

LEGAL SERVICES CORPORATION  
BOARD OF DIRECTORS

MEETING OF THE  
INSTITUTIONAL ADVANCEMENT COMMITTEE

OPEN SESSION

Saturday, January 26, 2013

8:06 a.m.

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

COMMITTEE MEMBERS PRESENT:

John G. Levi, Chairperson  
Martha L. Minow  
Robert J. Grey Jr.  
Charles N.W. Keckler  
Father Pius Pietrzyk, O.P.  
Herbert S. Garten (Non-Director Member)  
Thomas Smegal (Non-Director Member) (by telephone)  
Frank B. Strickland (Non-Director Member)

OTHER BOARD MEMBERS PRESENT:

Julie A. Reiskin  
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  
Atitaya Rok, Staff Attorney, Office of Legal Affairs  
(by telephone)  
Lynn Jennings, Vice President for Grants Management  
David L. Richardson, Comptroller and Treasurer,  
Office of Financial and Administrative Services  
Jeffrey E. Schanz, Inspector General  
Ronald "Dutch" Merryman, Assistant Inspector General  
for Audit, Office of the Inspector General  
Thomas Coogan, Assistant Inspector General for  
Investigations, Office of the Inspector General  
Carol Bergman, Director, Office of Government  
Relations and Public Affairs  
Herbert S. Garten, Non-Director Member, Institutional  
Advancement Committee  
Frank B. Strickland, Non-Director Member,  
Institutional Advancement Committee  
Thomas Smegal, Non-Director Member, Institutional  
Advancement Committee (by telephone)

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

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## CLOSED SESSION

8. Approval of minutes of the Committee's closed session meeting of September 30, 2012
9. Discussion of prospective funders for LSC's development activities
10. Discussion of prospective funders for implementing the Pro Bono Task Force report
11. Consider and act on adjournment of meeting

Motions: 4

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

2 (8:06 a.m.)

3 CHAIRMAN LEVI: I'm going to call the meeting  
4 to order of the Institutional Advancement Committee, a  
5 day late but not a dollar short.6 So could I have a motion to approve the  
7 agenda?

8 M O T I O N

9 MR. KECKLER: So move.

10 MR. GREY: Second.

11 CHAIRMAN LEVI: All in favor?

12 (A chorus of ayes.)

13 CHAIRMAN LEVI: And approval of the minutes.

14 A motion to approve the minutes of the Committee's open  
15 session meeting of September 30?

16 M O T I O N

17 MR. KECKLER: So moved.

18 MR. STRICKLAND: Second.

19 CHAIRMAN LEVI: All in favor?

20 (A chorus of ayes.)

21 CHAIRMAN LEVI: Jim, do you want to give us a  
22 report on the status of recruitment of a chief

1 development officer?

2 PRESIDENT SANDMAN: Yes. Our Director of  
3 Human Resource, Traci Higgins, has been leading the  
4 search for a chief development officer. And we  
5 received a number of excellent applications and have  
6 three interviews of the finalists scheduled for the  
7 coming week, on Tuesday, Wednesday, and Thursday.

8 Before we make a decision, we'll be asking one  
9 or more members of the Committee to conduct either  
10 telephone or in-person interviews. But we're  
11 optimistic that we'll be able to fill the position  
12 promptly.

13 CHAIRMAN LEVI: That's very good news. At the  
14 time that you have a finalist, would you share the  
15 resume with the Committee?

16 PRESIDENT SANDMAN: Certainly.

17 CHAIRMAN LEVI: Okay. Anything else on that  
18 topic? Any questions?

19 (No response.)

20 CHAIRMAN LEVI: I did receive the Committee's  
21 evaluations for 2012 and goals for 2013. I'll probably  
22 be modifying the goals today. But I certainly shared

1 some of the frustration. And yes, I know that we did  
2 have repeated discussion of some of the same issues.

