

LEGAL SERVICES CORPORATION  
BOARD OF DIRECTORS

MEETING OF THE  
INSTITUTIONAL ADVANCEMENT COMMITTEE  
OPEN SESSION

Sunday, April 15, 2012

2:23 p.m.

Legal Services Corporation  
3333 K Street, N.W.  
F. McCalpin Conference Center, 3rd Floor  
Washington, D.C. 20007

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)  
Frank B. Strickland (Non-Director Member)

OTHER BOARD MEMBERS PRESENT:

Sharon L. Browne  
Julie A. Reiskin  
Gloria Valencia-Weber

## STAFF AND PUBLIC PRESENT:

James J. Sandman, President

Richard L. Sloane, Special Assistant to the President

Rebecca Fertig, Special Assistant to the President

Kathleen McNamara, Executive Assistant to the President

Victor M. Fortuno, Vice President for Legal Affairs,  
General Counsel, and Corporate Secretary

Katherine Ward, Executive Assistant, Office of Legal  
Affairs

Atitaya Rok, Staff Attorney, Office of Legal Affairs

David L. Richardson, Comptroller and Treasurer, Office  
of Financial and Administrative Services

Jeffrey E. Schanz, Inspector General

Carol Bergman, Director, Office of Government Relations  
and Public Affairs

Carl Rauscher, Director of Media Relations, Office of  
Government Relations and Public Affairs

Elizabeth Arledge, Communications Manager, Office of  
Government Relations and Public Affairs

Treefa Aziz, Government Affairs Representative, Office  
of Government Relations and Public Affairs

John Constance, former Director, GRPA, LSC

Robert Osborne, The Osborne Group

Chuck Greenfield, National Legal Aid and Defender  
Association (NLADA)

Robert Stein, American Bar Association, Standing  
Committee on Legal Aid and Indigent Defendants

Terry Brooks, American Bar Association

Julie Strandlie, American Bar Association

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Motions: 4, 18

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

2 (2:23 p.m.)

3 CHAIRMAN LEVI: We've approved the agenda by a  
4 motion and second and vote, and we're now on the  
5 approval of the minutes from the January 21 meeting.

6 Is there a motion?

7 M O T I O N

8 DEAN MINOW: So move.

9 CHAIRMAN LEVI: All approve?

10 PROFESSOR KECKLER: Second.

11 CHAIRMAN LEVI: Second. All approve?

12 (A chorus of ayes.)

13 CHAIRMAN LEVI: Now a discussion of the  
14 Committee's 2012 goals. Well, the first, I think, is  
15 to complete the feasibility study. And then to me, the  
16 second, coming out of that, is to put -- after we have  
17 the strategic plan adopted, I think a couple of things  
18 flow from that.

19 You've heard some of the themes today being  
20 discussed. What kind of campaign can we run? Is it  
21 feasible? What in the short term? What in the mid  
22 term? What in the long term? What kinds of things do

1 we want to support? The starting of an alumni  
2 association. Do we have an honorary group as well?

3 And do we develop some internal capacity,  
4 which I think we've been frustratingly unable to have  
5 over the -- and while it's related in some respects to  
6 part of the work that we do internally here --

7 (Pause to connect telephone conference line.)

8 CHAIRMAN LEVI: So these are some of the goals  
9 that I would like to see.

10 DEAN MINOW: See if there's anyone --

11 CHAIRMAN LEVI: This is the Institutional  
12 Advancement Committee. Is anybody on the line?

13 (No response.)

14 CHAIRMAN LEVI: Okay. Then nobody missed  
15 anything, so I don't think I have to repeat.

16 And I was talking about goals that I have. I  
17 think we need to consider having some -- at an  
18 appropriate point, maybe sooner than later -- some of  
19 our own knowhow internally, even as we have external  
20 folks advising us on campaigns. But creating a case  
21 statement is not just an external exercise, and we have  
22 to have the ability internally here.

1           And maybe the folks who are here feel that  
2 they can do it, but I'll leave it to Jim to figure that  
3 out. But creating those kinds of documents is work,  
4 and they have to be thoughtfully put together.

5           What we're learning, I think, from the months  
6 that we've had in office is, I think -- even though we  
7 had some initial push-back from the field because they  
8 thought we were about to go after basic field money, I  
9 think there has been -- I hear much greater interest in  
10 seeing that we take ownership of many of the things  
11 that we could really further through having quality  
12 research, training, a whole series of things like that.

