

LEGAL SERVICES CORPORATION  
BOARD OF DIRECTORS

MEETING OF THE  
COMMUNICATIONS SUBCOMMITTEE OF THE  
INSTITUTIONAL ADVANCEMENT COMMITTEE

OPEN SESSION

Thursday, January 22, 2015

4:08 p.m.

Westin Colonnade Hotel  
180 Aragon Avenue  
Coral Gables, Florida 33134

COMMITTEE MEMBERS PRESENT:

Julie A. Reiskin, Chairperson  
Robert J. Grey Jr.  
Father Pius Pietrzyk, O.P.  
Gloria Valencia-Weber  
Martha L. Minow, ex officio  
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  
Wendy Rhein, Chief Development Officer  
Rebecca Fertig Cohen, Special Assistant to the  
President  
Ronald S. Flagg, Vice President for Legal Affairs,  
General Counsel, and Corporate Secretary  
David L. Richardson, Comptroller and Treasurer,  
Office of Financial and Administrative Services  
Carol A. Bergman, Director, Office of Government  
Relations and Public Affairs  
Carl Rauscher, Director of Media Relations, GRPA  
Marcos Navarro, GRPA  
Jeffrey E. Schanz, Inspector General  
Laurie Tarantowicz, Assistant Inspector General and  
Legal Counsel, OIG  
Daniel O'Rourke, Assistant Inspector General for  
Investigations, OIG  
David Maddox, Assistant Inspector General for  
Management and Evaluation, OIG  
Lora M. Rath, Deputy Director, Office of Compliance  
and Enforcement  
Bristow Hardin, Office of Program Performance  
Herbert S. Garten, Non-Director Member, Institutional  
Advancement Committee  
Frank B. Strickland, Non-Director Member,  
Institutional Advancement Committee  
Allan J. Tanenbaum, Non-Director Member, Finance  
Committee  
Nikole Nelson, Executive Director, Alaska Legal  
Services Corporation  
Rafael E. Rodriguez Rivera, Community Law Office,  
Puerto Rico  
  
Don Saunders, National Legal Aid and Defenders  
Association (NLADA)  
Robin C. Murphy, NLADA  
Lisa Wood, American Bar Association SCLAID Chair

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

2 (4:08 p.m.)

3 CHAIRMAN REISKIN: I'd like to call to order  
4 the Communications Subcommittee of the Institutional  
5 Advancement Committee. Don't make me say that again.6 Can I have a motion to approve the agenda,  
7 please?

8 M O T I O N

9 FATHER PIUS: So moved.

10 CHAIRMAN REISKIN: Second?

11 MR. GREY: Second.

12 CHAIRMAN REISKIN: All in favor?

13 (A chorus of ayes.)

14 CHAIRMAN REISKIN: Can I have a motion to  
15 approve the minutes of our telephonic meeting that were  
16 sent out?

17 M O T I O N

18 MR. GREY: So moved.

19 FATHER PIUS: Second.

20 CHAIRMAN REISKIN: All in favor?

21 (A chorus of ayes.)

22 CHAIRMAN REISKIN: That's approved.

1           We're going to start with a discussion of the  
2 communication efforts. There was a briefing provided  
3 to the Committee, and most Board members were there. A  
4 memo was sent to those who weren't, inviting them to  
5 get briefed.

6           We were going to try and do it at this  
7 meeting, but there just wasn't enough time. I would  
8 just personally suggest that Board members take  
9 advantage of the generous opportunity that the staff  
10 have given, and that was just a review of the  
11 communications structure.

12           Today we've asked Wendy and Carl to provide a  
13 brief overview of the communication efforts that are  
14 going on. And then the other thing we're going to do,  
15 there's something on there that says, "Discussion of  
16 Committee's charter." We don't have a charter, and  
17 we're going to discuss that and move forward.

18           But it's important, I think, for the Board to  
19 know where we are right now. So I don't know who's  
20 taking the lead. Carl?