3 On the whole, though, I think, for a new  
4 Committee and an effort to put our foot in the water,  
5 that some of this would be anticipated. And I believe  
6 that when you hear that I'm about to talk about on item  
7 5 here, on the 40th anniversary, whatever worries you  
8 had in 2012 will either go away or there'll be new ones  
9 for 2013.

10 But I'm open to, certainly, any comments or  
11 questions or issues that people have about them. Any  
12 further comment? Question?

13 MR. STRICKLAND: One light comment, John. I  
14 still use for walking, jogging, et cetera, a 30th  
15 anniversary LSC t-shirt.

16 CHAIRMAN LEVI: Well, I think we have to  
17 probably frame that and sell it an auction. And you  
18 can autograph it, too.

19 MR. KECKLER: Wash it first.

20 (Laughter.)

21 CHAIRMAN LEVI: Well, I think that brings us  
22 to item 5. And I wanted to tell you what I'm thinking

1 about, and then you can all tell me I'm crazy.

2 But the first thing, in order to plan, even  
3 with a new development person coming on board, he or  
4 she will need support, and quickly, in order to plan  
5 this year for next year. And therefore, what I want to  
6 do, and having run a number of campaigns and run  
7 development committees for other organizations, unless  
8 they have at least a minimum of a monthly meeting,  
9 nothing -- it doesn't move quickly enough.

10 I'm going to therefore prepare, at least at  
11 the beginning and also as we're learning and getting to  
12 know a development person -- I'm going to set an  
13 every-other-week call of this Committee. Maybe it'll  
14 only be 15 minutes some days, but other days it'll be  
15 an hour, and eventually -- and send out a calendar to  
16 you all, and have you react to it, a proposed calendar.

17 If it doesn't work, we'll try to set it so  
18 that there are meetings that you can put on your  
19 calendar and dial into from wherever you are, and try  
20 to do it at a regular time over the next three months,  
21 and see if that's working for us.

22 Because I think the 40th anniversary is a huge

1 opportunity for us, and we can't miss it. And it  
2 happens to coincide with our launching of this effort.

3 My vision, then, is a 40th anniversary campaign to  
4 raise 40 million -- actually, \$41 million. Now, I'll  
5 tell you how I came up with that.

6 Now, our new development person may say,  
7 "Levi, you're crazy." It doesn't all have to be raised  
8 this year. Campaigns go over three to five years. But  
9 the one million is to help pay for, to fund, the  
10 activities of a 40th year celebration -- some of the  
11 events, some of the media, some of the consultants,  
12 event planning person, and I believe we may be able  
13 to -- we have to try to raise that money.

14 The 40, then, is sort of 10 million in four  
15 buckets each. Now, it's just a rough -- you guys can  
16 tweak it. I'm just throwing it out as a think piece.  
17 But 10 million for placebo, 10 million for TIG, 10  
18 million for research, and 10 million for other, a  
19 variety of things that we will come up with and want to  
20 promote.

21 But certainly, those are topics that we've  
22 talked about, the three, and they would be matching,



1 augmenting, what have you. I could see the 10 million  
2 being -- since I don't think all of it should go to  
3 media or -- maybe it's for rebranding, some of it,  
4 certainly.

5           Even during that year, we've had questions  
6 about, should we remain in -- should we be the Legal  
7 Services Corporation doing business as the Equal  
8 Justice Corporation? I don't know. It's time to  
9 consider a number of things.

10           Campaigns have a way of motivating the  
11 community that supports you. They can be very, very  
12 effective in elevating your profile and creating good  
13 structures for the future.

14           So in the 40th year, I'm not going to say,  
15 because we have a campaign for 41 million, that we have  
16 to have 41 events because that will just exhaust Jim  
17 Sandman. Maybe it wouldn't. But it certainly would  
18 exhaust Becky.

