

LEGAL SERVICES CORPORATION
BOARD OF DIRECTORS

MEETING OF THE
INSTITUTIONAL ADVANCEMENT COMMITTEE
COMMUNICATIONS SUBCOMMITTEE

OPEN SESSION

Saturday, July 18, 2015

8:34 a.m.

Radisson Blu Minneapolis Hotel
35 South 7th Street
Minneapolis, Minnesota 55402

COMMITTEE MEMBERS PRESENT:

Julie A Reiskin, Chairman
Father Pius Pietrzyk, O.P.
Robert J. Grey Jr.
Charles N.W. Keckler
Martha L. Minow
Gloria Valencia-Weber
John G. Levi, ex officio

OTHER BOARD MEMBERS PRESENT:

Victor B. Maddox
Laurie Mikva
Gloria Valencia-Weber

STAFF AND PUBLIC PRESENT:

James J. Sandman, President

Lynn Jennings, Vice President for Grants Management

Rebecca Fertig Cohen, Special Assistant to the
President

Wendy Rhein, Chief Development Officer

Ronald S. Flagg, Vice President for Legal Affairs,
General Counsel, and Corporate Secretary

Carol A. 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

Jeffrey E. Schanz, Inspector General

Daniel O'Rourke, Assistant Inspector General for
Investigations, Office of the Inspector General

David Maddox, Assistant Inspector General for
Management and Evaluation, Office of the
Inspector General

Tom Hester, Associate Counsel, Office of the Inspector
General

Lora M. Rath, Director, Office of Compliance
and Enforcement

Herbert S. Garten, Non-Director Member, Institutional
Advancement Committee

Frank B. Strickland, Non-Director Member,
Institutional Advancement Committee

Jean Lastine, Central Minnesota Legal Services

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

Robin C. Murphy, National Legal Aid and Defender
Association (NLADA)

Terry Brooks, American Bar Association Standing
Committee on Legal Aid and Indigent Defendants
(SCLAID)

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1 PROCEEDINGS

2 (8:34 a.m.)

3 CHAIRMAN REISKIN: I'm calling to order the
4 Communications Subcommittee of the Institutional
5 Advancement Committee. Can I have a motion to approve
6 the agenda, the short agenda?

7 MOTION

8 DEAN MINOW: So moved.

9 FATHER PIUS: Second.

10 CHAIRMAN REISKIN: Second. All in favor?

11 (A chorus of ayes.)

12 CHAIRMAN REISKIN: The only thing on the
13 agenda is communications update, although I have one
14 piece of other business after we're done. So I'd like
15 to ask Carl to start presenting. There's been a lot of
16 exciting stuff going on, and we're going to hear what
17 that is.

18 MR. RAUSCHER: Most of this is going to deal
19 with some really exciting digital developments we had
20 in the last -- we'll start with those -- in the last
21 quarter. We'll talk a little bit about some social
22 media campaigns, in particular about the LSC stories

1 campaign, and about our experiences live-tweeting a
2 House and Senate briefing. And we'll update you a
3 little bit on the new website and show some website
4 graphics.

5 This is an analytical chart showing our
6 progress in Twitter. In terms of following, you see
7 that we are now up to 4,370 followers, which is up
8 about 400 over the last quarter and is up from 3,750 in
9 2014.

10 But the figures to look at are the engagement
11 and impression figures. Last quarter we had 795
12 engagements. This last quarter, second quarter, we had
13 more than 1300. And impressions, we had about 108,000
14 in the first quarter, and more than 400,000 in the
15 second quarter. And there are some reasons why that
16 happens that I'll get to momentarily.

17 But you'll see a similar trend on our other
18 two major platforms, Facebook and LinkedIn. Last
19 quarter we had 60,000 impressions on Facebook, up from
20 25,000 in the previous quarter. Our fans grew from 571
21 to 683, and that compares to 506 at the end of 2015.

