

LEGAL SERVICES CORPORATION  
BOARD OF DIRECTORS

MEETING OF THE  
INSTITUTIONAL ADVANCEMENT COMMITTEE  
OPEN SESSION

Monday, April 15, 2013

9:07 a.m.

Legal Services Corporation  
McCalpin Conference Center  
3333 K Street, N.W.  
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)  
Frank B. Strickland (Non-Director Member)

OTHER BOARD MEMBERS PRESENT:

Sharon L. Browne (by telephone)  
Victor B. Maddox  
Julie Reiskin  
Gloria Valencia-Weber

## STAFF AND PUBLIC PRESENT:

James J. Sandman, President

Patricia Stinneford, Executive Assistant to the  
President

Rebecca Fertig, Special Assistant to the President

Lynn Jennings, Vice President for Grants Management

Atitaya Rok, Staff Attorney, Office of Legal Affairs

Katherine Ward, Executive Assistant, 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

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

Traci Higgins, Director, Office of Human Resources

Peter Campbell, Chief Information Officer, Office of  
Information Management

LaVon Smith, Office of Information Management

Eric Jones, Office of Information Management

Wendy Rhein, incoming Development Officer

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

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

Terry Brooks, American Bar Association

Dominique Martin, Law99.com

## C O N T E N T S

	PAGE
OPEN SESSION	
1. Approval of agenda	4
2. Approval of minutes of the Committee's meeting of January 26, 2013	5
3. Discussion of plans for LSC's 40th anniversary celebration	6
4. Discussion of fundraising objectives	6
5. Public comment	24
6. Consider and act on other business	26

## CLOSED SESSION

1. Approval of minutes of the Committee's closed session meeting of January 26, 2013
2. Approval of minutes of the Committee's closed session meeting of February 13, 2013
3. Approval of minutes of the Committee's closed session meeting of February 26, 2013
4. Approval of minutes of the Committee's closed session meeting of March 12, 2013
5. Discussion of prospective funders for LSC'S development activities
6. Discussion of prospective members of the honorary auxiliary group
7. Consider and act on adjournment of meeting

Motions: 4, 5, 17

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

2 (9:07 a.m.)

3 CHAIRMAN LEVI: Institutional Advancement  
4 Committee members, please raise your hands. All right.5 We have a quorum, and the meeting is in order. And  
6 Atitaya is walking around, but nevertheless, she  
7 noticed the meeting in the Federal Register, didn't  
8 you, Atitaya?

9 MS. ROK: Yes.

10 CHAIRMAN LEVI: Okay. And therefore, we are  
11 now in order.12 MS. BROWNE: John, this is Sharon, I'm on the  
13 phone.14 CHAIRMAN LEVI: Sharon is on the phone but  
15 you're very faint. Could we do something about that on  
16 this end? We're making an adjustment so you won't be  
17 quite so faint.

18 MS. BROWNE: Okay. Thanks.

19 CHAIRMAN LEVI: There we go. Could I have a  
20 motion to approve the agenda?

21 M O T I O N

22 DEAN MINOW: So moved.

1 FATHER PIUS: Seconded.

2 CHAIRMAN LEVI: All in favor?

3 (A chorus of ayes.)

4 CHAIRMAN LEVI: Then a motion to approve the  
5 minutes of the open session from January 26?

6 M O T I O N

7 DEAN MINOW: So moved.

8 FATHER PIUS: Seconded.

9 CHAIRMAN LEVI: Any issues there? Second.  
10 All in favor?

11 (A chorus of ayes.)

12 CHAIRMAN LEVI: Now, where is Wendy Rhein? My  
13 pleasure to introduce our new director of institutional  
14 advancement. I don't know, isn't that what we're going  
15 to call you, or chief development officer? Okay. But  
16 we might change that to chief institutional advancement  
17 officer after I negotiate that.

18 Wendy Rhein, who starts officially on what  
19 day?

20 MS. RHEIN: May 6th.

21 CHAIRMAN LEVI: May 6th. And thank you for  
22 being with us.

1 (Applause)

2 CHAIRMAN LEVI: And as long as you're here,  
3 why don't you come up here just so that if you decide  
4 you want to weigh in on something -- yes,  
5 certainly -- because even before May 6, we assume you  
6 might want to say something now and then about a couple  
7 of the issues.