19           But it seems to me that we have to have an  
20 appropriate large celebratory event that involves our  
21 executive directors, the leaders of their various  
22 entities, folks who've been involved in -- they even

1 were talking yesterday about the Supreme Court  
2 Justices -- but a big Washington-type event, which  
3 might be a two-day conference of some kind with a big  
4 benefit or something dinner in the middle. I can see  
5 that kind of thing.

6 I can also see regional events that highlight  
7 various aspects of what our organizations have been  
8 doing and that run the gamut.

9 But we need the Committee's help. That's why  
10 I think we need to set up a calendar and start to put  
11 down on paper those things we think are possible, those  
12 things we know are -- even, incidentally, 40th year,  
13 actually we didn't get signed into law until August.  
14 So maybe we can go over into two fiscal years.

15 I don't know. We can drag this thing out a  
16 bit. And I suppose the high point can be the  
17 auctioning of Frank's 30th shirt.

18 (Laughter.)

19 CHAIRMAN LEVI: But this is what I'm thinking  
20 about, and I'm excited about it. And I hope you sense  
21 that.

22 I also have talked to some friends of mine who

1 have been paid consultants, very distinguished campaign  
2 and development consultants, in Chicago who I have  
3 great confidence in and who are willing to pro bono  
4 some of this for us.

5           They're not legal community people, but  
6 they've run good campaigns, and actually have offered  
7 to come on one of our early calls. I wouldn't do that  
8 to a new development director. But I had to have  
9 something -- that is, without the new development  
10 director saying, "Oh, yes. Well, I would like to have  
11 that," but I can't see any reason why they wouldn't, to  
12 get ideas.

13           But frankly, in my conversations with this  
14 individual, he gave me some wonderful ideas about how  
15 to go to foundations, corporations, laying out ideas,  
16 getting their buy-in and then saying, well, would you  
17 help us?

18           He had a list for me. I didn't think it was  
19 appropriate to present that to you today. But I would  
20 say on one of our early calls, I would like him to have  
21 the opportunity to speak with all of you about his idea  
22 about how something like this -- because I didn't just

1 pick the 40 million, 41 million, out of the air. Forty  
2 plus one to grow on is probably obvious to you. But  
3 this was a great idea.

4           So there's the thought. And I don't know what  
5 days of the week don't work for people; you can all  
6 email me. But I'm thinking about sort of an 8:00 a.m.  
7 or something, or 8:30 in the morning, and maybe  
8 we'll -- we've got coasts and time zones whatever.

9           I want to do it at a time that doesn't  
10 interfere with your lives too much and have it be a  
11 regular sort of 30-minute check-in. And we'll keep the  
12 momentum going. That's sort of my idea for how we go  
13 about this.

14           Robert had an idea that we even, this year,  
15 should try to, in the fall, late summer/fall, have a  
16 meeting with our -- at least begin the process of  
17 having a discussion or meeting with -- we've never met  
18 with all of our executive directors and board chairs.

19           I'll just say that I think it's a great idea.

20           It's something I've wanted to do. I can sit here and  
21 tell you that my firm in Chicago, we have the facility.

22           So we wouldn't have to rent a place.

1           We could certainly host it, and we have enough  
2 conference rooms that we could have breakout sessions.

3       And is Chicago easier for people to get to? Certainly  
4 it might be, for the rest of the country. It doesn't  
5 have to be a Washington event. But that's just -- these  
6 are some ideas.

7           So I'd love to have your reaction and to  
8 have -- you can tell me I'm all wet, or I'm getting  
9 warm, or that I'm exhausting you all.

10           Reactions? Charles?

11           MR. KECKLER: My first question is -- first  
12 I've got a question, which is, what date? I mean,  
13 there probably should be multiple events. And on the  
14 one hand, there should be -- the 40th anniversary  
15 should have events that are basically cost to us in  
16 which we have conferences and we have people come in,  
17 executive directors and so on. At the same time,  
18 there's going to be a development aspect. So there's a  
19 dual aspect to this celebration.