22 MR. LEVI: Impression?

1 MR. RAUSCHER: This is Facebook.

2 MR. LEVI: I know it is. But I don't have
3 Facebook. So what's an impression?

4 MR. RAUSCHER: An impression is basically a
5 view.

6 MR. LEVI: Searching on the page?

7 MR. RAUSCHER: Yes. I can use "view" if you'd
8 rather.

9 MR. LEVI: That's okay. Whatever impresses
10 you impresses me.

11 MR. RAUSCHER: On LinkedIn, you'll see a
12 similar trend. Our page impressions were nearly
13 10,000, up from about 6,000 the quarter before. Our
14 followers continue to grow at a nice rate, and we're
15 significantly up from 2014.

16 PRESIDENT SANDMAN: Carl, can I ask a
17 question? To what do you attribute the increases?

18 MR. RAUSCHER: That's what I'm going to
19 explain right now. We had a couple of campaigns going
20 on in social media during this quarter, and they
21 produced good results. The first I mentioned to you
22 the last time, which was our series of LSC stories. We

1 each day distributed on LinkedIn, Facebook, and Twitter
2 a client success story from a different state. We went
3 through all the states and all the territories.

4 At the end of that, we decided to bring them
5 together in an easy-to-access graphic, which is this.
6 To get to a success story in your state, all you have
7 to do is click on the state. This is becoming a portal
8 for us in our new website, and we're continuing to
9 build each state. As we get more client success
10 stories from EDs, we add them to this, and hopefully
11 we'll keep compiling a lot of easy-to-find stories.

12 The total success of the campaign: We had
13 about 26,000 impressions from this, which accounts for
14 some of what you've seen in the growth there, 160
15 retweets, 72 favorites, and really, nearly 600 views a
16 day on this. The single most viewed tweet, which was
17 about Micronesia, got slightly more than a thousand.

18 Similar trends with LSC stories on the other
19 platforms as well. We had more than 25,000 impressions
20 on Facebook. There's the Micronesian one I told you
21 about. And I think, to explain that, the word Ebola is
22 in that, and people pattern-search Ebola quite a lot.

1 We also did very well on LinkedIn, with more
2 than 27,000 views or impressions. And every day, 226
3 people -- that was the average engagement rate, which
4 means they actually went in and read the story.

5 What we did here is to Storify this campaign.

6 And Storify is a narrative device that you can bring
7 together in a chronological order, and you can see how
8 you were received in Twitter land. We have several
9 dozen tweets congratulating us, particularly on the
10 map.

11 The top tweet, if you see up there, is from
12 Congressman Joe Kennedy, who is basically telling
13 people to go to our map and read our LSC stories. This
14 brought in a lot of people, and it also brought in
15 other members of Congress. In the days following this
16 tweet, Lois Frankel, Jackie Speier, and Amy Klobuchar
17 all started following us.

18 So this kind of high engagement tweeting is
19 very important, and we were happy to see Congressman
20 Kennedy do this. As some of you know, he was a most
21 eloquent defender of our budget during the House
22 deliberations.

1 MR. LEVI: I called him to thank him, and he
2 called me back.

3 MR. RAUSCHER: So that's one reason our
4 figures are up. The second is the live tweets we did
5 in our Senate and House briefings. The first briefing
6 was in the Senate. It was about pro ses. There were
7 four Supreme Court justices, as I recall. Jim
8 moderated. John was in the room.

9 It was hard to tweet because, believe it or
10 not, the Senate doesn't have WiFi in their conference
11 rooms. So we had to set up a hotspot and tweet on our
12 phones. But we still got out a reasonable number of
13 tweets, and total views that day were almost 7,000,
14 which was pretty significant. The total number of
15 clicks, people actually going through, retweeting,
16 doing something with it, was 144.

17 Now, we also did -- oh, yes. In Facebook we
18 did very well, too, with more than 3,000 impressions.
19 And you can see the top "Likes" there. One was just
20 describing who was there. Justice Hecht was retweeted
21 more than anyone else, which doesn't surprise anyone
22 who, I think, knows Justice Hecht, because he's so

1 quotable.

2 Now, take a look at this one. This is our
3 House briefing on veterans. Will Gunn was there, Nan
4 Heald was there, one of her clients was there, and
5 former Congressman Patrick Murphy.

