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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PROCEEDINGS

(4:08 p.m.)

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

MOTION

FATHER PIUS: So moved.

CHAIRMAN REISKIN: Second?

MR. GREY: Second.

CHAIRMAN REISKIN: All in favor?

(A chorus of ayes.)

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

MOTION

MR. GREY: So moved.

FATHER PIUS: Second.

CHAIRMAN REISKIN: All in favor?

(A chorus of ayes.)

CHAIRMAN REISKIN: That's approved.
We're going to start with a discussion of the communication efforts. There was a briefing provided to the Committee, and most Board members were there. A memo was sent to those who weren't, inviting them to get briefed.

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

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

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

MR. LEVI: Well, can I just say also that what happened is the Committee heard the presentation.
CHAIRMAN REISKIN: Yes.

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

CHAIRMAN REISKIN: Yes.

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

CHAIRMAN REISKIN: Correct. Thank you.

Carl?

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

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

CHAIRMAN REISKIN: Are there any questions?

(No response.)

MR. RAUSCHER: Well, we've made some
continuing movements in some of the areas we charted out. We placed another 40th anniversary op-ed last week in the St. Louis Post-Dispatch written by Dan Glazier.

We have another one due Monday written by John Levi in the Daily Business Review here, which is an American Lawyer media business publication that circulates in six different editions in South Florida. And it's a good way for us to speak to the business community.

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

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

PRESIDENT SANDMAN: I'm sorry. That's not been publicly announced yet. I think we should take
that up in closed session.

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

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

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

MR. RAUSCHER: Kim Kleman.

MR. LEVI: Yes.

BY MR. RAUSCHER: And the reporter --

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

MR. RAUSCHER: Yes, and Michael Goldhaber.
Yes.

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

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

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

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

I think that's about all I can update from our last session.
CHAIRMAN REISKIN: Father Pius?

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

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

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

We got a press release that was issued about the grants that were given to Nebraska and Iowa as part of that. Those are also available on the 40th campaign website as well. And there will be a whole discussion about legal aid's work specifically in disasters as part of that.
CHAIRMAN REISKIN: Other questions?

(No response.)

CHAIRMAN REISKIN: Thank you.

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

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

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

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

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

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

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

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

FATHER PIUS: One thing, it's related to communications, but it's about what we might be
communicating. The 40th year anniversary, obviously, ends with our meeting in California in October, the official.

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

CHAIRMAN REISKIN: Other thoughts? Robert?

MR. GREY: This is a little bit of a stream of consciousness as opposed to anything well thought out. But it seems to me that we talked about the 40th year being a year of celebration and of recognition and of awareness.

I'm wondering, while we do especially placed op-eds and the like, that there's got to be a way of creating, I'm thinking, a monthly piece on some of the outstanding grantees in the system, that show the ability to leverage and to provide quality service and
to change communities and people's lives, in a way that becomes not just that in and of itself, but helps us develop the brand in a way that people see this and say, this is a cornerstone of the American legal system, not just something that happens when people don't have money.

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

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

MR. LEVI: I was going to say, so many of you have talked to me about communications over the years. The 40th was an opportunity to create the subcommittee within Institutional Advancement. But Institutional Advancement in many organizations is the committee -- on many boards is the committee -- at which there are occasionally communications reports, reports on what
are we doing in communications?

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

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

CHAIRMAN REISKIN: Right. Absolutely.

Martha?

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

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

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

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

CHAIRMAN REISKIN: Reaction: I think that's a fantastic idea. And I'm a real fan of a monthly calendar where you pick topics -- homelessness, veterans, whatever -- and then you use Facebook, all of
this, and get it out of the legal world so that you have stories of people. And then you tie it to a particular place, and that's how you start building the following. And you get the right one, and it does go viral.

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

CHAIRMAN REISKIN: Exactly.

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

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

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

So maybe it's not one every month. Maybe it's
every two months or something. But to actually imagine with this, again, reasoning backwards, what would we hope people would know, I think we would hope people would have faces of people in these different domains whose lives are improved because of their access to legal services.

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

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

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

We could dig out that, and we could also come
up with a couple goals of, what is the goal? Is the
goal to increase recognition of the name? And so we'd
have to have some time set aside for brainstorming,
which we're not going to be able to do today. So if
that's what people want to do, we could certainly do
that.

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

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

The other thing that has come up is do we want
to create messages and support for some of our
champions? So if we have people that are willing to
champion us, do we need -- that came up at that first
conference call. Do we need pre-prepared messages that we can give them so that they can bring that out and do some of our work, some people maybe from the media, again outside of the typical world.

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

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

(Nods from Committee and Board members.)

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

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

MR. LEVI: Well, can that be PDF'd to people?
CHAIRMAN REISKIN: Oh, absolutely. I have it
in PDF.

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

CHAIRMAN REISKIN: Is there any public
comment?

(No response.)

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

(No response.)

CHAIRMAN REISKIN: Again, the only thing I had
was evaluation results. We've only had one meeting,
and I think we addressed the main thing. Only three
people responded, but I think the biggest issue was
getting a concrete task that we need to do. And I
think we've come to that.
Can I have a motion to adjourn?

MOTION

FATHER PIUS: So moved.

PROFESSOR VALENCIA-WEBER: Second.

CHAIRMAN REISKIN: All in favor?

(A chorus of ayes.)

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

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

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