13           So I'm not going to prioritize them at this  
14 juncture. But I want to throw it out to you to see if  
15 others have other ideas as to goals. And then I think  
16 we're going to have to have -- for development of  
17 serious work, that we're going to have a monthly  
18 meeting of this Committee by phone and then obviously  
19 in person, so we can keep this moving. And hopefully,  
20 Robert Osborne's study will be done and ready for the  
21 next monthly meeting.

22           Any comments?

1           FATHER PIUS: In your own mind, where do you  
2 see the development of a development office in terms of  
3 the timing of things, at least -- I mean, it's in early  
4 stage, still. But I don't think you mentioned that.

5           CHAIRMAN LEVI: Internally here?

6           FATHER PIUS: Yes. That's one thing I don't  
7 think I heard you mention.

8           CHAIRMAN LEVI: Well, what I said is I think  
9 we had to develop internally some development capacity.

10          And I don't --

11          FATHER PIUS: Does that include, do you think,  
12 by the end of the year, hiring a development officer?

13          CHAIRMAN LEVI: Let's think about that.

14          FATHER PIUS: Okay.

15          CHAIRMAN LEVI: I'd like to see Robert's  
16 complete report to figure that out. But I think it  
17 could -- you know, let me say I've been involved with  
18 many organizations that have run campaigns using  
19 external help, but have some internal person who is an  
20 expert in the field as well that helps to create the  
21 document, puts things together.

22          And there are smaller projects like the alumni

1 association, pulling that together, which really don't  
2 need an outside person, and, I would think could  
3 ultimately more than pay for themselves.

4           And then the question is, can you even get a  
5 grant? Sometimes there are foundations -- and I don't  
6 know whether we even asked you about this -- to  
7 actually establish an internal development capacity.  
8 There are foundations that help 501(c)(3)s do that.

9           FATHER PIUS: Yes.

10           CHAIRMAN LEVI: I don't know whether LSC ever  
11 had -- I guess it didn't ever have that. So I maybe we  
12 could get a grant for that.

13           PROFESSOR KECKLER: John, and this is  
14 especially true with regard to the thing that we've  
15 talked about on the Committee before, which is that  
16 this kind of office can have a dual role in terms of  
17 providing expertise for our own fundraising efforts and  
18 providing -- focusing on grantees that need  
19 capacity-building on their own, and reaching out so  
20 that it's clearly -- it's cooperative from the  
21 beginning. It's sort of intrinsically cooperative with  
22 the field.

1 DEAN MINOW: That's crucial.

2 PROFESSOR KECKLER: And as the preliminary  
3 report shows, that foundations are interested in that.

4 I know that grantees are interested in that. So I  
5 think there's a case that's building for bringing some  
6 expertise in-house and to this committee to help with  
7 that.

8 CHAIRMAN LEVI: I agree. And I think if we  
9 could even -- if we could get part of that funded  
10 through a grant, that would make it even more  
11 palatable. But I believe it's something we need to  
12 have.

13 I've gotten to know the development field.  
14 There are lots of development professionals that are  
15 really -- we need somebody who's really outstanding and  
16 who understands what we're about. It shouldn't be  
17 someone that has themselves a long learning curve.

18 Any other observations on that?

19 FATHER PIUS: Obviously, we're going to have  
20 to wait to see the report. But in terms of going after  
21 funding, the next stage for us, at least for that, will  
22 be making the case.

1           CHAIRMAN LEVI:  Yes.

2           FATHER PIUS:  And it's not a case.  We'll  
3 probably have to make several cases that can be applied  
4 to different people that involve -- we can talk about  
5 the ideas at a board level, but obviously the  
6 practicalities of it will have to be done internally to  
7 develop portfolios, documents, that sort of thing, and  
8 then being able to target.

9           And as far as I know, Robert's work is just  
10 going to end with the report.  And the question is  
11 whether that work -- obviously, we could see if he's  
12 willing and able to continue the work after that with a  
13 new contract.

