

LEGAL SERVICES CORPORATION
BOARD OF DIRECTORS

MEETING OF THE
INSTITUTIONAL ADVANCEMENT COMMITTEE
OPEN SESSION

Thursday, January 22, 2015

4:30 p.m.

Westin Colonnade Hotel
180 Aragon Avenue
Coral Gables, Florida 33134

COMMITTEE MEMBERS PRESENT:

John G. Levi, Chairperson
Robert J. Grey Jr.
Charles N.W. Keckler
Martha L. Minow
Father Pius Pietrzyk, O.P.
Herbert S. Garten (Non-Director Member)
Thomas Smegal (Non-Director Member)
Frank B. Strickland (Non-Director Member)
Allan J. Tanenbaum (Non-Director Member)

OTHER BOARD MEMBERS PRESENT:

Victor B. Maddox
Laurie Mikva
Julie A. Reiskin
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
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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CLOSED SESSION

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1. Approval of minutes of the Committee's Closed Session meeting of October 6, 2014
2. Approval of minutes of the Committee's Telephonic Closed Session meeting of December 2, 2014
3. Current donor report
4. Consider and act on prospective funders
5. Consider and act on prospective members of Leaders Council
6. Consider and act on adjournment of meeting

Motions: 5, 5, 14, 18

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

2 (4:30 p.m.)

3 CHAIRMAN LEVI: We're going to now start the
4 main Institutional Advancement Committee meeting. That
5 was a subcommittee of the Institutional Advancement
6 Committee, so actually, we open the meeting and ask for
7 a motion to approve the agenda.

8 M O T I O N

9 MR. GREY: So moved.

10 FATHER PIUS: Second.

11 CHAIRMAN LEVI: All in favor?

12 (A chorus of ayes.)

13 CHAIRMAN LEVI: And now we have a series of
14 minutes. And unless there are changes in any of them
15 that people have, maybe we can approve them with one
16 motion.

17 M O T I O N

18 MR. GREY: So moved.

19 CHAIRMAN LEVI: Second?

20 FATHER PIUS: Second.

21 CHAIRMAN LEVI: All in favor of approving the
22 minutes of October 1, 6, and December 2?

1 (A chorus of ayes.)

2 CHAIRMAN LEVI: Against?

3 (No response.)

4 CHAIRMAN LEVI: As you saw in the handout,
5 this is a new Committee this year. It's worked very
6 hard -- I guess we're in our second year -- and
7 particularly had a huge focus on the 40th and the
8 September event, but also in launching efforts to raise
9 some private funds, which had not been done.

10 I think there's a recognition in the
11 evaluations of the hard work of the staff and of the
12 Committee on those fronts, and a sense of optimism
13 about what we may be able to do together in the coming
14 months and years.

15 So I want to ask Wendy if you have anything
16 more you want to say about that, and discuss 2015
17 goals.

18 MS. RHEIN: Thank you all for all of your hard
19 work on this Committee. We started almost a year and a
20 half ago putting together just policies and procedures
21 and trying to figure out who our prospects would be and
22 how we would go about even looking at private money.

1 A lot has been accomplished in the last year
2 and a half, you will see later on. But this Committee
3 has overseen the staff, and with the Committee and with
4 John and Jim, raising more than \$4 million in the last
5 18 months.

6 So it's really been an incredible effort in a
7 very short period of time to get a development program
8 off the ground, and I thank you all for your support in
9 that.

10 CHAIRMAN LEVI: And I should say that one of
11 the handouts -- is this supposed to be closed session?

12 MS. RHEIN: All of the materials you received,
13 handouts, are closed session.

14 CHAIRMAN LEVI: I wanted to make sure that
15 people didn't start talking about them.

16 MS. RHEIN: Yes.

17 CHAIRMAN LEVI: So, then, anything else on
18 item 5? Martha?

19 DEAN MINOW: I notice that somebody wrote in
20 the evaluation of the Committee work that after the
21 40th is done, it's time to reevaluate our goals. And I
22 just wondered if you had thoughts about that.

1 MS. RHEIN: For me, one of the goals we have
2 -- the 40th anniversary year has been a great kickoff
3 point for a development program, but that's what it is.
4 It's a kickoff point. And now we need to start
5 thinking about sustainability.

6 For my part, I really want to start focusing
7 more on foundation work, less on larger events and more
8 on looking at building sustainable relationships for
9 LSC to secure ongoing private funding for
10 grant-specific projects, things that are in our case
11 statement that the Board and the staff have agreed are
12 long-term goals -- several years to have things like a
13 fellowship program and a summer program, to be able to
14 work on continuing to fund those things.

