

LEGAL SERVICES CORPORATION
BOARD OF DIRECTORS

TELEPHONIC MEETING OF THE
COMMUNICATIONS SUBCOMMITTEE

OPEN SESSION

Friday, September 19, 2014

4:16 p.m.

Legal Services Corporation
3333 K Street, N.W.
Washington, D.C. 20007

COMMITTEE MEMBERS PRESENT:

Julie A. Reiskin, Chairperson
Gloria Valencia-Weber
Martha L. Minow, ex officio
John G. Levi, ex officio

BOARD MEMBERS PRESENT:

(None)

STAFF AND PUBLIC PRESENT IN THE CORPORATION'S OFFICES:

Ronald S. Flagg, Vice President for Legal Affairs,
General Counsel, and Corporate Secretary
Atitaya Rok, Staff Attorney, Office of Legal Affairs
Wendy Rhein, Chief Development Officer
Carol A. Bergman, Director, Office of Government
Relations and Public Affairs
Carl Rauscher, Director of Media Relations, Office of
Government Relations and Public Affairs
Jeffrey E. Schanz, Inspector General
Julia Kramer, Program Counsel, Office of Compliance
and Enforcement

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

2 (4:16 p.m.)

3 CHAIRMAN REISKIN: This is Julie Reiskin. I'm
4 going to call the meeting to order.

5 If everyone on the phone could introduce
6 themselves so we know who's all here, and then we'll
7 get started.

8 DEAN MINOW: Martha Minow.

9 MR. LEVI: John Levi.

10 MS. ROK: Atitaya Rok.

11 MS. RHEIN: Wendy Rhein.

12 MR. SCHANZ: Jeffrey Schanz.

13 MS. BERGMAN: Carol Bergman.

14 MR. RAUSCHER: Carl Rauscher.

15 CHAIRMAN REISKIN: Great. Did someone just
16 join?

17 PROFESSOR VALENCIA-WEBER: Yes. This is
18 Gloria.

19 CHAIRMAN REISKIN: Hi, Gloria.

20 MR. LEVI: Where is everybody? Gloria, are
21 you back in New Mexico?

22 PROFESSOR VALENCIA-WEBER: Yes, I am.

1 MR. LEVI: And Julie, are you in Colorado?

2 CHAIRMAN REISKIN: I am. It's a beautiful day
3 here.

4 MR. LEVI: Did you get my message?

5 CHAIRMAN REISKIN: I did. Thank you. That
6 was very sweet. Thank you very much.

7 MR. LEVI: So we're the three board members.
8 Is there anybody else?

9 CHAIRMAN REISKIN: Yes. Father Pius is --

10 MR. LEVI: Is he on?

11 CHAIRMAN REISKIN: No. Father Pius is
12 excused. He's traveling today and is not able to join
13 us. I will communicate with him after this. And we
14 haven't heard from Robert. I think he was the other
15 person.

16 MR. LEVI: He might be traveling today, too.

17 CHAIRMAN REISKIN: So we can get started.

18 Obviously, this is our first meeting, so there
19 was no minutes to approve or to discuss. But I wanted
20 to start by just congratulating the staff on the event.
21 I think everyone was really, really pleased.

22 Carl, the op-eds and the press coverage you

1 got for the event was amazing, and I couldn't believe
2 all of the cameras and everyone there. And the op-eds
3 are phenomenal that you've been pumping out there, and
4 engaging in the field in that, too.

5 I had a number of people from the field come
6 up to me and comment on that and say that they were
7 excited about a Communications Committee and wanted to
8 help and be involved. So I think there's a lot of
9 enthusiasm we can capitalize on.

10 I thought we would start this meeting with
11 Carl giving us a brief presentation on what he's done,
12 what his plan is. We've had the opportunity to talk a
13 couple times about taking what is happening and how to
14 move that forward and push it up a notch. So I thought
15 Carl could present, then we could have a short
16 discussion and see if everyone's in agreement with this
17 idea.

18 So Carl?

19 MR. RAUSCHER: I included three documents. I
20 won't go through the first two; they were just for your
21 edification. The first was a collection of the clips
22 that we have had about the 40th since the actual

1 calendar date anniversary through the conference we
2 just held.

