

LEGAL SERVICES CORPORATION
BOARD OF DIRECTORS

MEETING OF THE
INSTITUTIONAL ADVANCEMENT COMMITTEE
OPEN SESSION

Sunday, October 20, 2013

3:45 p.m.

Renaissance Pittsburgh Hotel
107 Sixth Street
Pittsburgh, Pennsylvania 15222

COMMITTEE MEMBERS PRESENT:

John G. Levi, Chairman
Martha L. Minow
Father Pius Pietrzyk
Charles N.W. Keckler
Robert J. Grey, Jr. (by telephone)
Herbert S. Garten
Frank B. Strickland

OTHER BOARD MEMBERS PRESENT:

Sharon L. Browne
Julie A. Reiskin
Gloria Valencia-Weber
Harry J.F. Korrell, III
Laurie Mikva
Victor B. Maddox

ALSO PRESENT:

James J. Sandman, President

STAFF AND PUBLIC PRESENT:

James J. Sandman, President

Lynn Jennings, Vice President for Grants Management

Wendy Rhein, Chief Development Officer

Rebecca Fertig, Special Assistant to the President

Janet LaBella, Director, Office of Program
Performance

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

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

Ronald S. Flagg, Vice President for Legal Affairs,
General Counsel, and Corporate Secretary

Jeffrey E. Schanz, Inspector General

Thomas Coogan, Assistant Inspector General for
Investigations, Office of the Inspector General

David Maddox, Assistant Inspector General for
Management and Evaluation, Office of the
Inspector General

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

Herbert S. Garten, Non-Director Member, Institutional
Advancement Committee

Terry Brooks, ABA

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

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

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1 PROCEEDINGS

2 (3:45 p.m.)

3 MOTION

4 CHAIRMAN LEVI: Well, I guess I will open the
5 meeting, the Institutional Advancement Committee
6 meeting of the Legal Services Corporation, duly
7 noticed, and ask for an approval of the agenda.

8 FATHER PIUS: So moved.

9 MR. KECKLER: Second.

10 CHAIRMAN LEVI: All in favor?

11 (Chorus of ayes.)

12 CHAIRMAN LEVI: Now, Wendy, I think we had a
13 revised statement passed around this morning or this
14 afternoon to everybody, reflecting some last-minute
15 tweaking to the document. But why don't you maybe walk
16 us through it?

17 MS. RHEIN: Sure. There is a revised case
18 statement. It has photographs in it. It should be in
19 the Board members' books. There are also additional
20 copies at the back table right now, if anyone else
21 would like a copy.

22 There are a couple of changes that took place,

1 and including an item for discussion around the
2 duration of fellowships, one year versus two years,
3 that is up for this Committee to discuss.

4 I would ask that you note that a lot of the
5 projects are now listed at five and six-year
6 commitments, so there is an initial one-year funding
7 cost, but then we are also, for every single project,
8 spelling out a long-term investment opportunity, as
9 well, to open up opportunities for pledges, multi-year
10 pledges, but also to make sure that these projects are
11 sustainable, so that we are not taking on a large
12 initiative, like a fellowship program, and only being
13 able to fund it for one or two cycles. So, this gives
14 us an opportunity to be able to do that by having
15 multiple-year options.

16 We have discussed this and the projects before
17 at the Institutional Advancement Committee, so you have
18 seen the basic projects, ideas, before. But I wanted
19 to make sure that we had an opportunity, as a full
20 Committee, to discuss it as well.

21 CHAIRMAN LEVI: And on our phone calls for the
22 Board members who have not been participating in the

1 Committee calls, the Committee has been working pretty
2 hard at putting together a case statement outlining the
3 various goals, and also taking the advice of folks in
4 the field, not putting a number yet -- this is still a
5 quiet phase campaign, we are new to this -- not putting
6 an overall goal number yet out there. But, rather, you
7 can see what things add up to. And we took Mr.
8 Garten's advice and made sure it added up to a lot.

9 (Laughter.)

10 CHAIRMAN LEVI: But also, I wanted to be clear
11 that this is -- many organizations have the money to go
12 out and pay for all kinds of fancy-looking
13 presentations. We -- I think our Committee doesn't
14 feel that is consistent with who we are or what we are,
15 and we would rather come forward with something that
16 looks like this, and is reflective of our financial
17 circumstance, and not something that looks like we are
18 spending a whole lot of money on producing glitzy
19 documents.