8 So our Committee, both in open and in closed  
9 session, has been talking about the fact that next year  
10 is our 40th anniversary. And we know, based on the  
11 inevitable declining percentage of life that every year  
12 seems like it goes faster, that that will be here  
13 before we know it.

14 So our Committee has been talking about how  
15 to, A, get the 40th anniversary properly funded  
16 privately, really, a privately funded celebration  
17 during the year; and to help design an appropriate  
18 series of events, conferences. This is not a  
19 social -- there will be some social aspect, but this is  
20 a moment in time for reflection and how we build a  
21 quality 40th anniversary so that we can really address  
22 many of the issues that are out there.

1           So in the board book, or maybe it was right  
2 after our last telephonic -- our Committee has been  
3 meeting by telephone every two weeks. Most of those  
4 sessions have been closed because they have been  
5 actually looking at lists of names of possible funders,  
6 of possible honorific individuals who could help us.

7           But we thought that -- and so I pass around  
8 for the Committee's consideration this articulation of  
9 what we might try to raise money for for the 40th year  
10 for the purpose of presenting it to the Board tomorrow.

11          Because it seems to me that when a committee of the  
12 Board wishes to embark on a fundraising effort, it  
13 ought to be one that satisfies the Board as well, and  
14 that ought to have public scrutiny.

15          So that is why you have this document in front  
16 of you. It is one that our Committee discussed in its  
17 last session and actually worked on the prior couple of  
18 sessions to bring to this state, and ask if there's any  
19 comments, changes, suggestions relating to the document  
20 before we then, I think, actually vote to forward it to  
21 the Board for consideration.

22          Any members of the Committee have input?

1 Concern? Suggestions? Charles?

2 MR. KECKLER: I have a question. I obviously  
3 don't object to us forwarding it to the Board. But  
4 what then do we contemplate the Board will then do with  
5 it? What are we expecting the next step to be if the  
6 Board were to accept this?

7 CHAIRMAN LEVI: We'll all become fundraisers.  
8 No, I'm just kidding. No, the next step would be that  
9 once those objectives are authorized, then we will have  
10 to put together a -- either the Committee itself can  
11 decide it's going to undertake it with Wendy, or Wendy  
12 and those that wish to and feel that they are able to  
13 will extend themselves to try to bring this to  
14 fruition. That's really how it would work.

15 But I don't think -- this is using a -- I have  
16 to go back on my own experience here, Charles. And  
17 Martha may have some idea about this. Normally, when  
18 an institutional embarks on a fundraising campaign, it  
19 doesn't just through a committee of the board without  
20 having the board itself say, you know, that's a good  
21 idea. We accept that as a series of things because  
22 otherwise you could have a committee off doing -- we

1 don't want that kind of thing.

2           So my own training in this is the Board  
3 ratifies objectives, and then it's up to the  
4 Institutional Advancement Committee with the director,  
5 the chief development officer, and the President of the  
6 Board -- I mean, President of LSC -- to execute.

7           MR. KECKLER: So then to follow up, the idea  
8 would be that after the Board signs off on these broad  
9 objectives as appropriate goals for the Corporation to  
10 fundraise, the Committee and staff would, within these  
11 areas, develop particular concept papers and proposals  
12 and begin the process of shopping those out to  
13 potential funders for their interest.

14           CHAIRMAN LEVI: Correct. That's right.

15           MR. KECKLER: Okay.

16           CHAIRMAN LEVI: And there's even pyramids.  
17 You can design pyramids, how many you need at this  
18 level to get to this. And our Committee, in its closed  
19 session, has been looking at names of possible -- we  
20 think it's possible, or we wouldn't have brought  
21 these -- that's the other sort of chicken/egg aspect.  
22 We think it's possible.

1 DEAN MINOW: Research?

2 CHAIRMAN LEVI: Yes. So we wouldn't be  
3 suggesting that we try for this if we didn't think we  
4 had some reasonable chance of being successful.