3 The second was a collection of the social
4 media that was filed during the conference, which we
5 put into a narrative using Spotify. I should mention
6 that the amount of social media generated during that
7 conference was enormous. Our monitor would stop
8 counting at 500, and we reached 500 pretty early in
9 each of the days. So there were a lot of people there
10 or re-Tweeting or posting on Facebook about things that
11 were going on.

12 So I just included that for you to take a look
13 at. Unless anybody has any questions about it, I'll
14 move on to what we're doing now.

15 (No response.)

16 MR. RAUSCHER: The strategy we've been using
17 has balanced national and local focuses, both with the
18 40th anniversary and the Pro Bono Innovation Fund,
19 which I consider part of the 40th anniversary since we
20 made the awards at it. And we've had quite a lot of
21 success pursuing this.

22 We got quite a lot of press clippings on the

1 local level about the Pro Bono Innovation Fund because
2 they're substantial enough to be attractive. We also
3 went out of our way to get a congressman into each one
4 of those press releases to give it a little more heft.

5 There was a new one today that I just got from
6 the Billings Gazette about Allison's great. But we had
7 a great story in the Denver Post, and stories in
8 Atlanta, and several stories in New York, all on the
9 local level about that.

10 As far as our immediate goals now, this plan
11 is trying to leaving the incredible momentum from this
12 conference. There's a lot that we can mine here and
13 move forward with.

14 I want to talk a little bit about the ways we
15 can do that, but the videos are proving to be central
16 to this. A number of reporters have called and asked
17 to see them. And I outline one in particular, Erik
18 Eckholm from the New York Times, who is doing a story
19 on the state of civil legal aid.

20 He's visiting some of the Shriver pilot
21 projects in California, some of which involve our
22 grantees. He'll interview Jim Sandman next week. And

1 he wants to view all of our panel videos, but
2 especially the State Supreme Court Justice and the
3 Rethinking Legal Aid. And we're in the process of
4 producing those now so that he can look.

5 He's hoping to get the story done in a couple
6 of weeks. That would be really good for us if we find
7 our way into this, and I think we will since we have a
8 number of touchpoints.

9 In terms of op-eds, we have placed five of the
10 locally-oriented op-eds thus far, and the Cleveland
11 Plain Dealer has agreed to publish a sixth. I read
12 Ron's op-ed yesterday in New York, and it's very good,
13 centering on veterans' issues. And I've asked
14 BerlinRosen, the communications firm that works with
15 Martha Bergmark, to pitch that because they have deep
16 ties in New York. And Alex has one that he is shopping
17 around in the Bay area.

18 The next one up, we're working with Lillian
19 Moy to do this in conjunction with the Albany Board
20 meeting. Basically, they've generally been following a
21 template that we created for them, asking them to
22 insert local information at certain points along this

1 op-ed, and then transition into the discussion of the
2 40th and what LSC does.

3 Many of these we joint byline with Jim because
4 we're reporting language from one to another, and that
5 is done for plagiarism concerns, basically. Jim's name
6 appears on any op-ed that repeats even a single
7 paragraph from our main template.

8 It's been working. The EDs have been great.
9 They've located issues of interest, and we've had no
10 trouble selling these to the newspapers. So I'm pretty
11 happy with the way things are going with that.

12 MR. LEVI: What about the use of the -- I
13 don't want to interrupt you.

14 MR. RAUSCHER: No. Go ahead.

15 MR. LEVI: I know that Martha was interested
16 in, was there going to be a compilation of many of the
17 significant quotes? A little like the summaries. You
18 know, she said, we've got the Magna Carta. Taking from
19 each of the panels a quote or two from the justices or
20 whatever and putting something together of our own that
21 we as Board members -- and that we can even give to our
22 grantees or that will be on our website.

1 DEAN MINOW: Well, since we've taped it all --
2 I mean, we have Ken Frazier's remarks. We have really
3 remarkable statements.

4 MR. LEVI: Yes, we do.

5 DEAN MINOW: Couldn't we just pull out great
6 quotes?

7 MR. LEVI: Yes.

8 MR. RAUSCHER: On the plan, I mentioned that
9 we will put out a very detailed news release with links
10 to all of the videos once we have the videos produced.