14          CHAIRMAN LEVI:  Well, as I was saying, what  
15 he's doing is warming up the crowd.

16          FATHER PIUS:  Right.

17          CHAIRMAN LEVI:  So not to follow that with  
18 anything.  We really can't afford to do it.

19          FATHER PIUS:  Oh, no.  Right.  Right.

20          DEAN MINOW:  I don't want to get ahead of  
21 ourselves, but we will later in our meetings talk about  
22 the draft strategic plan.  And it seems to me

1 appropriate to think about the location of this within  
2 that context in two ways.

3           One, where is this goal in our strategy? And  
4 two, to the extent that there's something that we are  
5 pursuing here that's not in the strategic plan, how do  
6 we connect the two?

7           CHAIRMAN LEVI: And I also think we are going  
8 to hear some things from the Pro Bono Task Force. And  
9 it, too, will have -- there will be an aspect to it  
10 that points at development. And that's interesting,,  
11 but I'm not going to get ahead of that.

12           DEAN MINOW: But it might be that when Robert  
13 comes back with more information, we then integrate the  
14 results of this meeting on both of those fronts so that  
15 we're not failing to integrate.

16           CHAIRMAN LEVI: Yes. But you could see the  
17 day in which we had an annual, year-end thing that was  
18 keyed to funding research, or was keyed to this project  
19 or that project.

20           DEAN MINOW: Sure.

21           CHAIRMAN LEVI: And that alumni that have  
22 interest, self-identified, signed up for an alumni

1 organization, send in their hundred bucks annually -- I  
2 mean, that's not happening. But if they -- or that  
3 they were funding a fellowship through that, and that's  
4 not happening.

5 And I just feel like it could be out there  
6 without in any way competing with our grantee programs.

7 MS. REISKIN: Well, this report, I don't  
8 think, would have a development plan. And so is it too  
9 early to determine is there going to be a separate  
10 development plan, or is that an appendix on the  
11 strategic plan, or how does that --

12 CHAIRMAN LEVI: Bob?

13 MR. OSBORNE: Well, we've been contracted to  
14 do a development plan this year.

15 MS. REISKIN: Oh, okay.

16 MR. OSBORNE: And I have worked on that. I  
17 kind of wanted to see what was said here before I  
18 release it, to tweak it a little bit. So I can get  
19 that to you in a couple days.

20 And it sort of goes on the premise that you  
21 will go ahead with this and the internal consultant as  
22 well. But it's flexible enough that -- you know, it's

1 not saying to do an endowment or not do an endowment.

2 It's a more general plan at this stage.

3 CHAIRMAN LEVI: I think you hear the energy  
4 and the optimism in the room.

5 Any other questions? Comments?

6 FATHER PIUS: Really more for my curiosity and  
7 understanding of the way this works, say we were to get  
8 a major grant from someone like Ford or some other  
9 national -- does that tend to push all the other  
10 smaller boats out of the way, or does that tend to make  
11 them likelier to -- hey, if they're doing it, this is  
12 something -- if Ford says this is worth doing, or some  
13 other big one, we're more likely to get it as well?

14 MR. OSBORNE: I think it gives you credibility  
15 most of the time. I think the due diligence that other  
16 foundations will feel like they have to do will be less  
17 because a big foundation like a Ford or Annie Casey  
18 said, this is worth supporting. Usually it makes it a  
19 little easier. It makes it more real.

20 FATHER PIUS: You can say, we're already  
21 getting funding from --

22 MR. OSBORNE: You're already getting money.

1 It's real. It's a real thing. It's happening.

2 CHAIRMAN LEVI: Any other?

3 (No response.)

4 CHAIRMAN LEVI: Okay. Well, then, we'll go to  
5 item No. 4. Frankly, the discussion of the committee  
6 members' self-evaluations, it's early, I think, to  
7 be -- this is a young committee. I don't think there  
8 was anything terribly remarkable in the  
9 self-evaluations except a recognition that it is a  
10 fairly new committee and that we're feeling our way.

11 But I'm open to any suggestions, criticisms,  
12 whatever. Comments. I do think that there's a degree  
13 of seriousness that is appreciated at least by the  
14 chair with the Committee, and that we want to get  
15 moving.

16 Yes?

17 DEAN MINOW: I think that the participation of  
18 our former board members is exemplary, and it also  
19 indicates the way in which we can have a force  
20 multiplication by having board members and non-board  
21 members on committees, which is something you have  
22 pioneered.