5 Any other -- so if there are none, maybe we  
6 could have a motion to forward this to the board?

7 PROFESSOR VALENCIA-WEBER: I'm not on the  
8 Committee, but I read the summary. And what I want to  
9 suggest is something related to the anniversary  
10 celebration.

11 I was wondering if there could be an effort  
12 made to document and create an exhibit of what LSC has  
13 done in its 40 years. I raise this because currently  
14 there's a number of these efforts going on, including  
15 in my own state, which is a new state, comparatively  
16 speaking.

17 There is a major effort to document what was  
18 the development of the legal profession and the courts  
19 in New Mexico, while many of our pioneers were still  
20 alive.

21 We no longer have Mr. McCalpin. But the point  
22 is that an effort was made with some professional

1 historian staff, and a lot of it has been put out as  
2 part of the graduate students in history and in the law  
3 school and others doing it for course credit and other  
4 things.

5 I think if we had our celebration with this,  
6 we could do a lot. For instance, Mr. Fortuno is  
7 leaving us. And before he leaves, you should have an  
8 extensive program of recorded interviews so that we  
9 have his knowledge as well as all of his knowledge  
10 about where in the closets and other places in this  
11 building are hidden the pictures and documents relevant  
12 to the history.

13 CHAIRMAN LEVI: Well, he's leaving but not  
14 going anywhere. So we'll be able to find him.

15 But let me just speak to that. First of all,  
16 I think that's an appropriate observation at the board  
17 meeting.

18 PROFESSOR VALENCIA-WEBER: Okay.

19 CHAIRMAN LEVI: Secondly, I think it's covered  
20 by outreach on page 3, and I don't think that each one  
21 of those types of things in specific will be  
22 articulated in the overall concept paper. But I do

1 understand that.

2 Yes, Martha?

3 DEAN MINOW: I just wondered -- it's in the  
4 spirit of Gloria's comments -- as we think about a  
5 celebration, the difficulties of the funding moment,  
6 our desire to raise funds, of course are a context.

7 But I wonder if it would be better if the tone  
8 were set in the form of honoring people who have worked  
9 in this field, and honoring people who have been prior  
10 presidents, prior board members, as well as people in  
11 neighborhood offices, and using their stories as a way  
12 to tell the story.

13 CHAIRMAN LEVI: Again, I think that's a part  
14 off the outreach effort here at --

15 DEAN MINOW: Well, I understand. I  
16 understand. But it's not so much outreach as  
17 it's -- I'm really raising the question about the tone  
18 of this event. The tone --

19 CHAIRMAN LEVI: Well, this is not -- okay.  
20 I'm sorry, Martha.

21 DEAN MINOW: Yes. Okay.

22 CHAIRMAN LEVI: This is not one event. This

1 is the whole --

2 DEAN MINOW: Got it.

3 CHAIRMAN LEVI: Yes. I understand that. But  
4 this is not one event. This paper was designed to  
5 articulate a whole series of things that could be done  
6 in connection with the 40th as a whole year-long  
7 effort. One of the events could be, in fact, what  
8 you're talking about. I agree with that. But I didn't  
9 mean to cut --

10 DEAN MINOW: That's fine.

11 CHAIRMAN LEVI: Was that helpful, or no?

12 DEAN MINOW: No. I'm looking at the first two  
13 paragraphs describing the celebration, and it's put in  
14 the form of, this is a fundraiser for these new  
15 initiatives. And I'm suggesting that I think a better  
16 tone is what I described.

17 CHAIRMAN LEVI: I see. That paragraph and the  
18 way it's written actually is -- what maybe should have  
19 happened is -- you all are thinking that's the preamble  
20 to the whole document. It's not. It's itself one of  
21 the objectives. Then the next thing is an objective.  
22 Then the next thing is an objective.

1 DEAN MINOW: I see.

2 CHAIRMAN LEVI: And the next thing is an  
3 objective. So that maybe this one should be tweaked a  
4 bit. I think it should be, and I'd be happy to have  
5 the input as it relates to that. And maybe the two of  
6 you have a suggestion. But it's not the  
7 overall -- this shouldn't be read as the preamble to  
8 the whole document.