21           MR. LEVI: Well, can I just say also that what  
22 happened is the Committee heard the presentation.

1           CHAIRMAN REISKIN:  Yes.

2           MR. LEVI:  Via a webinar, wasn't it?

3           CHAIRMAN REISKIN:  Yes.

4           MR. LEVI:  And I think we probably need to  
5   invite the whole Board to attend a webinar presentation  
6   again because it was so impressive.  But we don't  
7   really have time at the Board meeting here.

8           CHAIRMAN REISKIN:  Correct.  Thank you.

9           Carl?

10          MR. RAUSCHER:  Well, we've presented a fairly  
11   detailed outline of what we were doing in social media  
12   and around the communications efforts for the 40th  
13   anniversary the last time we met.  There have been some  
14   developments since then, but there wasn't an  
15   opportunity to discuss those as well.

16          So if anybody has any questions or comments  
17   about that, I think this would be a great chance for us  
18   to discuss it.  And then I can update where we've gone  
19   in the last three and a half weeks or so.

20          CHAIRMAN REISKIN:  Are there any questions?

21          (No response.)

22          MR. RAUSCHER:  Well, we've made some

1 continuing movements in some of the areas we charted  
2 out. We placed another 40th anniversary op-ed last  
3 week in the St. Louis Post-Dispatch written by Dan  
4 Glazier.

5 We have another one due Monday written by John  
6 Levi in the Daily Business Review here, which is an  
7 American Lawyer media business publication that  
8 circulates in six different editions in South Florida.

9 And it's a good way for us to speak to the business  
10 community.

11 We're still working on a third op-ed since the  
12 last meeting with Wyoming Legal Services, and Bob  
13 Gillett is working with Justice Bridget Mary McCormack  
14 of the Michigan Supreme Court on an op-ed for the  
15 Detroit Free Press. So that effort continues about at  
16 the same rate that it has been. And we're very happy  
17 with the placements so far.

18 We've also started work on the Vieth  
19 Leadership Grants, which Wendy can talk about better  
20 than I.

21 PRESIDENT SANDMAN: I'm sorry. That's not  
22 been publicly announced yet. I think we should take

1 that up in closed session.

2 MR. RAUSCHER: Sorry. We are also moving  
3 forward on the disaster relief video that we talked  
4 about before for our 40th anniversary page. The script  
5 has been approved. Ashley Matthews, our communications  
6 manager, is at a three-day training session now so she  
7 can learn how to edit video, which will give us a lot  
8 more capacity, especially when Marcos is being called  
9 in to design and print projects. We can keep the video  
10 effort going forward.

11 I should mention another project from American  
12 Lawyer magazine that's ongoing on two different fronts.  
13 The origin of this project was probably an interview  
14 John gave to a reporter and the editor of American  
15 Lawyer --

16 MR. LEVI: The editor. She met and called me.  
17 The editor of American Lawyer.

18 MR. RAUSCHER: Kim Kleman.

19 MR. LEVI: Yes.

20 BY MR. RAUSCHER: And the reporter --

21 MR. LEVI: The reporter. You're right.

22 MR. RAUSCHER: Yes, and Michael Goldhaber.

1 Yes.

2 MR. LEVI: No, it was a young lady reporter.  
3 She was writing a piece on -- that was before -- and  
4 there was a piece on pro bono.

5 MR. RAUSCHER: Right. She wrote a column for  
6 their pro bono issue and quoted John on justice gap  
7 issues, and even you talked to her about the 40th  
8 anniversary.

9 So American Lawyer is moving at least on two  
10 fronts. Susan Beck, a reporter from American Lawyer,  
11 has contacted us, Civil Voices, and the National Center  
12 for State Courts about a series of stories she wants to  
13 do on the justice gap.

14 We have been contacted by another American  
15 Lawyer reporter who's working on a research project  
16 about the justice gap. So both of those are very  
17 exciting developments. And it also shows the way we're  
18 working together with other people in the access to  
19 justice community in coordinating our outreach for  
20 journalists.

