our labor
6 lawyer has it. It's on file in our safe deposit box
7 with our bank, so that several people have access to it
8 because it's just a key document that we need to have
9 in the event.

10 It's also helped us in the event of disasters,
11 should something happen at the program or something
12 like that, because we are along the river, our
13 headquarters is, in Harrisburg. So we saw that as
14 very, very key information that we needed to have to
15 set up. And so we started that right away, and have
16 that in place.

17 In terms of the leadership development, like
18 Jon's program, we have a lot of lawyers and staff who
19 have been in our program for more than 30 years,
20 including some very, very experienced -- like Jon's
21 program -- paralegals, many of whom have been
22 there -- a couple of people have been there 41, 42

1 years.

2 So what we also are -- I don't know if
3 "unique" is the right word, but we also have a number
4 of newer people who have come in who are -- we have
5 this 30 year and above, and then we have one to ten
6 years. And what we're missing is that middle group,
7 fifteen-year folks.

8 But with the new group of folks that have come
9 in, we have gone about very, very intentionally, based
10 on people's performance, whatever, identifying people
11 who we believe would be good leaders for the programs.

12 They're committed to the mission of legal services.
13 They have good relationships with the bar associations.
14 They're excellent with clients. Their legal work is
15 stellar. And they also have an interest in moving up
16 in the program.

17 So right now, among our middle managers, the
18 people who are in that group are people who have been
19 there the ten to twelve, some maybe thirteen-year
20 people. And then upper management are the people who
21 have been there for 30-plus years, other than myself.
22 And some of them have been talking to me quite honestly

1 about their plans to move out from their positions,
2 like in the next two years or two-, three-year period.

3 So we've kind of intentionally started looking.

4 One is our director of advocacy; he's made it
5 known to me that he's going to -- which is good; I
6 mean, he's been with legal services 35 years, and is
7 planning -- he and his wife are planning on leaving,
8 retiring, both of them in about three years.

9 It's a key position in our program, but we're
10 very, very fortunate -- I'm fortunate that he trusted
11 me enough to talk to me about it. And we've been
12 talking about who among the group of the middle
13 managers would be best to fill that position.

14 We've been going about giving those folks
15 opportunities, as we see them coming up, to take on
16 some of what he's doing -- not only to relieve him of
17 some, but just to see how they function, so that when
18 that transition does come, if it is in the next three
19 years or if it's some time sooner, the program will
20 have a candidate -- I mean, a pool of
21 candidates -- that they can go to to move into that
22 position.

1 Among the folks who are beneath the managing
2 attorneys, we're looking at those folks to see, if one
3 of the managing attorneys moves into the director of
4 advocacy position, who among them could maybe step into
5 and be one of our managing attorneys.

6 So it's very, very deliberate. But we are
7 really committed to not only succession planning, but
8 developing leadership because I'm really concerned
9 about the next generation of legal services attorneys.

10 I really want to see -- when I move out, I want there
11 to be a core of people who are committed to the mission
12 of civil legal services, not only in my program but
13 across the country because I think that's very, very
14 important.

15 I want to see legal services be around when I
16 close my eyes and go on to my Maker because I think
17 poverty is not going to go away, and poor people are
18 always going to need us.

19 MS. PAP: Thank you, Rhodia.

20 Dave, I know you've undertaken steps in your
21 organization to capture and preserve the expertise of
22 your staff members. What have you done?

1 MR. PANTOS: Thanks, Patty. There are four
2 components of what we've been doing, as I think John
3 mentioned earlier, being thoughtful and methodical
4 about this process, this is really important.

5 First, what we try to do is preserve
6 electronically what has been written about our program
7 policies and decision-making and make that centrally
8 accessible. And we've got an internal staff website,
9 like many programs do.

10 A key component of that is really not hiding
11 the ball when it comes to decision-making. It is
12 really tempting, when you have the position of
13 executive director and you get to decide on all these
14 things, to just make decisions and move on to the next
15 thing without incorporating in the decision-making. So
16 you're urging members of your staff.