9 MR. KECKLER: We could just put numbers in  
10 front of them.

11 CHAIRMAN LEVI: Yes.

12 MR. KECKLER: One, two, three, four, five.

13 DEAN MINOW: Yes. That would do it.

14 CHAIRMAN LEVI: Yes. That's what our  
15 Committee meant, yes. We didn't want to have -- if we  
16 were going to have a two-day conference or whatever, we  
17 thought that should be privately funded, that we could  
18 raise the funds for that.

19 But obviously, research and pro bono  
20 innovation fund, that's not about a weekend or a  
21 two-day event or events around the country. Because I  
22 also mentioned to Gloria I thought, for example, the

1 issues that we talked about yesterday, confronting the  
2 tribes and our own relationship to them, that's worthy  
3 of a day-long something closer to where it would be  
4 convenient for the tribes. Well, that's not this  
5 weekend, but that's some other event.

6           And could we raise funds to support that kind  
7 of effort? Gloria was saying how difficult it is for  
8 the individuals involved and knowledgeable to get  
9 together. They need time. They need planning. They  
10 need funds to make that possible.

11           So how we design a thoughtful year that helps  
12 to educate not only our programs but also the public at  
13 large, the bar, about what's at stake, thoughtfully  
14 done -- I look forward to your input on those things.  
15 And maybe it isn't just a 40th weekend.

16           Yes?

17           MS. REISKIN: Yes. Two things. I'd like to  
18 see some involvement of clients because without  
19 clients, we don't have any of this. So I think that  
20 there needs to be a client component to  
21 everything -- or not maybe everything, but many of the  
22 things, and then maybe some event or training

1 for -- like client board members.

2           They've been really craving and wanting more  
3 training and more involvement. And I'd offer to help  
4 in any way I can. But I think we've got to have some  
5 client involvement in this, too.

6           CHAIRMAN LEVI: It sounds like you just  
7 volunteered to raise some money for that. You've got  
8 to put your money where your --

9           DEAN MINOW: We all have to work on it.

10          CHAIRMAN LEVI: That's right. We will. But  
11 I'm serious about that.

12          MS. REISKIN: Yes.

13          CHAIRMAN LEVI: Because the best people to  
14 actually raise the funds are people who are  
15 knowledgeable and, in a sense, represent an area.

16          MS. REISKIN: I'm happy to.

17          CHAIRMAN LEVI: Anybody on the phone?

18          (No response.)

19          CHAIRMAN LEVI: So remember, the issue in  
20 front of the Committee is, do we forward this document  
21 to the Board for its consideration?

22 //

1 M O T I O N

2 MR. KECKLER: I so move.

3 FATHER PIUS: Second.

4 CHAIRMAN LEVI: All in favor?

5 (A chorus of ayes.)

6 CHAIRMAN LEVI: Okay. I think maybe that was  
7 actually a merger of 3 and 4. So maybe we  
8 should -- and I think there were comments from some  
9 committee members and members not on the Committee  
10 about the 40th anniversary celebration.

11 But your ideas are welcome here, and we'd be  
12 happy to take them down, although I would say that the  
13 Institutional Advancement Committee, so that the Board  
14 understands this, those of you who are not on it, meets  
15 every two weeks at a regular time. And I don't think  
16 there's any topic more important than this one.

17 That's our current topic. Obviously, we've  
18 been waiting for Wendy to arrive, and she will help  
19 guide us, along with Jim, on this. Already we've heard  
20 a couple of very valuable ideas from Martha and Gloria  
21 and Julie. I'm sure there will be others. And I would  
22 ask the Board to forward those by email to our

1 Committee or to me and I'll make sure they're discussed  
2 actively.

3 Any other ideas on number 3? Because I guess  
4 I jumped ahead and did 4 ahead of 3. Maybe that was  
5 the proper order, too. But I apologize for that. So I  
6 shouldn't have cut you off.

7 DEAN MINOW: That's okay.

8 MR. KECKLER: I think there's one thing, John,  
9 which is we've talked about this in the Committee, and  
10 we aren't going to necessarily decide this today, but  
11 the question of when is the big day? And now we're  
12 less than a year away from being well in 2014.