20           I don't necessarily think that -- well, I  
21 don't know -- whether they should be at the same time,  
22 like the same day or whatever. But they might. So the

1 question is, I guess, for the development piece of it,  
2 when or -- either one -- when is the big day? In terms  
3 of our scheduling, what day in 2014 are we aiming for?

4 CHAIRMAN LEVI: I don't think we have to aim  
5 for a day as opposed to -- the day that it got signed  
6 into law -- actually, it took a while to get going. I  
7 think it took almost another six months or eight months  
8 to get going. And that's why we can celebrate over two  
9 years.

10 But I think we have to pick a day that seems  
11 convenient to people. I think when organizations come  
12 to a year like that, unless there really was  
13 some -- like July 4th. There is a day on which Nixon  
14 signed it into law. But that's the only "the" day.

15 MR. KECKLER: Right. There's --

16 CHAIRMAN LEVI: And there may be a day in '75  
17 on which the first board was appointed.

18 MR. KECKLER: Right. I mean, there's Law Day.  
19 There's some things that --

20 CHAIRMAN LEVI: Sure. Well, that's  
21 interesting.

22 MR. KECKLER: -- you know, that you could do

1 it.

2 CHAIRMAN LEVI: Yes. May 1st.

3 MR. KECKLER: And the other piece that I was  
4 thinking as you were talking about this is this issue  
5 of an alumni organization, and whether or not that  
6 might be an appropriate time to launch the alumni  
7 organization.

8 CHAIRMAN LEVI: And not only -- I forgot to  
9 mention that. I couldn't agree with you more. And  
10 they can -- in fact, many of them serve as honorary  
11 co-chairs of the event, or the weekend, or the days.  
12 And they could get -- and have --

13 MR. KECKLER: Right. I mean, you can ask them  
14 initially -- I mean, you could talk about the alumni  
15 organization. You can't necessarily hide the ball  
16 entirely, but just say, well, here's something for you  
17 to do. I mean, it's not just your name on a list; we  
18 need you to something right now, namely this 40th  
19 anniversary.

20 Then we're not going to delete your name after  
21 the 40th anniversary. I think that's good.

22 CHAIRMAN LEVI: We're going to use it to

1 launch an alumni thing.

2 MR. KECKLER: Right.

3 CHAIRMAN LEVI: What do you guys think, Frank  
4 and Herb? Are you ready to sign up?

5 MR. GARTEN: I like the idea of the rebranding  
6 that you brought up. In Maryland, we have an Equal  
7 Justice Council that raises substantial monies for  
8 legal aid in Maryland. And I'm sure that these  
9 councils exist around the country. And it explains  
10 what our mission is much better than Legal Services  
11 Corporation.

12 I think that what I heard yesterday from Terry  
13 Brooks when he commented about what this Board will  
14 leave to be remembered by, and that is the efforts  
15 you're doing on pro bono, that that is an area that I  
16 think would be very appealing in seeking substantial  
17 funds from foundations.

18 So I'd be anxious to know what the person or  
19 persons that you're considering hiring, what experience  
20 they've had along those lines, too.

21 CHAIRMAN LEVI: I think when we get to the  
22 point of a finalist, we probably need to have a



1 Committee call with that individual so we can all  
2 take -- get our questions out on the table and see how  
3 he or she reacts.

4 MR. GARTEN: I also suggest that the efforts  
5 that were done at the time of the 30th anniversary  
6 date -- there was a booklet, and I probably have it  
7 somewhere in my files -- that it would be a good thing  
8 to take a look at. There'll be a listing also of  
9 contributors that were made at that time.

10 CHAIRMAN LEVI: What did we do?

11 MR. GARTEN: We had a big, very well attended  
12 dinner/meeting. I think it lasted an entire day, with  
13 the evening event. And it was open -- I knew this,  
14 that I was asked to invite local leaders of the  
15 Maryland/D.C. Bar. And I must have had about 15 or 20  
16 of them there.