1           CHAIRMAN LEVI:  Appreciate that.  Any  
2 other -- Frank?

3           MR. STRICKLAND:  Just by way of comment, I was  
4 delighted to hear you say that somehow you have defused  
5 the concern that might be felt by LSC grantee programs.  
6   Initially, I had it in my mind that that might be a  
7 serious issue.  So that was good news.  I certainly  
8 commend the Board on that point.

9           CHAIRMAN LEVI:  Well, thank you, Frank.  
10           Any other -- public comment?  Any public  
11 comment?

12           (No response.)

13           CHAIRMAN LEVI:  Any other business?  Yes?

14           PROFESSOR KECKLER:  I have one brief note for  
15 the Committee, which is that the Operations and  
16 Regulations committee will be examining a new board  
17 contributions policy tomorrow.  That's been prepared in  
18 the board book.  It's on page 90 and 91.

19           And there's obviously no need to discuss it  
20 here today, but I just want people -- if people look  
21 that over and have any other comments on that for  
22 revisions, we'll be addressing that.

1           CHAIRMAN LEVI: Yes. I might.

2           MR. GREY: I have a couple questions.

3           CHAIRMAN LEVI: And I don't think that is for  
4 here now.

5           PROFESSOR KECKLER: No. It's not for here  
6 now. It's just an FYI, and I'm asking for your help.

7           CHAIRMAN LEVI: And I don't think  
8 you're -- and I doubt you're going to come to a final  
9 conclusion on it tomorrow.

10          PROFESSOR KECKLER: We may not. We may.  
11 We'll see what people's thoughts are and seek revisions  
12 and comments now that we have a document to work from.

13          CHAIRMAN LEVI: Sure.

14          PROFESSOR KECKLER: And so we'll see how far  
15 we get.

16          PRESIDENT SANDMAN: The proposal that's in the  
17 board book was drafted by management in response to  
18 comments that the Board made at the telephone meeting  
19 in December. So it may not be all-inclusive. It was  
20 just intended to put something concrete in front of  
21 people for discussion purposes.

22          CHAIRMAN LEVI: That's great.

1           Do you have a comment, Herb?

2           MR. GARTEN: Yes. Going through this book,  
3 I've read a lot of stuff. And one of the things that  
4 struck me is a proposal not to have contributed funds  
5 in a separate account. Did I read that correctly?

6           CHAIRMAN LEVI: I don't know. That sounds  
7 like it's outside this -- let me close off this  
8 Committee. I don't know. That's a good question, but  
9 I don't think --

10          DEAN MINOW: Why don't we take that --

11          CHAIRMAN LEVI: No, Herb. Go with your  
12 question. I'm sorry.

13          MR. GARTEN: I would just refresh Frank and  
14 myself, and I'd like to be refreshed. It seems to me  
15 we had a discussion on this and felt it important to  
16 segregate the funds and not worry about the cost of a  
17 separate checking account.

18          CHAIRMAN LEVI: I see.

19          PROFESSOR KECKLER: That's a question that  
20 will arise, I think, tomorrow.

21          CHAIRMAN LEVI: Yes.

22          MR. GARTEN: I won't be here, so --

1           PROFESSOR KECKLER: We'll make sure that it  
2 arises.

3           CHAIRMAN LEVI: Well, I want to make sure  
4 that -- will you remember the question? Will you be  
5 dialing in? No.

6           MR. GARTEN: Not normally.

7           DEAN MINOW: But maybe you can share with  
8 Charles, when we have a break, what was the gist of  
9 your prior discussions about it.

10          CHAIRMAN LEVI: But you'll be back Tuesday.

11          MR. GARTEN: Yes.

12          PROFESSOR KECKLER: I'll ask the question,  
13 Herb, if you're not here to ask it.

14          CHAIRMAN LEVI: Okay. Any other business for  
15 the Committee?

16                                   M O T I O N

17          DEAN MINOW: Motion to adjourn.

18          CHAIRMAN LEVI: Adjourn?

19          DEAN MINOW: Yes.

20          PROFESSOR KECKLER: Second.

21          CHAIRMAN LEVI: Second. All in favor?

22                                   (A chorus of ayes.)

1           CHAIRMAN LEVI: Thank you, and there is a  
2 little break here before we start the strategic plan.

3           (Whereupon, at 2:39 p.m., the Committee was  
4 adjourned.)

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