20 And I think I want to say that Wendy worked
21 really hard on this. I know Jim put a lot of time into
22 it. And, frankly, Martha read the draft and tweaked it

1 very helpfully. A lot of people have given a lot of
2 input and time on this.

3 And also, you will see in here that we have
4 brought in the fellowships that were part of the pro
5 bono task force. We were asked to take over the
6 fellowships into this Committee. And so you will see
7 that reflected in here, as well.

8 So, I don't know if you want to walk through
9 the various things, or just answer questions. People
10 have questions about them?

11 MS. RHEIN: I am happy to answer questions. I
12 think these are consistent with the presentation that I
13 did with you in July about the different areas, and the
14 areas that the Board and the Institutional Advancement
15 Committee have previously said they wanted to make
16 investments in around the 40th anniversary. So I am
17 happy to answer any specific questions.

18 Just one more note about the presentation
19 itself. As John said, we are not going to put together
20 a large, very slick kind of promotional material.
21 However, there will be a different logo. We are
22 working on a 40th anniversary logo that will be on all

1 of the different materials, and will end up being on
2 the website and in dedicated webpages that --

3 CHAIRMAN LEVI: And there will be an online
4 way to give, too, as well.

5 MS. RHEIN: There is. It is already ready to
6 go. The "Donate Now" button will be on the LSC webpage
7 soon.

8 CHAIRMAN LEVI: Now, how many states are we
9 still waiting for approval in, or have we been approved
10 in every place that we asked for? Or are we still
11 waiting on California?

12 MS. RHEIN: We have California, now. We have
13 four that are outstanding, including North Dakota and
14 New Jersey. So there are just a couple of smaller
15 outliers at this point. We have the large ones,
16 California, Texas --

17 FATHER PIUS: And there is nothing we have to
18 do for those; we are just waiting for their responses?

19 MS. RHEIN: Correct. There were a couple of
20 questions that came back, especially from New Jersey,
21 that just asked for clarification. And NTT is doing
22 that, working on that.

1 CHAIRMAN LEVI: I would move that along,
2 though, because I believe Doug Eakeley's firm is in New
3 Jersey.

4 MS. RHEIN: Yes.

5 CHAIRMAN LEVI: Any questions or comments?
6 Oh, there is an issue with the phone line that we
7 are -- so Frank can't get in?

8 PARTICIPANT: Frank and Robert are trying, and
9 so it is going to be fixed in about 30 seconds.

10 CHAIRMAN LEVI: All right. We will wait 30
11 seconds.

12 MS. RHEIN: But if there were any specific
13 questions before they get on the phone, I would be
14 happy to answer them.

15 CHAIRMAN LEVI: Now, I -- well, why don't we
16 wait? If you want a football score, the Redskins are
17 beating the Bears 31 to 24 right now.

18 (Laughter.)

19 CHAIRMAN LEVI: At least they were a few
20 minutes ago, in the break.

21 (Pause.)

22 MR. STRICKLAND: Hello?

1 CHAIRMAN LEVI: Frank, welcome.

2 MR. STRICKLAND: Hey, John.

3 CHAIRMAN LEVI: I am glad we were able to get
4 our line working. Is Robert on, too?

5 MR. GREY: I am.

6 CHAIRMAN LEVI: Good. Now, did they get the
7 case statement, the new -- did you both -- have you
8 received an email of the case statement? That is what
9 we are discussing right now.

10 MR. STRICKLAND: I saw the case statement in
11 the agenda book.

12 CHAIRMAN LEVI: Okay. And Robert should have,
13 too.

14 MR. STRICKLAND: Is there where it is?

15 CHAIRMAN LEVI: Yes. And it has been updated
16 just a little bit. And Wendy --

17 MS. RHEIN: It is online. The updated version
18 is on the website under the Board materials.

19 MR. STRICKLAND: Oh, all right. Well, I will
20 go to the website, then.

21 CHAIRMAN LEVI: Okay. Question?

22 FATHER PIUS: Just to what extent have we kind

1 of affirmatively sent the case to grantees? And have
2 we gotten any response to them about the case or any
3 concerns from grantees based on our case statements so
4 far? Not that I am expecting any, but wondering if we
5 have gotten any feedback.