6 We had a quarter of a million views that day
7 from our tweets, 251,198, which is astounding. That's
8 about 20 times more than we've ever gotten on anything.

9 And even our click-through, at 813, is really
10 something memorable.

11 We also had really good impressions on
12 Facebook, more than 6,000, and similarly with --

13 MR. LEVI: What do you attribute that to
14 primarily?

15 MR. RAUSCHER: I think there were three
16 reasons. One, veterans. If we've ever doubted the
17 potency of that as a message for us, I think this
18 reinforces that that is one of the things we do that
19 people respond to most favorably. I think it's a very
20 powerful message.

21 Second was Patrick Murphy is an incredibly
22 enthusiastic man, and he was tweeting as a panel

1 member, which helped us. He was tweeting out, "Want a
2 free sandwich? Come by the House Room" whatever,
3 whatever. I mean, he was trying everything.

4 But on that particular day, Patrick Murphy was
5 a star of Twitter because the train that took him home
6 from that hearing is the train that derailed in
7 Philadelphia. He was on that train. He helped pull
8 people off that train. And he live-tweeted from that
9 train. And that brought people to his Twitter feed who
10 then saw what we were doing, and I think that's the
11 third reason.

12 So I think it's the potency of the message,
13 getting an enthusiastic panelist, and a pure accident
14 of history. But for whatever it is, we'll take it.
15 250,000 -- I didn't mean that to be a pun. But it was
16 quite impressive.

17 I'll just show you some basic website figures
18 because our new website should be debuting by the end
19 of April.

20 CHAIRMAN REISKIN: Do you mean August?

21 MR. RAUSCHER: August. Yes. And this will
22 sort of be the last -- and they're just very general

1 figures on the website that now exist. In April
2 through July, we had about 152,000 page views, slightly
3 up from the first quarter. And our users were slightly
4 up as well, and our sessions were slightly up. Some of
5 this -- and this was combining the 40th page and the
6 main website.

7 I want to give you an advance look at where
8 we're headed with our new website. This is moving in
9 the direction of what the landing page will look like
10 on the new site. It's cleaner. It's more navigable.
11 We don't have five unidentified web pages floating at
12 the top of the page that no one could figure out. And
13 they all had strange names.

14 The search function here will take you through
15 the entire panoply of what we have. At the top we have
16 the opportunity to highlight five different stories in
17 rotating what we call hero graphics. At the right we
18 will have a new quote about every three days; we've
19 already gotten a whole bank of them.

20 Below that is another way that we are
21 highlighting our client stories. The map is set up if
22 you want to find a client story geographically. Those

1 impact stories are by topic or theme. And so if you're
2 interested in domestic violence but not in a particular
3 state, you can easily access it this way.

4 We'll have a blog on the left there. Our live
5 Twitter feed will be on the bottom. And we couldn't
6 capture it, but right below that is a "Donate" area for
7 donating to the 40th campaign.

8 The three things below the main site there
9 right now are just teasers of some of the things we can
10 do, and they can rotate. There could be a return of
11 investment category as well. When we finally settle on
12 which ones are the best, those will be direct
13 click-throughs to material relevant to what they're
14 talking about.

15 So it is enormously time-consuming putting
16 this website together -- migrating content from the old
17 site to the new site, reconfiguring it, making sure we
18 don't take material we don't need. It has consumed a
19 lot of time of a lot of people, and it's coming along
20 well.

21 I could talk about other things, too, but let
22 me stop here on the digital point and see if there are

1 any questions.

2 CHAIRMAN REISKIN: Are there any questions?
3 Martha?

4 DEAN MINOW: It may be too expensive, but
5 there is a software called WordPress that allows you to
6 easily migrate back and forth and is adaptable to
7 mobile devices and all of that. And it keeps the
8 metrics.

9 MR. RAUSCHER: We're migrating with a vendor
10 called Beaconfire, and they have their own system. And
11 so WordPress wouldn't quite fit into their Drupal-based
12 system. The 40th page, by the way, is in WordPress,
13 and it's very easy to manipulate.