17 So that's the next thing. I, as much as
18 possible, try to involve two or three or more folks
19 from our senior management team, and even middle
20 managers, in major decisions.

21 This allows for duplication, replication,
22 where folks understand why we've decided certain

1 things, that it didn't just happen, what the logical
2 process was so they can be informed as to how we work.

3 So if there was an incident where someone had to take
4 over in an emergency situation, that kind of thing
5 wouldn't be new to them.

6 Finally, I remember reading a couple years ago
7 about the next generation of leaders. And there was a
8 comment made about the millennial generation, how it's
9 really important for the millennial generation to feel
10 like they're in the know about what's going on -- not
11 necessarily that they had even a say about it, but to
12 actually know what was going on.

13 So I consciously started to reach out to
14 attorneys and key support staff who are in their 20s, I
15 guess now early 30s as well, and just saying, hey, you
16 know what? We have a grant request with this
17 foundation, and if we get it, then we can add two
18 attorneys to this unit.

19 This is the outcome we're looking for, even
20 though it may not have anything to do with their
21 day-to-day case handling, just so they know something
22 about management and the decision that's being made and

1 a strategic plan that's being implemented.

2 You can tell that they feel a better sense of
3 ownership in terms of being a staff member beyond just
4 their day-to-day case handling responsibilities. And
5 who knows? That person or another person may decide,
6 when I'm ready to retire, to move into the position; or
7 if they see an opening in another legal aid program,
8 Iowa or somewhere else, they might go after it because
9 they've had a better sense of what goes into running a
10 legal aid program.

11 So I think all those things are really
12 important in preserving and capturing decision-making
13 and executive leadership stuff for the next generation.

14 MS. PAP: I've got another slide to show you,
15 and it's behind you now. We thought we'd talk just a
16 little bit about what an effective executive director
17 search process looks like.

18 There are three phases we think are important.

19 The first one is getting ready, and that phase is
20 often skimmed on or skipped in the process. But it is
21 important for the board to take a moment to organize
22 itself and to do a bit of a strategic assessment of the

1 strengths and challenges of the organization, what the
2 future might hold for the organization, and what the
3 key priorities and tasks of the next executive director
4 might be. That's establishing the leadership agenda.

5 With that, it then becomes possible to more
6 specifically identify what kinds of qualities and
7 experiences you need to look for in the next executive
8 director, and where you're likely to find people who
9 hold those experiences.

10 I think the activities in the search and
11 selecting process are very intensive. It's a very
12 active time. It's also maybe -- well, maybe a more
13 obvious time for the board, probably a time that the
14 board is more comfortable with.

15 But I think one key thing in this part of the
16 process is that with the amount of information that
17 buzzes around us -- through our desks, in the mail,
18 through our email -- you can't assume that the person
19 that you want to have as your next director is actually
20 going to see that the position is even available.

21 It's really important to very actively reach
22 out, talk to people. Talk to as many people as you can

1 through all the networks to cast the wide net so that
2 you can build your diverse and qualified pool of
3 candidates.

4 Then, obviously, there's the importance of
5 screening -- reading resumes, checking references,
6 checking references again, doing interviews, doing
7 second interviews, and so on. The amount of detail is
8 pretty overwhelming. And then from that comes the
9 selection process.

10 I think one of the ways that somebody involved
11 in executive director searches help form this process
12 is that a board of directors are volunteers for the
13 organization who have day jobs and day activities, and
14 don't have the time to engage in the undertaking that
15 really is required to keep the process going on track
16 and on time in all of its facets.

17 Then the third phase of the effective search
18 process really is launching and supporting the
19 executive director. And this, too, is a phase that
20 often gets skipped. I think the board, quite honestly,
21 is worn out by now.

22 And so, still, one or more of the board

1 members really have to commit to mentoring the new
2 executive director, to being sure that the director
3 understands what his or her key tasks are -- somebody
4 who helps that person prepare a work plan with goals
5 and objectives, and ultimately conducts periodic
6 evaluations to make sure that the director is on track.