6 MS. RHEIN: I haven't sent it to them, because
7 I wanted to make sure that it was approved by you all
8 before it went anywhere else.

9 The only issue that I did share with 10
10 grantees was the issue of the 1 year versus 2 years on
11 fellowships. I sent that particular section to 10
12 different grantees and received responses from 4 of
13 them. Three of them were in favor of a two-year
14 fellowship option, and one said that either would be
15 very helpful. That is the extent that we have shared
16 it with them.

17 CHAIRMAN LEVI: Yes. Now, I will also say
18 that my firm and DLA Piper have both committed to
19 \$250,000 each.

20 MS. RHEIN: Wow, that is great.

21 CHAIRMAN LEVI: Over five years. And based on
22 a draft of this, I thought we needed to get moving.

1 And that -- without any impact from them, as
2 it relates to any other funding that they do in the
3 field.

4 MR. STRICKLAND: Wendy, where would we find
5 this document?

6 MS. RHEIN: If you go to LSC.gov, under the
7 Board of Directors section, non-confidential materials.

8 MR. STRICKLAND: Okay.

9 MS. RHEIN: Under the Board book, you should
10 be able to go to the tab for Institutional Advancement,
11 and it should be in there.

12 And for Robert, it is on Google Docs.

13 CHAIRMAN LEVI: So, my view on the grantees is
14 it is in a sense -- at least going to the firms that
15 this is the responsibility of the profession, and to
16 try to help -- when you look at these various buckets,
17 they all get it. I mean at least the ones I have
18 talked to, so far. And I think they want to be
19 identified with helping these kinds of programs.

20 And my plan is to talk to the major law firms
21 of America. So if you are listening, if you have 100
22 or more lawyers, you should expect that I would ask you

1 to make a gift in the range of 50 to 250 over 5 years.

2 And we will take your dollars below that, but we will
3 encourage you to be there. And I think we will see.

4 Yes?

5 MS. MINOW: I think it is developing very,
6 very nicely. I have a small comment on the fellowship,
7 one year versus two, from my perspective. The problem
8 with the one year is the person in the fellowship is
9 looking for a new job within the first month. And so
10 that is a distraction. The benefit of the one year is
11 that you can, in essence, double the numbers of people
12 that you are involving. So I think the draft currently
13 has the ambiguity that is useful.

14 On the fundraising aspect, though, of the
15 fellowship, it seems to me worth exploring a naming
16 opportunity for firms to be able to name a fellowship
17 and sponsor one for X number of years. And some -- one
18 way to do that would be that they guarantee the whole
19 of it, but in others that they guarantee a second year
20 of it. So that is one thought.

21 On the summer rural activity --

22 CHAIRMAN LEVI: Can I just respond to the

1 one-two --

2 MS. MINOW: Sure, sure.

3 CHAIRMAN LEVI: My thought on the one-two was
4 that firms might be willing to actually defer -- to
5 say, "We will defer your start date for a year while
6 you take that fellowship."

7 MS. MINOW: Well --

8 CHAIRMAN LEVI: That is where I was thinking
9 of the --

10 MS. MINOW: Well, I disagree with that, rather
11 strongly, because that locks in -- it has got to be
12 someone that the firm has picked to work at their firm,
13 number one.

14 Number two, many, many people are going in two
15 different career tracks. One is to firms and the other
16 is public interest.

17 CHAIRMAN LEVI: Right.

18 MS. MINOW: And the only way to get a public
19 interest job now is to have a fellowship. It is the
20 only way to get in. So, if you have someone who is
21 guaranteed three times as much a salary a year later
22 who is taking advantage of this particular opportunity,

1 that really squeezes out the people who are really
2 pursuing, at much more personal sacrifice, a different
3 kind of career. So I would feel pretty strongly about
4 that one.

5 As to the summer opportunity about the rural
6 communities, you know, at the risk of sounding
7 self-serving -- but I don't think this is -- law
8 schools might be willing to give credit to the students
9 who do the work over the summer for work that continues
10 during the year if they had just a little bit of
11 support.

12 So it is at least something to think about.
13 So a lot of law schools are looking for ways to support
14 students doing public interest work during the year,
15 whether it is pro bono or it is clinic. And -- but
16 most don't have the even context to be able to do
17 something in these rural areas. And this might be a
18 matchmaking opportunity between the law schools and the
19 service providers in those rural communities. So that
20 is just a thought.