21 I think that's about all I can update from our  
22 last session.

1           CHAIRMAN REISKIN:   Father Pius?

2           FATHER PIUS:   I know there's been some talk --  
3 we mentioned it at the meeting -- about the possible  
4 updating of the LSC website.  Is there a timeline on  
5 that?

6           MR. RAUSCHER:   On the overall website?  Our  
7 working goal is June to have the debut of that website.  
8 I think Jim is going to say some more about that  
9 later, the website itself.  But we're going gung-ho on  
10 that with our vendor, Beaconfire.

11          MS. RHEIN:   Also, there's the 40th anniversary  
12 campaign page in particular, and that's updated  
13 probably two or three times a week with different  
14 things.  Carl mentioned the disaster video; that will  
15 be up there as part of the Cargill relationships.  That  
16 will be up there.

17          We got a press release that was issued about  
18 the grants that were given to Nebraska and Iowa as part  
19 of that.  Those are also available on the 40th campaign  
20 website as well.  And there will be a whole discussion  
21 about legal aid's work specifically in disasters as  
22 part of that.

1           CHAIRMAN REISKIN: Other questions?

2           (No response.)

3           CHAIRMAN REISKIN: Thank you.

4           That leads us to the next topic, which is  
5 discussion of the Subcommittee's charter. Again, like  
6 I said, there isn't a charter. This was established by  
7 resolution.

8           One of the comments on the evaluation -- we've  
9 only had one meeting -- but one of the comments on the  
10 evaluation was, "What is this Committee to do?" And I  
11 thought it was important that we talk about that now.

12           So when it was created, it was for the purpose  
13 of working with LSC Management on communication efforts  
14 for the 40th anniversary year, and to broadly publicize  
15 the 40th anniversary "Justice for All" campaign to  
16 highlight the work of LSC and its grantees and the need  
17 for access to justice to the United States.

18           As we do this work, we may decide as we go  
19 through the year that it needs to be made permanent or  
20 expanded. But right now we're in the 40th year, so  
21 that really needs to be what we focus on now. But we  
22 might want to keep in mind that that's important to go

1 forward.

2           Communication is a key component of  
3 development. And so since we're now doing development,  
4 I think communication goes hand in hand with that. So  
5 we've done a bunch. There's the op-ed. We've expanded  
6 social media. We've created the 40th website and all  
7 of the collateral materials.

8           So really, I'd like to hear from the Committee  
9 on what you would like to -- or anyone on the Board --  
10 on what you see, and really, what's a good role between  
11 the Board and the staff. We don't want to hamstring  
12 staff.

13           There's also something on the evaluations,  
14 that we have staff that are working really hard. We  
15 also want to make sure that they're free to jump on  
16 opportunities as they come. We can't have a situation  
17 where they have to come ask us to do something with  
18 communication because it's such a fast-moving thing.

19           I had some thoughts, but I wanted to hear from  
20 other people before I shared mine. Father Pius?

21           FATHER PIUS: One thing, it's related to  
22 communications, but it's about what we might be

1 communicating. The 40th year anniversary, obviously,  
2 ends with our meeting in California in October, the  
3 official.

4 But if we've gotten some more specific idea of  
5 exactly what's going on with that, and if there's any  
6 information on that that we might be able to know as a  
7 Board and be able to transmit, I think that would be  
8 helpful; now that the 40th anniversary event from  
9 September is over and looking forward to the end and  
10 the events in California, to start maybe putting that  
11 more in our consciousness as a Board.

12 CHAIRMAN REISKIN: Other thoughts? Robert?

13 MR. GREY: This is a little bit of a stream of  
14 consciousness as opposed to anything well thought out.

15 But it seems to me that we talked about the 40th year  
16 being a year of celebration and of recognition and of  
17 awareness.

18 I'm wondering, while we do especially placed  
19 op-eds and the like, that there's got to be a way of  
20 creating, I'm thinking, a monthly piece on some of the  
21 outstanding grantees in the system, that show the  
22 ability to leverage and to provide quality service and

1 to change communities and people's lives, in a way that  
2 becomes not just that in and of itself, but helps us  
3 develop the brand in a way that people see this and  
4 say, this is a cornerstone of the American legal  
5 system, not just something that happens when people  
6 don't have money.