13 So to work this back, and also -- particularly  
14 if we're going to get certain people for keynotes and  
15 things like that, it's not too early to think about  
16 what day we're really thinking about.

17 CHAIRMAN LEVI: Yes.

18 MR. KECKLER: So I think that's one of the  
19 early things that we need to think about, is to go  
20 ahead and pick a day for the 40th anniversary, the main  
21 celebration, although we can obviously have other  
22 events. But there's going to be some kind of main

1 event.

2 CHAIRMAN LEVI: Well, what I was hoping is  
3 that between now and our July board meeting, that we  
4 would come up with a calendar and then be in a position  
5 in the July board meeting to present it.

6 My own personal -- just to say I envision a  
7 yearlong thing, with the opening being at April of next  
8 year and the close being April of the following year,  
9 because the day, in a sense, is right in the middle of  
10 that, sort of.

11 It's in, unfortunately, the end of July or  
12 August, early August, when we were actually signed into  
13 law. Now, if anybody would like to pick a somewhat  
14 more moderate time in terms of the temperature, but  
15 that's sort of around when it is. I don't know that  
16 that's the day, though. Does it actually have to be on  
17 the 40th day?

18 DEAN MINOW: No.

19 CHAIRMAN LEVI: I don't think it has to.

20 MR. KECKLER: No. I don't think it has to be  
21 the day.

22 CHAIRMAN LEVI: It could be the early fall.

1           MR. KECKLER:   Yes.

2           CHAIRMAN LEVI:   But I think it's very  
3 important, in what Martha and Gloria and Julie started  
4 to talk about, which is really helping us fill in the  
5 blanks, is, well, what should this year include, and  
6 what kinds of things when, and who hosts them? They  
7 shouldn't all be in Washington. We're  
8 Washington-funded, but we're out in the country.

9           Yes?

10          DEAN MINOW:   I do also view this as a very  
11 important opportunity to address one of the first  
12 elements of the strategic plan, which is the public  
13 education. So that's why I think it's important to  
14 think about the message.

15                 It's not simply being fundraising. I think  
16 it's about lifting up the value of legal services, the  
17 history, the bipartisanship, the stories of people,  
18 what they have done. And I would make that the  
19 centerpiece of this year.

20          CHAIRMAN LEVI:   I agree. The fundraising  
21 here -- in terms of our overall budget, the objective  
22 here, if you added all of these things up, I think it's

1 around \$15 million, which is very small in terms of our  
2 overall budget.

3 Yes, Herb?

4 MR. GARTEN: Following up on Martha's  
5 comments, the big change in the last ten years, Access  
6 to Justice Commissions throughout the country. And we  
7 ought to focus in that.

8 DEAN MINOW: That's great.

9 CHAIRMAN LEVI: I think that's great.

10 MS. REISKIN: This just popped into my head.  
11 I'm wondering if we could maybe identify the 40 people  
12 that have done the most to advance it, and have a  
13 nomination process and honor them somehow.

14 DEAN MINOW: That's interesting.

15 MS. REISKIN: Because I know there's more than  
16 40, but there's so many people that have dedicated  
17 their life to this and have done such amazing work.

18 DEAN MINOW: You could have honorary mentions  
19 for everybody else.

20 MS. REISKIN: Yes.

21 DEAN MINOW: That's nice.

22 MR. MADDOX: Can you do it next year during

1 March Madness? We could have, you know, like the  
2 brackets.

3 (Laughter.)

4 MS. REISKIN: That could be the fundraiser, we  
5 bet.

6 MR. MADDOX: Seriously.

7 DEAN MINOW: The whole thing could be virtual.

8 MR. MADDOX: Right. It might generate a lot  
9 of interest.

10 DEAN MINOW: That's interesting. It is  
11 interesting.

12 CHAIRMAN LEVI: It's hilarious. It actually  
13 is interesting. Thoughtful.

14 DEAN MINOW: Use the modern technology.

15 CHAIRMAN LEVI: Well, yes. He's with tongue  
16 in cheek, but serious.

17 MS. RHEIN: That was actually, I think, a  
18 really interesting idea.

19 CHAIRMAN LEVI: I do, too. Yes.

20 MS. RHEIN: Can I address just a couple of  
21 quick things?

22 CHAIRMAN LEVI: Sure, Wendy.

1           MS. RHEIN: I know I'm not even officially  
2 starting yet, but just a couple of points I wanted to  
3 raise.