7 I wonder here whether colleagues wanted to
8 comment on whether there's a role for the outgoing
9 executive director in this search process.

10 MR. PANTOS: Thanks, Patty. Just a couple
11 thoughts.

12 I made a brief mention about the houseplant
13 earlier with respect to my former director. But I will
14 say that there was some time in that first couple weeks
15 that I was executive director that the former executive
16 director was able to introduce me to some key players
17 from a part of the state that I was least familiar
18 with, which was central and western Nebraska, and
19 that's where he's from.

20 So that was very helpful because these were
21 folks that maybe volunteered on the bar campaign a
22 couple years prior to that, had been prior board

1 members of the pre-merger western Nebraska program, et
2 cetera. So that was a useful thing that probably would
3 have taken me about three to five years to get to if I
4 didn't have that opportunity early on.

5 So I think there is some use. I do overall
6 agree with the fact that once that transition is made
7 and the board has hired a new person, that the
8 transition at that point of the old executive director
9 leaving should be pretty quick because you don't want
10 to confuse the staff or the community with two people
11 running the show.

12 But insofar as there can be discrete tasks of
13 a transition and an introductory nature that could be
14 assigned to the departing executive director, it can be
15 very useful.

16 MS. THOMAS: Given that my experience was a
17 little bit different, I can talk a little bit more from
18 the board's perspective.

19 I was very fortunate at the time that I took
20 over the program to have the board chair at that time
21 who had actually, herself -- the organization did not
22 use an outside consultant, which I don't think was a

1 good idea. But I think you're right. They were fairly
2 burned out through the process and because of
3 everything that came along with it.

4 But the board chair was a very strong person,
5 and I had known her from my previous time working at
6 the program. She really was very, very helpful with
7 various bar associations. I knew some of them, some of
8 the larger ones, but not the smaller ones in the more
9 rural counties because that was not where I had been
10 working.

11 She was very, very helpful in terms of just
12 with other relationships, with judges and those kinds
13 of things. So it was a very, very good experience for
14 me to have that.

15 I also would like to say that one of the
16 things that was very, very helpful for me stepping into
17 the role as executive director because there wasn't the
18 ordinarily transition were other legal aid directors
19 not only from across the state of Pennsylvania but also
20 from across the nation.

21 Jon's on the panel, and he did come to our
22 program, was part of that program group that did the

1 evaluation. But we maintained a friendship, and he was
2 a very good mentor, he and folks like Lillian Johnson
3 out in Arizona and a couple others, along with people
4 within the state of Pennsylvania.

5 I thought that was very, very crucial as I was
6 getting my feet on the ground, going from -- I had been
7 a managing attorney to this director role and making
8 that transition.

9 MS. PAP: Thanks, Rhodia.

10 I'm going to show you one more slide, which is
11 just an illustration of how the responsibilities of the
12 board of directors changes as an existing executive
13 director departments and a new executive director comes
14 on board. And while you're contemplating that slide, I
15 wanted to ask Jon if he would comment on how boards can
16 be effectively prepared for the transition.

17 MR. ASHER: Well, I think first is to be very
18 frank and open and start talking about it. I know our
19 board, every time I talk about my age and the fact that
20 I will not be -- oh, they say, let's not -- I mean,
21 there is an avoidance of the inevitability of, if not
22 death, change, period.

1 So we have had to have some very frank, tough
2 discussions about the fact that they can ignore it, but
3 they do so at their peril and, more importantly, at the
4 institution's peril, and that their responsibility is
5 to think it through and to really prepare for the
6 possibility; but more, to really think about where the
7 organization needs to be headed and where it ought to
8 go.

9 Rhodia says I really think that being
10 available to the board, being available to other
11 directors -- I believe fundamentally in informal
12 mentoring and that younger directors are my
13 absolute -- I mean, there is no mistake they could
14 possibly make that I either haven't or have come so
15 close that it's been pure luck that I haven't.