17 We didn't charge these particular people that  
18 were invited, but I'm sure they must have contributed  
19 something. But they were leaders among the bar. And I  
20 think that whatever we do, it would be helpful to get  
21 the bar leaders on a national level, ABA, et cetera,  
22 and also state leaders, involved in this and a

1 committee, separate and apart, of bar leaders  
2 throughout the country.

3 CHAIRMAN LEVI: I agree.

4 MR. GARTEN: I think the idea about getting  
5 the executive directors in on this is very important.

6 CHAIRMAN LEVI: Frank, so was this early in  
7 your tenure as chair?

8 MR. STRICKLAND: Yes, it was. And my  
9 recollection of it, it was more of a celebration type  
10 event, and it was not designed as a fundraising event.

11 In fact, somebody's just produced --

12 CHAIRMAN LEVI: Victor Fortuno has.

13 MR. STRICKLAND: Vic said a moment ago, "Just  
14 let me know if you need anything today." Well, he's  
15 done it here.

16 But in other words, to the extent there was a  
17 fundraising opportunity, we missed it. But we didn't  
18 stage it that way. And separately, not only that  
19 occasion, we had what we thought was, at the time, the  
20 first-ever convocation of all the executive directors.  
21 Almost 100 percent attendance.

22 The feedback we got on that was extremely

1 favorable. The executive directors thought it was a  
2 wonderful idea to get everybody together at the same  
3 time in the same place. So that was a success. But  
4 two different events.

5 But I think you're onto something.

6 CHAIRMAN LEVI: And did the 25th -- was the  
7 25th celebrated? Does anybody -- it was? What  
8 happened there?

9 MR. STRICKLAND: Something that included some  
10 activities at the White House. I don't know the  
11 particulars on that, but I think -- go ahead. Speak  
12 that into the microphone, Vic.

13 MR. FORTUNO: I'm sorry. For the record, Vic  
14 Fortunato, General Counsel.

15 Yes. There was an event. The President and  
16 First Lady hosted the event at the White House. It was  
17 attended by the Attorney General and the President of  
18 the ABA. And I believe that was the same time that,  
19 from the White House, the activities moved over to the  
20 Capitol building.

21 So there was something at the White House and  
22 something at the Capitol as well. I can retrieve and

1 forward some material on that as well as what was done  
2 on the 30th anniversary.

3 CHAIRMAN LEVI: I think that would be helpful  
4 to the Committee.

5 MR. FORTUNO: I think the 20th was also -- the  
6 20th was at the White House. The 25th was at the White  
7 House. And the 30th was the open house at LSC. And  
8 I'll go ahead and circulate materials on all those.

9 CHAIRMAN LEVI: That would be fine.

10 MR. FORTUNO: And in fact, as you walk around  
11 LSC, you may see some pictures of, for example, Bill  
12 Clinton and others with staff and board members from  
13 LSC. And those pictures were taken at the 30th  
14 anniversary celebration.

15 MR. GARTEN: Most people are not familiar with  
16 this organization at all. And I would hope that we can  
17 come up with something.

18 CHAIRMAN LEVI: Well, that's why one of my  
19 bookings was -- I don't know how to -- I don't want to  
20 call it media because that's -- but awareness.

21 MR. GARTEN: And you have a lot of states like  
22 Maryland, Maryland Legal Services Corporation, and

1 they're always confused.

2 CHAIRMAN LEVI: Yes. Public education,  
3 awareness, whatever you want to call it.

4 MS. REISKIN: This might be stupid or not what  
5 you guys are interested in. But I can't stop thinking  
6 about what that speaker said yesterday. And if there's  
7 going to be any legacy, to me what really rings is  
8 about making it more of a patriotic thing and  
9 preserving the American way of life and the American  
10 system.