15 That will take some work and some
16 relationship-building. But I certainly think that
17 that's a good direction for us to go in.

18 CHAIRMAN LEVI: I would say if there was a
19 learning out of the 40th about where we might also go,
20 I think the American business community is ready to
21 hear from us. And I think that it's a combination of
22 things.

1 I always say that as much as fundraising
2 itself may be distasteful to folks, often a development
3 activity is what gets you in the door to tell your
4 story, whether people are with you or not. And the
5 more you get the chance to tell your story, and we have
6 a very compelling one, we a building bricks, putting in
7 bricks and building for the future even now. Things
8 that we're doing now will pay off for the next Board.

9 So I just want people to realize it's not just
10 about this moment. It's about other moments. And one
11 of the things that -- when I heard Martha's question,
12 I've been reminded how hard it's been, actually, with
13 some of the larger firms who say, well, we're used to
14 supporting the locals. And I think that's true. They
15 support everything else, though, too.

16 Maybe some of you are listening to me. I hope
17 you are, on the open line. But that fact of the matter
18 is that two generations ago, a very prominent group of
19 lawyers around the country thought that it was an
20 imperative in terms of the rule of law that they get
21 behind some part of federal funding for civil legal
22 aid.

1 They knew about it because they worked so hard
2 on it. Well, once they accomplished it and went back
3 to their places, the next generation and the generation
4 after, well, they haven't heard about it as much
5 because it happened.

6 So it's part of how we continually get in
7 front of people to tell people the story, and
8 understand what it is and what it isn't, and dispel
9 certain notions about what it is, and enforce, if we
10 can, the reality of what it is and how important it is.

11 So that's my little pep talk about goals. But
12 I think we're feeling our way a bit, and carefully, and
13 trying to be careful here, intentionally careful.

14 Item 6, which is the Leaders Council. And
15 again, Wendy has described this for us before. This is
16 the second meeting in which we've actually discussed
17 it. It sort of comes out of the 40th and people
18 saying, how can we have some relationship to you so
19 that we can be helpful and so that we can know a little
20 bit about what's going on? Don't leave us out of the
21 discussion. And so this is, I think, in that vein.

22 MS. RHEIN: We did have an opportunity to

1 briefly discuss the idea of the Leaders Council at our
2 last telephonic meeting. But I'm hoping that everyone
3 has had a chance to think about it again and to bring
4 up some more thoughts and comments about it.

5 But as John said, a large part of the reason
6 to have this Leaders Council comes out of the last
7 September conference. We had an incredibly diverse
8 audience of people who attended that event, and people
9 that have since said, I would like to continue to
10 support you, I would like to continue to work with you;
11 and those that we very specifically want to cultivate.

12 This is an opportunity to reach out beyond the
13 traditional civil legal aid community to look at having
14 additional venues, additional voices, for both
15 financial support and helping us secure additional
16 private financial support, but also to continue to
17 spread messages for us and with us.

18 CHAIRMAN LEVI: I also think it helps augment
19 pro bono, tech, you name it. If we all think about --
20 and we didn't know it when we got into it -- but the
21 Fiscal Oversight Task Force and then the Pro Bono Task
22 Force, that was 80-plus people who didn't have a

1 relationship.

2 They are still so interested. I hear from
3 them all the time. I'm sure some of you do, and you
4 run into them. And many of them are the names you see
5 here. This is a way of keeping in touch. So this is a
6 little bit like -- but it's a little more than that,
7 certainly.

8 But it's actually asking them to do much less
9 than folks -- I mean, the folks that were on the Fiscal
10 Oversight Task Force and the -- I mean, if you
11 remember, Paul Snyder and David Hoffman were on that
12 task force; the Pro Bono Task Force, when we think
13 about what it's led to now already with the Pro Bono
14 Innovation Fund.

15 So these are people who have really worked
16 hard and want to be involved and still hear about us.
17 So some of those folks are actually on the Leaders
18 Council suggested list.

19 MS. REISKIN: The nonprofit world has to think of
20 a name for everything, and they call this
21 friendraising. And that's a term that people use.

22 When we're thinking about this, I just want to

1 really encourage people from various media, not just
2 newspaper but people that -- like marketing people
3 because we need to market justice, is what we need to
4 market, as well as people in the tech world.

5 Because I think there's stuff that we haven't
6 even thought of. And getting those kinds of people
7 bought into us is -- I just feel real strongly that we
8 need those kinds of people as we go find people.

9 CHAIRMAN LEVI: Any other questions or
10 comments about the specifics of the resolution?
11 Because we'd love to be able to move along with this.
12 Yes, Herb?