21 CHAIRMAN LEVI: Yes. Gloria?

22 MS. VALENCIA-WEBER: I would like to join the

1 discussion on fellowships. I join Martha in that we
2 need to keep the selection of the fellows separate from
3 the employment opportunity at the large law firm.

4 I recently had opportunity to speak to two LSC
5 lawyers, one who had been a Reggie Fellow, and then one
6 of ours in New Mexico, who also was a Skadden Arps
7 Fellow. And I was asking them the benefits and their
8 experience. And I was wondering, Wendy. Had you
9 talked to some of those types of fellows, recipients,
10 in terms of how we would fill in the programmatic part
11 of those fellowships? And -- because I think some of
12 the -- what they said would be useful for us to hear.

13 And in terms of the law schools, building
14 partnerships, especially for rural fellows who would be
15 able to do work during the course of a school year, I
16 think that is also attractive. And the ABA
17 accreditation standards for law schools makes an
18 important distinction we need to keep in mind, that if
19 a student for an outside of the law school
20 placement -- an externship, if you want to call it
21 that -- is paid, they cannot get course credit. But
22 you can give course credit for other kinds of

1 activities.

2 So, you might have a system of where the
3 student works in the summer for pay, and is placed, and
4 rural work requires courtship and a lot of investment
5 so that they would get much more done if it was a whole
6 year of activity, including during the school year,
7 where they might get credit.

8 And so, I think we need to start thinking
9 about the content of those fellowships. And,
10 generally, even in the hard sciences, despite the
11 shortage of funding NSF and other things, two-year
12 fellowships still seem to be the best pattern, because
13 people are just getting started and then --

14 CHAIRMAN LEVI: I have to say that is a
15 wonderful discussion. I hope we raise enough money
16 that we can do that. So --

17 MS. MINOW: Be flexible right now, yes.

18 CHAIRMAN LEVI: Because, first of all, at this
19 point, we are so -- right now we are just -- the first
20 dollars, in my view, have to go towards bringing the
21 executive directors and the -- their chairs down to
22 Washington in September. And then, hopefully, we can

1 raise enough money that, by September, we can -- but I
2 would say there is a fellowship program out there, but
3 it is a few years away.

4 MR. KECKLER: Yes. Thanks, John. I mean it
5 is -- and I don't want to jump the gun, because it is
6 there. But now we have got a case statement moving
7 forward here. We have sort of a fellowship program, a
8 term, an idea there. I think we have to think about
9 selection in some way, and we -- or at least think
10 about who is going to be thinking about that. Because
11 that is a thing that we have deferred, for a lot of
12 good reasons, to talk about selection.

13 But now I am starting to hear that discussion
14 sort of floating towards that issue.

15 CHAIRMAN LEVI: It sure isn't going to be done
16 in the Institutional Advancement Committee. That I can
17 say.

18 (Laughter.)

19 MR. KECKLER: Right. But the thing is, as
20 funders come up and start thinking about making a
21 contribution towards this fellowship program, that is a
22 reasonable question for them to be asking about

1 selection.

2 And so, when we present it to them, when you
3 call and start talking to them, we need to have a good
4 answer for that, or an answer for how we are going to
5 get to an answer about selection. And --

6 MS. MINOW: You are right.

7 MR. KECKLER: -- I am going to put in my plug
8 for merit selection, and I will just leave it to
9 further discussion.

10 CHAIRMAN LEVI: Absolutely, merit selection.
11 I agree with that. But that is an interesting
12 question. I am not even sure this should be at the
13 Board level, but, rather, should be in the management
14 to come up with a program that we -- but we also have
15 our colleagues at Equal Justice Works who suggested
16 that they would be happy to help administer, and they
17 have experience in this. They must have their own
18 selection -- but we probably need to have a
19 conversation with them about that, and that is well
20 worth our doing, probably sooner than later.

21 FATHER PIUS: Yes. I mean that is all -- I
22 agree. But that is -- all comes under the broader

1 umbrella of administration. All these other items we
2 can easily incorporate within the administrative
3 structure of the Corporation. These fellowships and
4 grants are much -- are not our expertise. And so, at
5 some point we have to come up with a structure in which
6 to administer these things as we get closer to
7 realization.