11 We all like to say it's the best in the world,  
12 but we've got to keep it that way. And that might ring  
13 for more than just lawyers because I think lawyers know  
14 about this. It's the rest of the world.

15 CHAIRMAN LEVI: Frankly, the lawyers don't  
16 know enough about this, either.

17 MS. REISKIN: Okay. But that just rang so  
18 strong, and I think it's so -- about preserving  
19 democracy.

20 CHAIRMAN LEVI: Yes.

21 MS. REISKIN: So that's just what I can't stop  
22 thinking about, which -- so --

1           MR. GARTEN: I think what has made the biggest  
2 impression on me personally is to meet some of the  
3 people we have helped and hear them tell their story  
4 from a family standpoint. And I think if we can work  
5 that in in some way, it would be very helpful.

6           CHAIRMAN LEVI: You can do that live. You can  
7 do that through a video. You can do that in a number  
8 of ways. And I've seen that done very effectively.

9           Robert, did you have something you wanted to  
10 say?

11          MR. GREY: Actually, Gloria and I were just  
12 talking --

13          CHAIRMAN LEVI: Somebody's not on.

14          MR. GREY: Apologies, Peter. Gloria and I  
15 were just talking about that very point. We have  
16 started a lot of new initiatives, created a very, I  
17 think, forward-looking and thinking culture, and have a  
18 lot of new concepts on the table, particularly with the  
19 chairs and the executive directors.

20          The board chairs and executive directors, it  
21 would be a great opportunity to get everybody on the  
22 same page moving forward. And without making that the

1 focus, but rather the celebration of this event the  
2 focus, gives us an opportunity, I think, to tell a  
3 national story of what LSC is doing in the 21st  
4 century.

5 CHAIRMAN LEVI: And that gives us an  
6 opportunity to celebrate all that we've done in our  
7 tech arena. I keep hearing that California court  
8 administrator saying if we weren't around, her court  
9 system would collapse. And that's because of the tech,  
10 but people don't know that. If they don't know -- if  
11 the lawyers don't even know who we are, they certainly  
12 don't know our impact in the tech world.

13 Any other comments from the Committee? I'm  
14 thinking the first of these calls -- well, I'll talk  
15 with Jim because we may be in the process of  
16 interviewing someone, or people. And so that might  
17 interfere a little bit.

18 But I'm thinking of a call starting two weeks  
19 out -- not on a Saturday, but a weekday -- and setting  
20 up a calendar that's regular, that's reliable. And if  
21 you can't make a particular call, don't have a panic  
22 attack. There'll be one two weeks later. You can

1 email me any ideas or thoughts. And we'll just try to  
2 keep this moving.

3 I have learned, as you get older, the theory  
4 about each year is a declining percentage of your life.

5 We all can sit here, and depending on your age, you  
6 know that this 40th year is going to be upon us quicker  
7 than any of us can imagine.

8 So planning for this and doing it so that it  
9 is -- well, we don't want to plan something that isn't  
10 A-plus. So it has to be at the highest level because  
11 that's what we want our story to be about.

12 And I want our legacy, incidentally, a  
13 different legacy -- I want a legacy that all of our  
14 programs are regarded as models wherever they are, that  
15 they are the best they can possibly be, that they are  
16 the gold standard, not something else. That's what I  
17 hope, ultimately, for a legacy.

18 Anyway, public comment?

19 (No response.)

20 CHAIRMAN LEVI: No? Yesterday you were full  
21 of comments.

22 FATHER PIUS: You scared them off, John.



1 (Laughter.)

2 CHAIRMAN LEVI: I hope not. All right. Well,  
3 I thought you'd be coming with money today.

4 In any event, okay, consider and act on other  
5 business.

6 (No response.)

7 CHAIRMAN LEVI: We now have to move to closed  
8 session.

9 (Whereupon, at 8:32 a.m., the Committee  
10 adjourned to closed session.)

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