7           If we can take this year and create these  
8 monthly stories, monthly efforts, op-eds, as a piece of  
9 that -- because you could segue the op-ed to a grantee  
10 because of the subject matter or whatever it is -- but  
11 to be a little bit more strategic about it, to elevate  
12 our profile.

13           But what every other nonprofit or for-profit  
14 organization is doing is elevating their brand and  
15 really changing the way people see them.

16           MR. LEVI: I was going to say, so many of you  
17 have talked to me about communications over the years.

18           The 40th was an opportunity to create the subcommittee  
19 within Institutional Advancement. But Institutional  
20 Advancement in many organizations is the committee --  
21 on many boards is the committee -- at which there are  
22 occasionally communications reports, reports on what

1 are we doing in communications?

2           Now, whether you want to have a continuing  
3 subcommittee or you just want to have a reporting I  
4 leave to further discussion. You're not going to sort  
5 that out right now. But certainly, as the report that  
6 we received, the webinar that we received and that the  
7 rest of the Board will at some point, I hope, get the  
8 benefit of, what our staff has been doing in the  
9 communications arena was quite significant and very,  
10 very impressive.

11           There should be a formal opportunity for that  
12 to be presented on occasion and not just left to the --  
13 as a best practice going forward. Again, I'm keeping  
14 my eye on not just us, but who comes after us.

15           CHAIRMAN REISKIN: Right. Absolutely.  
16 Martha?

17           DEAN MINOW: While these are all good  
18 developments, it does strike me that we should  
19 understand what we're doing absolutely, as Julie said,  
20 as part of development. But it's also part of the way  
21 to achieve our first goal under the strategic plan.  
22 And in that respect, the ongoing updating is absolutely

1 essential.

2 I also wonder, very often in communications we  
3 assess whether we are doing well by how many times  
4 we've communicated. But actually, the question is what  
5 people are hearing.

6 I'm wondering -- if we were to actually ask  
7 what would be our benchmarks, how much recognition, how  
8 much knowledge of what legal services is, how much  
9 knowledge of the kinds of things Robert's talking about  
10 -- these are not just issues that arise when people are  
11 poor -- how much knowledge of the dollar value back to  
12 people, of the changes in people's lives -- if we broke  
13 it down to ten bullet points, what we would hope would  
14 be messages that would be well known and by what  
15 communities, could we assess that?

16 Could we assess that now as a baseline? A  
17 year from now? Could we develop that as one of the  
18 ways to measure our communications strategy?

19 CHAIRMAN REISKIN: Reaction: I think that's a  
20 fantastic idea. And I'm a real fan of a monthly  
21 calendar where you pick topics -- homelessness,  
22 veterans, whatever -- and then you use Facebook, all of

1 this, and get it out of the legal world so that you  
2 have stories of people. And then you tie it to a  
3 particular place, and that's how you start building the  
4 following. And you get the right one, and it does go  
5 viral.

6 MR. LEVI: And actually, coming out of that  
7 webinar that we had, Carol just sent us that  
8 compilation, the quarterly compilation.

9 CHAIRMAN REISKIN: Exactly.

10 MR. LEVI: It was very helpful to see, and  
11 thank you for doing that, Carol.

12 CHAIRMAN REISKIN: Yes. So is that something  
13 that people -- I don't even know how we would start  
14 measuring where we are now and how we would go about  
15 that.

16 DEAN MINOW: That's something I think maybe  
17 Jim can give some thought to. I very much like your  
18 idea, Julie, of having a rotating focus and figuring  
19 out a way in advance to coordinate a messaging with the  
20 VA, for example, with the HUD, and with housing  
21 advocates, for example.

22 So maybe it's not one every month. Maybe it's

1 every two months or something. But to actually imagine  
2 with this, again, reasoning backwards, what would we  
3 hope people would know, I think we would hope people  
4 would have faces of people in these different domains  
5 whose lives are improved because of their access to  
6 legal services.