8 I know everybody is aware of that, but it is
9 something that we should keep in mind in the
10 background.

11 CHAIRMAN LEVI: Well, in fairness, actually,
12 the Committee had started thinking about one-year, and
13 Jim pointed out, well, if Equal Justice Works
14 administers two-year, and really they have offered
15 to --

16 MS. MINOW: Skadden, also.

17 CHAIRMAN LEVI: Yes. They have offered to
18 help us administer these. So why --

19 MS. MINOW: It is an option for us to
20 piggyback on another organization that already does
21 this, like Equal Justice Works, it is a loss of a
22 branding opportunity, to use a crass phrase. So that

1 is just something to think about.

2 I do think that there is expertise, both on
3 our current Board and our past Board, and also in
4 grantees to serve on a selection committee. I totally
5 endorse a merit selection idea.

6 MS. RHEIN: And just to follow up, branding
7 opportunity, in my world, is not a crass term.

8 (Laughter.)

9 MS. RHEIN: So I am all for talking about
10 branding opportunities.

11 Something else to consider is that, from a
12 funder's perspective, if this is something that is
13 fully administered outside of LSC, the question is,
14 well, then, why am I giving my money to LSC, if I --

15 MS. MINOW: Absolutely, absolutely.

16 MS. RHEIN: So I think that figuring out all
17 of these different elements --

18 MS. MINOW: Right, right.

19 MS. RHEIN: -- about the two-year and the
20 one-year and the administration and selection process
21 are conversations we have to have sooner, rather than
22 later, because this is a significant financial

1 investment for anyone, and we want to be able to answer
2 those questions confidently.

3 MS. MINOW: Well, and other organizations
4 would love to have access to the same funding that we
5 are seeking, as well.

6 MS. RHEIN: Correct.

7 CHAIRMAN LEVI: Any other questions, comments?

8 (No response.)

9 CHAIRMAN LEVI: Do you want to move, then, to
10 the discussion of the structures for the 40th Cabinet
11 Honorary Committee?

12 MS. RHEIN: Sure.

13 MS. RHEIN: So, we have been discussing, I
14 think, within the Institutional Advancement Committee
15 the idea of having an honorary committee and then
16 also --

17 M O T I O N

18 CHAIRMAN LEVI: I got to stop for a second.
19 Do we need to act on that and forward it to the Board
20 for approval?

21 MS. RHEIN: Yes.

22 CHAIRMAN LEVI: I think we do.

1 MS. RHEIN: Yes, on the --

2 CHAIRMAN LEVI: The revised case statement.

3 So I think our Committee needs to do that.

4 MS. RHEIN: Yes.

5 FATHER PIUS: I move that we recommend it to
6 the Board.

7 CHAIRMAN LEVI: Second?

8 MR. STRICKLAND: Second.

9 CHAIRMAN LEVI: All in favor?

10 (Chorus of ayes.)

11 CHAIRMAN LEVI: And thank you, Wendy, for -- I
12 know you were burning the midnight oil on that, so --

13 MS. RHEIN: Thank you. The idea was that we
14 would have two different committees around -- all
15 throughout events for the 40th anniversary. So
16 fundraising, but also on the events themselves
17 throughout the course of what will probably be a
18 16-month year. And the idea was that there would be an
19 honorary committee of individuals that are willing to
20 loan their names, might sign a letter, might appear at
21 an event, allow us to put their names on the website,
22 et cetera, and then the idea of a host committee, which

1 we are now calling a Campaign Cabinet.

2 These would represent individuals around the
3 country that would specifically help us focus on
4 fundraising. So they would be individuals that would
5 be willing to make phone calls, that would set up
6 appointments, that would make introductions. And,
7 separate from the Honorary Committee and separate from
8 the Institutional Advancement Committee, their sole
9 focus would be on helping us to bring in connections
10 and dollars.

11 CHAIRMAN LEVI: Extend our reach.

12 MS. RHEIN: Yes.

13 CHAIRMAN LEVI: And I think that we want to
14 have a discussion in the Committee for a few minutes
15 about the idea of that. But certainly they would
16 report to the Committee.

17 MS. RHEIN: Yes.

18 CHAIRMAN LEVI: Periodically. But they
19 wouldn't necessarily have to be Committee members. We
20 won't cover the waterfront unless we involve a few
21 other folks around the country who are not necessarily
22 Board members or even past Board members.