13 MR. GARTEN: I think between what took place
14 in Washington and then in New York, there's a gold mine
15 out there of people who appeared before us and spoke to
16 us, like this Shari -- was it Goldstein?

17 MS. RHEIN: Redstone.

18 MR. GARTEN: I'd never heard of her. I knew
19 nothing about her. But she made a presentation that I
20 really felt was very interesting, and someone who would
21 be a dynamic leader for this new council. And she's
22 just one of several that appeared before us who showed

1 up in Washington or New York.

2 CHAIRMAN LEVI: Well, can we move the
3 resolution?

4 M O T I O N

5 FATHER PIUS: I move the resolution as given
6 in the Board book.

7 MR. GREY: Second.

8 CHAIRMAN LEVI: Comments? Any?

9 (No response.)

10 CHAIRMAN LEVI: All in favor?

11 FATHER PIUS: Just one question. One thing I
12 just want to say -- it's in the document but I think it
13 should be spoken aloud as well -- one thing that we
14 should be concerned about is the fact, of course, that
15 we are given authority by Congress itself, and to make
16 sure that it's very clear that this Board is not meant
17 to replace or have any role in that governance or
18 oversight.

19 CHAIRMAN LEVI: It's not a board.

20 FATHER PIUS: It's merely advisory to the
21 Board to help us in the mission, and that this Board
22 qua Board still maintains all of the authority and

1 oversight responsibility.

2 CHAIRMAN LEVI: This is honorific.

3 FATHER PIUS: I just want to say that
4 publicly. It's in the document. I want to say it
5 publicly, and I want to make sure that that's an issue
6 that we constantly make clear to people.

7 CHAIRMAN LEVI: I'm glad you said that. And I
8 started to say, this group has less of a -- I don't
9 want to diminish it; it's an important thing -- but
10 it's not the kind of workload that we asked of the Pro
11 Bono Task Force.

12 FATHER PIUS: Yes. And not because we don't
13 trust them --

14 CHAIRMAN LEVI: No, no, no.

15 FATHER PIUS: -- but just because we have a
16 congressionally mandated responsibility that we cannot
17 delegate to anyone else.

18 CHAIRMAN LEVI: Absolutely. This is
19 honorific, largely.

20 MS. RHEIN: And the way it's set up right now,
21 this particular council would actually report in to the
22 Institutional Advancement Committee. And we would be

1 able to ask ideas and suggestions from them, but we're
2 very clear that there is no fiscal or management
3 authority at all.

4 FATHER PIUS: And I was glad to see that that
5 reporting line was to the Committee and not to the
6 Board directly to maintain the levels of authority.

7 CHAIRMAN LEVI: With just this sensitivity in
8 mind, I might say. So thank you for bringing it out.

9 Other comments?

10 MS. REISKIN: I just wanted to also reiterate
11 publicly my understanding is that there's a continued
12 commitment to not compete with local -- this is all to
13 help local and improve the visibility, so to make
14 fundraising better for them. But there is in no way an
15 intention or there will not be any movement to compete.

16 Is that correct?

17 CHAIRMAN LEVI: That's certainly our
18 intention. I can't say that at some point that
19 somebody won't say that that's what they're worried
20 about. But frankly, I've had the opposite said to me,
21 and more recently. And frankly, at NLADA, a number of
22 directors came up to me and actually said as much, that

1 they were happy to report we weren't in their hair.

2 (Laughter.)

3 CHAIRMAN LEVI: All in favor?

4 (A chorus of ayes.)

5 CHAIRMAN LEVI: Opposed?

6 (No response.)

7 CHAIRMAN LEVI: Okay. Julie, it says
8 Communications Subcommittee report. But maybe you
9 don't have one other than we just had a meeting.

10 MS. REISKIN: We just had a meeting.

11 CHAIRMAN LEVI: Carl is on here. Do you have
12 anything further you want to say to the Institutional
13 Advancement Committee?

14 MR. RAUSCHER: No. We covered it.

15 CHAIRMAN LEVI: In your defense or otherwise?
16 Wendy, is there anything else there for you?

17 MS. RHEIN: Nothing in open session, no.

18 CHAIRMAN LEVI: Public comment? Any grantees
19 out there that want to complain?

20 (No response.)

21 CHAIRMAN LEVI: None that did. Okay. So they
22 got their minute.

1 Consider and act on other business? Don
2 Saunders is laughing. We can put that on the record.

3 We can now move -- I guess we have to have a
4 motion to move to closed session.

5 M O T I O N

6 MR. KECKLER: So moved.

7 FATHER PIUS: Second.

8 CHAIRMAN LEVI: All in favor?

9 (A chorus of ayes.)

10 (Whereupon, at 4:45, the Committee was
11 adjourned to Closed Session.)

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