16 To be able to work with people facing very
17 difficult issues, as David said, without judging them
18 but being available to help them work through difficult
19 situations, is what we do with our board and what we
20 do, hopefully, with our programs as well.

21 But it's time when the board really needs to
22 be more fully engaged, both for the transition, the

1 search, and then for helping to engage the new director
2 in their community. And that's harder all the time, I
3 think, given changes in the profession and having less
4 opportunities for more lawyers to really get together
5 and -- I mean, we can talk about that at some time.

6 But I think the profession has made some
7 leadership development more difficult, more
8 problematic, than when I certainly started out 40 years
9 ago.

10 MR. PANTOS: Just one quick point to follow up
11 on what Jon was saying. I think it's probably not a
12 bad idea for current executive directors to look into
13 recruiting board members who have some kind of HR
14 background, labor law, employment law, to bring that
15 kind of expertise on the board so it's there, and work
16 it into the board's fabric, whether it's having an
17 ongoing HR personnel committee that's doing annual
18 executive director evaluations and so on.

19 Obviously, one of the challenges is that our
20 board makeup is pretty strict and under regulation and
21 law. So you can't just get an HR professional who
22 isn't also a lawyer, for the most part. But I think

1 that is something to be part of board development,
2 which is an ED responsibility.

3 MS. PAP: The third topic that we wanted to
4 talk with you about today has to do with intentional
5 leadership development activities. And actually, I've
6 noticed that we've been talking about that throughout
7 this conversation.

8 But I wanted to offer each of my colleagues an
9 opportunity in 30 seconds or less to mention any aspect
10 of that that you think we haven't covered yet.

11 MR. ASHER: Well, we have one significant
12 funder in Colorado, the Colorado Health Foundation,
13 which, much to its credit, recognizes succession
14 planning both at the director level but also within our
15 health work, Medicare, Medicaid, and the like.

16 They give us a large annual grant to support
17 our health work. But they also give us a pot of money
18 to use for succession. And that means airline tickets,
19 in large part.

20 So unlike many directors, except for
21 this -- because this is -- well, I don't go anywhere
22 alone any more. We have two co-directors of

1 administration and access, 40-ish, absolutely terrific
2 young women, who are part of senior management.

3 If I go to a regional directors meeting, Jim
4 will say -- he was just at a meeting. We had more
5 people there than any other program, and we don't pay
6 for it. We have dedicated money that we can only use
7 to transfer expertise.

8 It gives us a chance to get away. We talk.
9 It's where they find out why I'm so indecisive, why I
10 can't get to make the decision they want as quickly as
11 they would like. But they go to NLADA. They go to the
12 Equal Justice conference. They go some places without
13 me. That's not our wisdom and decision. It's a funder
14 that saw fit to allocate money that could not be
15 touched except for succession planning.

16 The managing attorney of our health unit uses
17 it the same way, to go to national health conferences.

18 Now, we have to do more than that. But that certainly
19 is something that I don't think all funders take quite
20 as seriously.

21 That's not one we asked for or would have
22 thought of. It's one they recognized, that I was and

1 we were aging, and we that needed to be pushed to start
2 thinking of transitioning and capturing that level of
3 experience.

4 MS. PAP: Thanks, Jon.

5 Dave?

6 MR. PANTOS: Sure. Real quick, I try not to
7 get in the way of good ideas. So if someone who's
8 young or middle management or what have you has a good
9 idea and they want to run with it, pretty much most of
10 the time I say, go for it, and then that, I think, in a
11 way instills leadership development because they're
12 taking ownership of their thing and implementing it.

13 MS. PAP: And Rhodia?

14 MS. THOMAS: Similar to what David has said,
15 and I think I talked about it earlier. But I'll just
16 say briefly a lot of it is, like David has just said,
17 letting people take ideas, run with them, give them
18 permission to do it.