11 DEAN MINOW: But most people will not go to
12 those links. And so what I'm asking is whether it's
13 possible to pull out some key quotes.

14 MR. RAUSCHER: The second video I mention in
15 the plan is a highlight video precisely of what you're
16 talking about -- in fact, because we're thinking of
17 using this video for LSC speakers, to do two different
18 ones, one aimed at a general public, one more at a
19 lawyer audience, but both doing exactly what you said.

20 DEAN MINOW: I think that's terrific. But I
21 think, in addition, for people who are not going to
22 take the time to watch a video, having quotes available

1 that our executive directors can use, that others can
2 use, would be very helpful.

3 MR. RAUSCHER: That's what we would do in the
4 news release. That would be the written part of it.
5 And those quotes would appear there for their use.

6 CHAIRMAN REISKIN: So Martha, were you
7 thinking like as the year goes on, as we need fillers
8 for stuff, to tweet a quote here and there, that kind
9 of stuff?

10 DEAN MINOW: Exactly, Julie. You got it. k

11 MR. LEVI: But I think what she's also saying
12 -- at least I'm saying -- is those quotes are pretty
13 fresh in people's minds, Carl. I know you've got 33
14 different things going on.

15 So when is it possible to pull those out from
16 each of the speakers so that we all have them and can
17 be thinking about them and how to use them in our own
18 way, but also that our executive directors have them?
19 Because they sell themselves, in a sense.

20 MR. RAUSCHER: Well, we are going to be
21 looking at all of the tapes in this coming week with
22 various people gathering a to-do list because there

1 were some things -- this came out of the conference,
2 too, that a lot of issues arose that we might want to
3 take action on. And we will be looking for the best
4 quotes at the same time.

5 So we won't have all of the tapes produced by
6 the end of next week. Our goal is to have all of them
7 produced by the next Board meeting. It's very
8 time-consuming, and we've hired an extra editor. But
9 we could certainly go through the tapes probably by mid
10 to end of next week, and we could send out to the EDs
11 and anyone else some of those quotes you're talking
12 about.

13 MS. RHEIN: John, it's Wendy. There are going
14 to be several of us reviewing those and pulling out
15 some of the quotes that we think would resonate with
16 people that were incredibly powerful so that we'll have
17 them available, kind of as a cheat sheet, but also so
18 that we can say which ones should be included in a
19 highlight video as well as in print.

20 MR. LEVI: Well, I guess there were
21 particularly a few that -- we were all sitting in the
22 room -- that absolutely struck us. And Martha's

1 absolutely right. Ken Frazier nearly brought me to
2 tears.

3 DEAN MINOW: Yes.

4 MR. LEVI: And I don't think you necessarily
5 have to look at everybody. I think that I could send
6 you, or Martha could, too, the five or ten that really
7 hit us very powerfully. I don't know if anybody was
8 taking notes, but I know Jess Dickinson was when
9 Justice Scalia was speaking.

10 MS. RHEIN: Yes. If you want to send us your
11 specific speakers that are sticking out in your head,
12 by all means that would be very helpful.

13 DEAN MINOW: Ken Frazier for sure. Justice
14 Scalia, if we're allowed to quote him. Justice Kagan,
15 if we're allowed to quote her. I know they had terms
16 that they established in advance. David Rubenstein for
17 sure. And all of the clients.

18 MR. LEVI: Yes.

19 CHAIRMAN REISKIN: The CEO who said, if all
20 you're selling is about money, this is about America --
21 I don't remember exactly; I can't remember the name.

22 MR. RAUSCHER: That was Ken Frazier.

1 DEAN MINOW: That was Ken Frazier.

2 CHAIRMAN REISKIN: Oh, okay.

3 DEAN MINOW: Exactly.

4 MS. RHEIN: Others?

5 MR. LEVI: Oh, there are others. Clearly, you
6 can get a quote from Holder. Biden. From Hillary
7 Clinton. Hillary Clinton absolutely.

8 MS. RHEIN: Yes. And we'll go through those.

9 I was just thinking if there were specific ones right
10 now that were sticking out in your head.

11 MR. SCHANZ: Well, for me, I would say John
12 Levi.

13 (Laughter.)