4           It's very difficult to raise money without  
5 public awareness. So I think those things have to go  
6 hand in hand. And it will be very important to honor  
7 the past as well as looking for a strategic direction  
8 for the future.

9           But there are some fantastic ways, whether  
10 it's some kind of a virtual time capsule, or looking at  
11 different ways of doing three-minute interviews with  
12 distinct people that have had achievements over the  
13 past 40 years on the field level, clients -- engage  
14 people so that you have even a dedicated website to the  
15 40th anniversary that would be linked.

16           And you could have short videos. You could  
17 have a bracket system. You could have all different  
18 kinds of elements, and refresh that once a week to  
19 engage donors and to engage other people to attend  
20 events throughout the time.

21           CHAIRMAN LEVI: This is why we have you.

22           DEAN MINOW: That's great. That's terrific.

1           MS. RHEIN: So this is a fantastic opportunity  
2 for both public awareness as well as engaging funders.

3           CHAIRMAN LEVI: And then the other thing, is  
4 what can we leave in its wake?

5           MS. RHEIN: Yes. This is just a starting  
6 point to be able to kick off a continuing career, being  
7 able to have private funders.

8           CHAIRMAN LEVI: So with that, do we have any  
9 public comment? Terry, you're going to come up and  
10 make a donation?

11           (Laughter.)

12           MR. BROOKS: Terry Brooks with the American  
13 Bar Association for the record. And I just want to  
14 echo all of the good things that have been said around  
15 the table about the importance of noting this  
16 anniversary.

17           As you all know, the ABA was instrumental in  
18 helping to create the Corporation, and many of the  
19 leaders who were involved in that have unfortunately  
20 passed -- Reece Smith, Bill McCalpin, who this complex  
21 is named after, and others.

22           But there are some who remain with us, and I

1 hope we can recognize their contributions at that time.

2 And I hope that as planning goes forward, you'll reach  
3 out to the ABA and involve the organization at the  
4 highest levels in terms of recognizing the  
5 contributions of all.

6 To Charles' point of selling a date and a  
7 time, ABA leadership, unfortunately, changes the 1st of  
8 August each year. So it will be helpful to know as  
9 soon as possible when the main event will be so that we  
10 can begin to engage appropriate leadership throughout  
11 the organization.

12 CHAIRMAN LEVI: Well, I'm told that next  
13 year's August ABA annual meeting is in, of all places,  
14 Boston, Massachusetts. So it struck me that the  
15 combination of Harvard Law School and the ABA being in  
16 Boston was an opportunity to have our Vice Chair and  
17 the ABA together do something of importance in Boston.

18 But I'm just throwing that out there.

19 No humor here.

20 (Laughter.)

21 CHAIRMAN LEVI: In any event, we  
22 absolutely -- as far as I'm concerned, yes. And I

1    assume that with the desire to be contributing in  
2    thoughtful ways also will come the dollars behind that  
3    as well.  So we very much appreciate that and look  
4    forward to working with the ABA, as we have been.  And  
5    our Board has been collaborating with the ABA, as you  
6    know.  So thank you, Terry.

7                   MR. BROOKS:  Thank you.

8                   CHAIRMAN LEVI:  Any other public comment?

9                   (No response.)

10                  CHAIRMAN LEVI:  Any other business?

11                  (No response.)

12                  CHAIRMAN LEVI:  Then we'll move into a closed  
13    session.  And that means that some of you in the room,  
14    unfortunately, have to take a brief exit.  And that  
15    does not mean for executive staff of the LSC or for the  
16    board members, but it does mean for the general public.

17                  (Whereupon, at 9:34 a.m., the Committee  
18    adjourned to executive session.)

19                                   \*   \*   \*   \*   \*

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