19 It's resulted in a lot of great things, not
20 only for, I think, just for their development, but also
21 for our program. And it's really making
22 people -- people are looking forward to these

1 opportunities. They find them. They bring them to us.

2 Is this a possibility?

3 I see that as -- when I think back on it on my
4 evolution on legal services, that's how I got to be
5 where I am today, with people letting me take on things
6 and grow, so that I was able, when I became the
7 director, to really undertake the job and try to do it
8 well.

9 MS. PAP: Thanks, Rhodia.

10 We have a short list of resources for you
11 which includes some articles from the MIE Journal that
12 have been written about executive director transition.

13 It includes our own resource library and your own LRI
14 resource library.

15 Are there any questions?

16 MR. LEVI: Well --

17 MS. PAP: Yes?

18 MR. LEVI: Do you want to take over?

19 CHAIRMAN MIKVA: I have questions, but I'm
20 going to defer to my board chairperson.

21 MR. LEVI: Well, first I just want to say that
22 if you inherited any of your father's genes, you don't

1 have anything to worry about and you're going to be
2 working for quite a long time. Did you know Lester
3 Asher? Well, in any event, Jon's dad lived a long and
4 productive life and worked very hard.

5 This board went through a search as it came
6 into office. Now, in some respects, it was bonding.
7 And much of what you've shown us here, we know from
8 that; in fact, I think I would say we know all of it.

9 So my question is -- and having been through
10 successful and unsuccessful searches, and my assumption
11 is, maybe incorrectly, that 134 programs don't know all
12 of that. So how do we make it possible for them to
13 know -- this shouldn't be a wheel that they have to be
14 reinventing.

15 This is really stuff that is good management.
16 Do we make it possible for them to know it? Do we
17 share this, except when you come together with us? How
18 do they know it? And where is it? Is it on our
19 website? It shouldn't be just for our board.

20 This is a no-brainer. This is the age of the
21 internet. How come this isn't -- isn't this something
22 that a succession plan-type program ought to be

1 available, if it isn't now, within a month to all 134
2 programs, board chairs, what have you?

3 MS. LABELLA: John, could I answer that?

4 MR. LEVI: Yes.

5 MS. LABELLA: As you see at the end there, we
6 have the listing of LRI, and particularly directly to
7 the succession planning section on LRI, all of the
8 succession plans that these programs have developed are
9 now posted on LRI.

10 What we've done with the last couple sessions
11 before this committee is they are also on LRI. And so
12 they are now available. The complete session is
13 available to all of our programs, and that's what we
14 intend to do with this one as well.

15 MR. LEVI: Well, but what I would suggest is,
16 it's available to your programs. Does that mean it's
17 available to the board chairs? Are the board chairs
18 looking at this?

19 FATHER PIUS: It's available online.

20 MR. LEVI: I understand that. But are the
21 board chairs being directed to look at this? You see,
22 they're not working there. They're not paid. They're

1 volunteers.

2 MR. ASHER: Let me just -- when the board
3 decided it was going to take on the issue of developing
4 a plan, they tasked me with going to LRI and getting
5 what was there. So they started with three or four
6 existing plans, none of which quite fit, all of which
7 were perfectly reasonable starting places.

8 So yes. I mean, either directly or
9 indirectly, this is available.

10 MR. LEVI: Yes.

11 MR. ASHER: They got a copy of -- I'd add one
12 other. Neil McBride, who was in Tennessee, in that
13 same MIE Journal wrote a piece about succession
14 planning.

15 The committee from the board read the -- or at
16 least they had the opportunity to read those articles
17 and that material. And then they massaged it and
18 started to develop what they thought would be helpful.

19 They did have issues about the role of the
20 prior ED in succession planning. And I said, if
21 there's one thing I really don't care about, it's what
22 you do after I'm gone. But that, of course, is not

1 really true. But they did look very carefully at what
2 was available and these sorts of materials to get
3 started.