14 MR. SCHANZ: Lest we forget the conductor of
15 the orchestra.

16 MR. LEVI: And I'd say, for me, Martha Minow.

17 Martha Minow. Martha had that tremendous summary
18 right before Holder spoke. That was masterful. And
19 thank you, Jeff. I have to say if you go look at some
20 of those panels, jeez, the head of City Year was great.

21 MS. BERGMAN: This is Carol, John. When we go
22 through all of the videos, I think that we're going to

1 identify many, many different things that really stand
2 out.

3 MR. LEVI: Oh, definitely.

4 MS. BERGMAN: And that's why the idea that
5 Carl articulated about creating a couple of different,
6 very short videos that really highlight some of these
7 key things for different audiences will be very
8 helpful.

9 But I think there are a lot of things that can
10 be used for different purposes, and we'll want to
11 identify them that way.

12 CHAIRMAN REISKIN: And Carl said that they
13 have a system that they're going to be getting to make
14 sure that we're following the data. So we need to do
15 what we tell other people out.

16 And as we're putting out, as we're
17 experimenting and doing more with other types of social
18 media and putting it out, keep a close look on the
19 analytics and make sure that it's not just what we
20 think works but what actually is working, and be
21 looking to do continual evaluation on our
22 communications, on how much they're hitting.

1 MR. LEVI: Jonathan Lippman also made some
2 very compelling remarks.

3 CHAIRMAN REISKIN: So should they get those to
4 Carl, or Wendy, or both of you, if people want to email
5 stuff that we think of that they should look at sooner
6 rather than later?

7 MR. RAUSCHER: Why don't you send those to
8 Wendy.

9 MS. RHEIN: You can send them to me and I'll
10 collect them.

11 CHAIRMAN REISKIN: Okay. Are there more
12 questions? Sorry, go ahead.

13 PROFESSOR VALENCIA-WEBER: Yes. This is
14 Gloria. One thing that would be interesting to me and
15 some of the local talks that Ed and I are making are
16 the comments from the two corporate panels. The idea
17 that American business and the business of America
18 recognizes the importance of civil legal aid to poor
19 people is very important.

20 MS. RHEIN: Great. We'll add that to the
21 list, Gloria. Thanks.

22 CHAIRMAN REISKIN: Anything else on this? Are

1 we ready to have Carl talk about the going-forward
2 piece? Go ahead.

3 MR. LEVI: I think we should say -- and I know
4 Martha's gotten them; Jim has; I have; I hope you all
5 have -- I've never received emails -- I mean, the
6 emails from a number of the attendees who were there, I
7 suspect you could get affirmative quotes if you need
8 them.

9 But they just thought it was the best thing
10 they'd ever been to. I mean, many people have said
11 that. So I think you can actually get quotes if you
12 need them from people like Earl Johnson. In the thank
13 you notes, just the thank you emails that were being
14 sent to the General Counsel and those CEOs, wow. Their
15 responses were equally affirming.

16 So that's the other thing that's happened
17 here, Carl, is I think you have the opportunity
18 potentially -- for example, you might be able to get an
19 interview with Ken Frazier.

20 MR. RAUSCHER: I think all of that is doable,
21 yes.

22 CHAIRMAN REISKIN: Yes. This is very

1 exciting. We have a lot to capitalize on.

2 So Carl, anything else on what we --

3 MR. RAUSCHER: Well, as we're moving forward,
4 we'll try to -- I'm mostly talking about news coverage
5 here, not use for EDs -- we will try to replicate with
6 other reporters what we're doing with the New York
7 Times now via the videotapes.

8 Reporters aren't going to write about
9 something they weren't at, but they will write about
10 something that they can see on video. And we've
11 already had two requests from two New York reporters
12 who are very interested in the pro bono panel and very
13 interested in everything Judge Lippman had to say.

14 So I think we can generate a new wave of
15 interest once we make these available, and reach out
16 and contact reporters from Texas and let them know what
17 great stuff Nathan Hecht said, and so forth. I think
18 that's a mine that we can explore.

19 CHAIRMAN REISKIN: Absolutely. Okay. Are you
20 ready to move on to the plan going forward,
21 capitalizing --

22 MR. RAUSCHER: Well, that was pretty much it.

1 Yes. Our media goal is to capitalize on what we're
2 done. We sold an op-ed already to the ABA Journal that
3 Jim is going to write on rethinking civil legal aid
4 using some of the ideas that he heard during this
5 conference. And we can take similar approaches.