14 CHAIRMAN REISKIN: Gloria?

15 MS. BERGMAN: Can I first just expand on that
16 for a second? We actually are using WordPress for
17 individual things right now, Martha. But according to
18 both Peter, who heads up our IT, and the vendor we're
19 using, it's not the best way to deal with the website
20 overall.

21 But we still have the capacity to use it for
22 individual things, which as they're saying, we did it

1 for the 40th website, and we can do it for individual
2 things that come along. But it's not robust enough to
3 deal with the majority of what we need to be able to do
4 with the website. It's not an issue of cost at all.
5 But beyond that, we've reached my knowledge level.

6 (Laughter.)

7 CHAIRMAN REISKIN: Gloria?

8 PROFESSOR VALENCIA-WEBER: Yes. I really
9 appreciate even how far this has gone since our last
10 meeting, where you began to show us this. How much of
11 this is being done by our LSC internal staff, including
12 some that you've hired, Jim? And then you mentioned
13 vendors.

14 Obviously, yours is the people deciding what's
15 to be done and what you need to get done. Purely in
16 terms of our internal operating costs and
17 responsibilities, how much is it of the new hires or
18 current people or what inside LSC?

19 MS. BERGMAN: It is a combination. I don't
20 have the numbers with me. We have a consulting
21 contract with a vendor, as Carl mentioned, Beaconfire,
22 that is helping us with the integration. Because we're

1 integrating five websites into one. So they're
2 creating the new website, and they're working with us
3 to do it. Beyond that, it's all being done at the
4 staff level.

5 What that involves is each department having
6 to review all of their content on all of the five
7 current websites to determine what should be moved
8 over. What we don't want to do is just move over
9 everything. And then simultaneously, we're rolling out
10 an archival system so that we're not getting rid of
11 things. We're just archiving it in Box so it's
12 accessible, but not on the main website.

13 So a lot of it is the staff time of reviewing
14 and then actually inputting the content into the new
15 website -- that is the most labor-intensive of the
16 whole part -- and figuring out, making the decisions,
17 about -- what we're trying to do is also have a clean
18 sense of messaging across the board.

19 We're also creating a taxonomy so that
20 everything is searchable and that the goal of the
21 website is really for an external audience, versus much
22 of the way the websites had been designed was really

1 almost for internal use by LSC staff.

2 So the biggest transition is helping people to
3 understand that the goal is to make this much more
4 accessible and user-friendly for others. So it's a
5 significant amount. Maybe it's half and half, I don't
6 know. It's been a year-long contract with the vendor,
7 X number of hours. We'd be happy to provide you the
8 specifics on what that looks like.

9 CHAIRMAN REISKIN: Charles?

10 MR. KECKLER: Thank you. You may not know
11 this question, and you certainly don't know it about
12 the website as it's going to come out, the new website.
13 But how much do we know about the users and the people
14 that are looking at our social media?

15 Are they people looking for legal aid? Are
16 they lawyers? Is there a way for us to know that or to
17 learn that going forward?

18 MR. RAUSCHER: Yes. Those analytics are
19 available to us, and we have done some of that with the
20 social media. We can tell you on the web page what
21 area code the people came from to access the page. So
22 as part of the birthing process of this web page, we're

1 going to do an awful lot more analytics because we want
2 to see what's working and what's not working. But we
3 already have the capacity to be that granular.

4 PRESIDENT SANDMAN: We look particularly at
5 access from Capitol Hill. We can do that by web
6 address.

7 CHAIRMAN REISKIN: And you can also tell the
8 platforms people are using, like how many are using
9 them from mobile phones versus -- and even what service
10 they're using.

11 CHAIRMAN REISKIN: Gloria?

12 PROFESSOR VALENCIA-WEBER: Are there any plans
13 for languages other than English?

14 MR. RAUSCHER: Well, there are vendors who do
15 that, and one of them has contacted me. I don't know
16 what the cost of that is, and that's something we
17 should address as we go forward.