4 MS. PAP: I'd also say that when we prepared
5 this workshop, we worked with Janet and several of her
6 colleagues at LSC to share the knowledge that we have
7 and I think, by extension, to sort of empower or inform
8 them so that as they visit programs in the field,
9 they're able to say, these resources exist. You should
10 be talking to your staff. You should be talking to
11 your board about transition.

12 MR. LEVI: Yes. Well, and that's something
13 that I want us at this level to be thinking about
14 because my sense is that LSC deals directly with the
15 paid professionals that are on the staff.

16 But I don't think we touch their boards very
17 often. And I think that's something that is of
18 interest to me, and that this is actually as much a
19 board topic -- it's true that the executive director
20 can say to the board chair, have you thought about it?

21 But this is a sort of good governance board
22 topic that, now that you've raised it and put it out

1 here, I'm putting my board-chair-to-board-chair hat on
2 and saying, you know -- and being in Louisiana, we
3 certainly had an issue that confronted us about a
4 program.

5 I don't know that LSC has ever viewed itself
6 as an organization that ought to be talking to board
7 chairs or to boards. But maybe that's something we
8 need to be thinking about, at least in certain
9 contexts. That's just an observation.

10 DEAN MINOW: I found the panel very
11 informative, and particularly in conjunction with the
12 earlier discussion about emergencies and disasters. It
13 seems maybe incumbent upon us to proactively support
14 grantees with the information here, particularly with
15 regard to the unplanned succession.

16 Three watchwords, Rhodia, I really got from
17 you. You need to have a plan about the logistics and
18 who has authority. You need to have, what do you do in
19 the short term? And you need to have a
20 capacity-building longer-term plan.

21 I wondered about three things. One, I
22 appreciate, John, your comment about the availability

1 of resources from a particular grantor. But for most
2 organizations that don't have resources to deal with
3 succession planning, particularly when it comes to
4 consultants, if it's important to have a consultant in
5 a process. I wondered if anyone knows about resources
6 for that.

7 The second question is, most of the discussion
8 proceeded on the discussion that succession planning is
9 well done by an internal organization
10 capacity-building. But since many successors come from
11 outside, I wondered, how do you think about that?

12 That's the last point, which is, it seems like
13 peer-to-peer support was very important in at least one
14 instance here. And that would be important, it seems
15 to me, possibly even in the search process and also in
16 the mentoring process, as well as in coming up with who
17 are candidates for directorships, not necessarily of
18 their own organization.

19 I wonder if there's any capacity inside of the
20 communications that currently go on peer to peer, from
21 organization to organization, or if there's a role for
22 us to play in supporting that kind of communication.

1 MS. PAP: A number of questions, and I hope I
2 can remember at least some of them. And my colleagues
3 will remember the rest.

4 There's been a limited amount of funding
5 available to legal aid programs for succession planning
6 or executive director search, and those fundings tend
7 to come from local United Ways or local community
8 foundations or other capacity-building grantors -- yes,
9 grantors -- and in some instances from IOLTA funders.

10 But what we've observed is that in most
11 instances, programs need to turn to their own budgets
12 and find the money within their budgets to pay for the
13 search process.

14 MR. LEVI: But you can't use any of the grant
15 from us?

16 MS. PAP: I think they could.

17 MS. THOMAS: But it would be -- it's a special
18 grant.

19 MS. PAP: Yes. It's a tradeoff from direct
20 services.

21 MR. ASHER: But I don't think a program can
22 afford not to do it. There is nothing that a board

1 does that is more important, as you know, than pick the
2 executive director. And boards know that. And I think
3 even strapped boards may come to the conclusion that
4 they need MIE or an outside consultant. Some
5 headhunter firms, I think, are overpriced sometimes,
6 but there are ways of doing it responsibly.

7 Two, Dean, let me say we have not -- I don't
8 know who will succeed me.

9 DEAN MINOW: Sure.

10 MR. ASHER: I believe strongly in leadership
11 development, not picking who's going to follow me. It
12 will be a large shadow. It will not be easy. But
13 whether Molly and Rini go and direct a different
14 program or never direct another program, they are
15 better equipped to work within the program to meet my
16 needs, the program needs, and their professional goals
17 no matter where they wind up.