1 Obviously, they will have to be given the
2 talking points and guidance, but I think there are
3 folks who are past Chairs of LSC or former Board
4 members, or -- and I would limit it to people who have
5 some knowledge of who we are, that we are not talking
6 about a campaign cabinet -- and the Committee will see
7 the names, so --

8 MS. RHEIN: Absolutely.

9 CHAIRMAN LEVI: And approve them before they
10 are allowed to represent us. But --

11 MS. RHEIN: And we would want to make sure
12 this was done very strategically, that it was a group
13 of people that represented markets that we currently
14 can't tap into that are able to help us with firms, but
15 also with corporations, with foundations, to very
16 carefully map out who around the country can be very
17 helpful to us to extend our reach.

18 CHAIRMAN LEVI: And I am sure that Robert and
19 Frank have some ideas of people right now that they
20 think they could propose for our -- but I am just -- I
21 don't want you to mention them now, but I am sure you
22 will be thinking of a few.

1 MR. STRICKLAND: Right.

2 MR. GREY: Absolutely.

3 CHAIRMAN LEVI: So any comment, worry, thought
4 that -- is that okay?

5 MS. MINOW: Robert, feel better.

6 CHAIRMAN LEVI: Yes, you sound great.

7 MR. GREY: Thank you, thank you.

8 CHAIRMAN LEVI: All right. So, any public
9 comment?

10 Terry Brooks?

11 MR. BROOKS: Terry Brooks, with the American
12 Bar Association. And just wanted to offer to
13 collaborate in the future as you further develop this
14 wide-ranging program. It is very admirable, the
15 breadth of your plans.

16 We couldn't help but note the biannual
17 conference, which we think you mean biennial, not
18 biannual. But the -- I think there may be
19 opportunities to collaborate on that.

20 As you know, ABA and NLADA have been in the
21 business of sponsoring leadership development
22 conferences for some years now. And those conferences

1 offer opportunities to your grantees to learn and
2 mingle with people from far beyond the LSC universe.
3 And there is a limited budget within the legal aid
4 community for training events and leadership events.

5 And we would probably do best for the
6 community if we avoided competing with one another and
7 asking people to make very hard choices about how they
8 would spend their finite dollars for those activities,
9 if they had to choose between the ABA/NLADA Equal
10 Justice Conference, the NLADA Annual Conference, and
11 whatever conferences LSC might be putting on.

12 You talked about collaborating with Equal
13 Justice Works on the fellowship initiative, and you may
14 want to think about -- and we would welcome the
15 opportunity to work with you -- to think about ways in
16 which we could collaborate more closely on the event
17 presentation. Thank you.

18 CHAIRMAN LEVI: Well, yes, you were correct as
19 to the change in the document, Terry.

20 But if you were focusing on that, there is
21 additional -- it is an attempt to raise additional
22 funds so that we can have LSC-only-type conferences,

1 which we current cannot have. And we do rely on the
2 ABA and NLADA. And --

3 MR. BROOKS: We may have opportunities to
4 coordinate those events --

5 CHAIRMAN LEVI: Yes, sure.

6 MR. BROOKS: -- so that they -- so that people
7 do not have to spend their money three times a year, as
8 opposed to twice.

9 CHAIRMAN LEVI: That is correct. There is no
10 reason why we couldn't.

11 Mr. Saunders?

12 MR. SAUNDERS: I was looking, as well, to
13 clarify the biennial or biannual. So I won't repeat
14 what Terry said, other than thank you all for your
15 energy in this regard. And to the extent we can work
16 together on any of these initiatives, we certainly look
17 forward to that, and particularly around opportunities
18 to bring communities together. That is really
19 important to us, as well.

20 CHAIRMAN LEVI: We agree, and look forward to
21 it. As you know, we are very early here. So there
22 will be many ways to collaborate. And I think we are

1 certainly -- I hope you feel the effort to collaborate
2 here on behalf of this Board, generally.

3 Other questions, comments?

4 (No response.)

5 CHAIRMAN LEVI: Consider and act on this other
6 business?

7 (No response.)

8 CHAIRMAN LEVI: Now we are going to move to a
9 closed session. And that means those of you on the
10 line who are on the Committee have to dial into a
11 different number. Is that correct? We are going to
12 hang it up and then redial.

13 (Whereupon, at 4:14 p.m., the Institutional
14 Advancement Committee adjourned to closed session.)

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