18 CHAIRMAN REISKIN: Other questions before --
19 you had more?

20 MR. RAUSCHER: Not on digital.

21 CHAIRMAN REISKIN: Yes. But you had more?

22 MR. RAUSCHER: Yes. I just wanted to mention

1 a couple of quick things. John and Wendy and I were in
2 Omaha on Wednesday. John and Wendy went on a firm
3 visit, and we held a new conference to go through the
4 Cargill subgrants and to introduce the Summer Rural
5 Legal Corps.

6 It was a very good experience for us to be
7 with the grantee, and we got a lot of press coverage.
8 We were on the front page of the Omaha paper, which is
9 Warren Buffett's paper, and the story quoted John and
10 quoted our two EDs, and more importantly, quoted
11 disaster people and Red Cross people saying, "What a
12 great idea it is to include a legal component into
13 disaster response." That's exactly what we would want
14 in a story.

15 We also had a story in the Council Bluffs
16 paper. The editor of the Nebraska Law Journal spent
17 half an hour interviewing John for a feature next week.

18 So we got quite a lot from that particular news
19 conference.

20 I don't know if anybody noticed yesterday, but
21 on MinnPost here, a prominent news site, John and Jean
22 did a co-authorship of what's really a 40th anniversary

1 op-ed. It got great display, a picture of John, a
2 picture of Jean, and pull-out quotes. It was really
3 pretty good. I expect another op-ed next week in the
4 same journal that interviewed John, which would bring
5 us to 15 for 40th anniversary op-eds.

6 CHAIRMAN REISKIN: Great. I'm very pleased
7 with this. This is great progress, and especially the
8 stories. I think that's really cool. It was funny --
9 when I clicked on Colorado and looked at the story, the
10 first one that came up, anyway, I recognized it. It
11 was one I'd actually referred to our program.

12 Any other questions or comments about this?

13 (No response.)

14 CHAIRMAN REISKIN: Anything else, Carl?

15 MR. RAUSCHER: Let me just mention two other
16 things quickly. John, you can help me on the exact
17 date. But the summer issue of Daedalus is coming out
18 soon, and we looked over the galleys last week. And it
19 has a 1600-word essay from John on LSC and his personal
20 reflections. I urge you all to take a look at that.
21 It's worth reading, for sure.

22 And some of you probably -- you all, probably

1 -- noticed that in the July issue of American Lawyer,
2 there was a story about the justice gap and large
3 firms, and an op-ed asking large firms to do more.
4 This resulted from an interview John did with the
5 editor of American Lawyer last year, getting her
6 interested in the justice gap. She said she would
7 pursue it.

8 This is the first step. The reporter who did
9 that story, Susan Beck, is looking for more stories.
10 She's talked to me a few times. She talked to John
11 last week. And she talked to Voices for Civil Justice
12 as well. Her mandate is to keep writing about the
13 justice gap. So I'm looking forward to a series of
14 stories from American Lawyer that could be helpful.

15 CHAIRMAN REISKIN: Great. Thank you. At our
16 last meeting, I had discussed Kate Marple, who is the
17 communications person for medical-legal partnerships.
18 And I was going to contact her to see if she do a
19 presentation for us that she did at the medical-legal
20 partnership summit.

21 She responded to me and said she would be
22 happy to do it. So it'll be a webinar for the board

1 and I guess anyone else who's interested. So I'll go
2 ahead and set that up. I'll just have staff check out
3 schedules and stuff. So it'll be either in late August
4 or right after Labor Day. I assume people still want
5 to do that. It was very powerful, and I think it would
6 be good information that I think would help synthesize
7 with all of this.

8 Is there any other business?

9 (No response.)

10 CHAIRMAN REISKIN: Any public comment?

11 (No response.)

12 CHAIRMAN REISKIN: Can I have a motion to
13 adjourn?

14 M O T I O N

15 FATHER PIUS: So moved.

16 DEAN MINOW: Second.

17 CHAIRMAN REISKIN: All in favor?

18 (A chorus of ayes.)

19 CHAIRMAN REISKIN: The Subcommittee is
20 adjourned.

21 (Whereupon, at 8:58 a.m., the Subcommittee was
22 adjourned.) * * * * *