18 DEAN MINOW: Sure. That makes a lot of sense.

19 MR. ASHER: So you have to have a broad view,
20 I think, of leadership. So when I talk to Julie about
21 something going on at the Cross-Disability Coalition,
22 all right, is that her leadership development? I would

1 hope so.

2 It also helps the disability community. It
3 helps the entire legal community. I don't know what
4 pigeonhole -- I know it's the right thing to do. And I
5 know that if Rhodia or Dave call, it's my obligation to
6 get back to them, to judge their problem and not them,
7 and to share with them every bit of values, experience,
8 and help that I can give them.

9 MR. PANTOS: I will say that, agreeing, and I
10 think that's been said, that a board is involved in
11 setting the budget for the program. And the budget of
12 the program reflects the values and priorities of the
13 program.

14 So I do think that there does need to be,
15 budgeted by programs, whether you call it leadership
16 development, capacity-building, or succession planning,
17 that is an absolutely key thing. Just like we might
18 argue that boards need to consider salaries or loan
19 repayment, those kinds of other priorities, that has to
20 be a value reflected in the budget that's set by that
21 board every year.

22 It's not just when there's a crisis or an

1 emergency or director that looks like they're going to
2 be leaving, but every year, for the reasons that have
3 been said, that there's this leadership development
4 that constantly has to be occurring within programs.

5 MS. PAP: On the topic of peer-to-peer
6 communication among legal aid grantees, a big part of
7 MIE's activity is training. And so we have trainings
8 for new and experienced executive directors, new and
9 experienced supervisors, managing attorneys, and others
10 that brings people together with a very explicit
11 purpose of sharing their best practices, their
12 learnings, their fears, their needs.

13 It was, I think, derived from that that MIE
14 got into the business of executive director search. It
15 wasn't something that we thought of, but it was
16 something that programs came to us with and said, you
17 know executive directors. You know legal aid programs.

18 Can you help us? This job has become so complicated
19 that we can't fill it the way we used to be able to
20 fill it ten or twelve years ago.

21 CHAIRMAN MIKVA: I have a followup on John's
22 question. I think you also mentioned the other day

1 that you have been working on doing board trainings.
2 And so I would come back to John's question with, do
3 you have any ideas on what could be the role of LSC in
4 reaching out and doing and assisting in board
5 development?

6 MS. PAP: Well, we know it's a priority for
7 LSC, and that's great. And I think one thing that
8 we're hoping for as part of your strategic plan and
9 your interest in this area is that we and others who do
10 training now will be able to partner with you and
11 together leverage our resources to provide this, and
12 not duplicate, and build on what already exists
13 together.

14 MR. PANTOS: Three years ago LSC gave our
15 program a TIG grant to purchase laptops and printers
16 and email addresses for our client board members so
17 they could more actively participate in leadership and
18 governance. So I think that's an example of something
19 that LSC can do to encourage full board development.

20 PROFESSOR VALENCIA-WEBER: I appreciate the
21 panel because this subject matter has been of concern
22 to us for some time. It was very clear, the

1 collaborative approach that you have taken.

2 I'd like to ask what Jon raised. You
3 mentioned, Jon, that you were part of the team that
4 went to aid the MidPenn group when they were coming out
5 of some crisis. How was this team put together and how
6 was its charge? What was its charge?

7 MR. ASHER: Rhodia probably remembers better.

8 I don't even recall exactly how the team was
9 comprised. But I think it was the state IOLTA program,
10 Allen Ells -- Allen Hazen, who is now retiring himself.

11 But I think for years IOLTA programs have done
12 a better job than LSC itself in constructing
13 peer-to-peer evaluations of other programs. It's now a
14 little difficult, given decisions about employees
15 versus consultants.