7           To pick even two or three fields for a year  
8 and to think about a communications measurement that we  
9 then pursue who are the right players -- I am not a  
10 social media person, but I understand that's the  
11 metrics now. That's how people figure out, are you  
12 making it? Are people following you?

13           CHAIRMAN REISKIN: We certainly could look at  
14 -- they are collecting some basic social metrics, and  
15 they've had a lot of improvement over the year, I think  
16 a lot due to the 40th and due to the work. So that's  
17 certainly one.

18           I know some of the other metrics are probably  
19 more expensive than we can afford in terms of polling  
20 and name recognition and all of that. But when we did  
21 our strategic plan, they did a little bit of that.

22           We could dig out that, and we could also come

1 up with a couple goals of, what is the goal? Is the  
2 goal to increase recognition of the name? And so we'd  
3 have to have some time set aside for brainstorming,  
4 which we're not going to be able to do today. So if  
5 that's what people want to do, we could certainly do  
6 that.

7 I think some other things that this Committee  
8 could do is have the regular report where we could look  
9 at the analytics, just once a month have those and then  
10 give any feedback we have if we wanted to because I  
11 think it was impressive, and to know how many followers  
12 do we have.

13 It also, I think, reminds us -- after that  
14 briefing, I was reminded, oh, I need to tell other  
15 people to follow, just stuff that we could do. It ties  
16 back to getting Jim on other stages, and I think more  
17 we're out there in other places, Jim can get on these  
18 other stages.

19 The other thing that has come up is do we want  
20 to create messages and support for some of our  
21 champions? So if we have people that are willing to  
22 champion us, do we need -- that came up at that first

1 conference call. Do we need pre-prepared messages that  
2 we can give them so that they can bring that out and do  
3 some of our work, some people maybe from the media,  
4 again outside of the typical world.

5 Another thing with this committee is we could  
6 figure out what the evaluation metrics are, and also  
7 identifying new venues to spread our word and  
8 coordinate with other organizations.

9 Are there other ideas, other things? It  
10 sounds like brainstorming and prioritizing should be  
11 our next focus. Is that agreeable, on what are the top  
12 areas? And could we do that in a telephone call so  
13 that we're ready to move at our next meeting? Is that  
14 acceptable?

15 (Nods from Committee and Board members.)

16 CHAIRMAN REISKIN: Anything else on the  
17 charter or our purpose that we should discuss now? I  
18 did bring an article -- I only have one copy because it  
19 was a lot of pages -- on public will-building, which is  
20 something that I think is important. I can send links,  
21 or if anyone wanted to take the copy I have. I  
22 couldn't find a good short one, but public

1 will-building is something I think we can consider and  
2 maybe have a presentation on or discuss at a future  
3 meeting.

4           If there's nothing else, is there any public  
5 comment?

6           MR. LEVI: Well, can that be PDF'd to people?

7           CHAIRMAN REISKIN: Oh, absolutely. I have it  
8 in PDF.

9           MR. LEVI: Why don't we do that later, after  
10 the meeting?

11           CHAIRMAN REISKIN: Is there any public  
12 comment?

13           (No response.)

14           CHAIRMAN REISKIN: Seeing none, is there any  
15 other business?

16           (No response.)

17           CHAIRMAN REISKIN: Again, the only thing I had  
18 was evaluation results. We've only had one meeting,  
19 and I think we addressed the main thing. Only three  
20 people responded, but I think the biggest issue was  
21 getting a concrete task that we need to do. And I  
22 think we've come to that.

1           Can I have a motion to adjourn?

2                           M O T I O N

3           FATHER PIUS:    So moved.

4           PROFESSOR VALENCIA-WEBER:    Second.

5           CHAIRMAN REISKIN:    All in favor?

6                   (A chorus of ayes.)

7           CHAIRMAN REISKIN:    Thank you.    The meeting's  
8    adjourned, and we are back on schedule.    So I get two  
9    gold stars.

10                   (Whereupon, at 4:30 p.m., the Subcommittee was  
11    adjourned.)

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