16 But I don't think there's anybody who is
17 tougher on legal services programs than colleagues who
18 have been doing this a long time and who care
19 passionately about low income people's need for high
20 quality legal services.

21 So periodically, I was asked to do a
22 trip -- to Michigan by the state IOLTA program probably

1 fifteen years ago. I did a visit to MidPenn. I've
2 done just -- not many; I don't have a lot of time.
3 More often, I've been asked -- I just went to the New
4 Mexico program and met with its board of directors
5 about how we approach strategic planning, and
6 post-merger, there's still some issues.

7 I think we are very invested in the success of
8 our colleagues. That sometimes means being -- there
9 was a governor of Colorado who years ago said something
10 that I think really fits legal services. He said, "The
11 trouble is, we are caught between uncritical lovers and
12 unloving critics."

13 What I want to be is a loving critic. I love
14 legal services, and sometimes constructive criticism is
15 what I get at home, and it's what I think colleagues
16 and our own program sometimes need.

17 We are not a perfect program, but we're always
18 striving to be better. And if I can help other
19 programs achieve more of their clients' needs by
20 helping them either recognize or avoid problems, that's
21 my moral and my professional duty.

22 Somebody who integrated the Little Rock

1 schools just passed away, one of the first kids. And
2 one of her friends said, "You know, you never talk
3 about high school and integrating that school." And
4 she said, "Well, it doesn't matter what I did yesterday
5 to make the world a better place. It only matters what
6 I do today."

7 I think that's about as strong a guiding
8 principle as I can aspire to. So I'm not being
9 critical of programs. We're being constructive about
10 how to do it better, and Rhodia's an example of that,
11 the benefits of that sort of honesty and tough love.

12 MS. THOMAS: If I could just add little bit to
13 what Jon said. I think for the board itself at that
14 time, having the team of people -- wonderful directors
15 from all around the country, none from
16 Pennsylvania -- come in and take a critical look at the
17 program at that stage was crucial to that program at
18 that point, to MidPenn at that point.

19 I think it might have gone in a different
20 direction had that not happened. And as Jon has said,
21 it was constructive criticism. It wasn't tearing down.

22 And these were folks who knew legal services, who had

1 been in legal services for a very long time, were
2 well-respected, were running good programs, knew that
3 there was a lot of good going on at the program.

4 But it didn't have the cohesiveness that it
5 needed. They were able to point that out, and I think
6 it really, really moved the board to know that they had
7 to do something. So I think that that was very,
8 very -- it couldn't have happened at a better time for
9 MidPenn, where it was in its evolution.

10 CHAIRMAN MIKVA: I forgot to mention one of
11 the things that Pat's organization does. It's the MIE
12 Journal, which just -- time appropriate is the
13 issue -- she brought some issues, and it's with
14 disaster, dealing with disasters.

15 I want to thank Janet LaBella for putting the
16 panel together, and all of you for what you do for your
17 own organizations, what you do, obviously, for other
18 organizations, and for sharing your expertise with us
19 today. So thanks.

20 MS. PAP: Thank you.

21 (Applause)

22 CHAIRMAN MIKVA: We don't have time, but

1 public comment or other business?

2 (No response.)

3 CHAIRMAN MIKVA: All right. Hearing none, can
4 I have a motion to adjourn?

5 M O T I O N

6 MR. MADDOX: So move.

7 FATHER PIUS: Second.

8 CHAIRMAN MIKVA: All in favor?

9 (A chorus of ayes.)

10 CHAIRMAN MIKVA: Sorry. I need to clarify
11 that the issue of the evaluations we might try and deal
12 with later in this meeting, some time within this
13 meeting if there's time. It's unclear when we'll be
14 able to.

15 MR. LEVI: In that event, what we might do is
16 start 15 minutes early in the morning so that you can
17 sweep that in, if ops and regs doesn't need that time.
18 We'll figure it out.

19 (Whereupon, at 5:21 p.m., the Committee was
20 adjourned.)

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