6 I think we can continue to leaving this with
7 other op-eds as well once we decide what it is that we
8 have -- I mean, I really think your dinner remarks,
9 John, bolstered by some more specificity, could be
10 turned into an op-ed based on what we learned at the
11 conference.

12 MR. LEVI: Yes. But I think there's a
13 follow-up piece to the conference attendees or
14 something, thanking them for coming, that incorporates
15 Martha's -- I don't know. You think about this.
16 Martha's summary was so remarkable.

17 MS. RHEIN: It was.

18 CHAIRMAN REISKIN: And what I heard from
19 people was they want to engage. They were very
20 excited. They are very energized. They want to
21 engage.

22 And so as we're thinking about going forward

1 and using different types of social media that are
2 going to spring off the op-eds, we need to remember to
3 give people -- and it doesn't have to be a big
4 engagement role, but give people stuff to do, whether
5 it's re-tweeting or posting. They want that. They're
6 really hungry for that. And that's great. It's so
7 positive.

8 So Carl, did you want to talk about pivoting
9 off the op-eds to move into some of the other media
10 pieces?

11 MR. RAUSCHER: I think we've discussed
12 virtually everything to this point.

13 CHAIRMAN REISKIN: Okay. Well, I thought --
14 maybe I'm off-base, and tell me if I am -- that there
15 have already been a number of op-eds written and
16 placed, and so that we were going to take some of those
17 -- for example, you said there have been a couple on
18 veterans --

19 MR. RAUSCHER: Oh, I'm sorry, Julie. I know
20 what you're talking about now.

21 Julie had some good ideas about how to
22 increase our web presence and to aim some of this at

1 audiences beyond the lawyer community. What we were
2 thinking of doing is highlighting some of the different
3 areas that LSC deals with from the op-eds that we are
4 placing.

5 For instance, two of them are about veterans'
6 affairs, and then the larger issue of LSC, so that we
7 would have those two op-eds displayed together with
8 other things. We might profile someone who's been
9 particularly active in veterans' affairs. We would
10 certainly have a link to Stateside Legal, et cetera.

11 And as we move through the year and as we move
12 through op-eds that are relating to the news
13 developments before us, we would keep adding pages,
14 which would illustrate the scope of LSC grantee
15 activity.

16 CHAIRMAN REISKIN: And that would be a way to
17 show and profile more of the client satisfies. So with
18 veterans, you could have a veteran who was helped, have
19 a little write-up and maybe a little YouTube video.

20 And then that's something that gets sent out,
21 and it could go to all the veteran advocacy groups,
22 just to build more of that support so that people see

1 legal aid as the broad work that it is, not just what
2 one -- outside of the lawyer communities, people say,
3 oh, aren't they the ones that do free divorces?

4 And we need to be known as that that's not
5 what we do. We may do sometimes free divorces for
6 people in certain situations, but we are way bigger
7 than that; and to build that support, and so that
8 people see the need.

9 So initially, I had thought about having this
10 committee come up with a calendar of ideas. But I
11 think Carl's idea is better, which is to start piloting
12 this with the op-eds that we already have, with the
13 topics that we already have, look at the analytics, see
14 how it's working, refine it, and then just continue to
15 be dynamic in moving, but also be flexible enough so
16 that if there is some issue that comes up, like all of
17 a sudden there's a bunch of evictions, that we can jump
18 on that and stay with the time or with what's happening
19 in the world.

20 Does that sound doable to folks? John, is
21 that what you wanted from this?

22 MR. LEVI: What I wanted?

1 CHAIRMAN REISKIN: Yes. When you set up this
2 committee. Is that the kind of thing that you --

3 MR. LEVI: Absolutely. I think this is
4 terrific.

5 CHAIRMAN REISKIN: There have been a couple
6 people that have asked to participate on this
7 Committee, and I wanted to see what everyone thought.
8 I was told the first meeting should just be board and
9 staff.

10 But Martha Bergmark -- I don't know if she
11 asked, but I think everyone thought she would be
12 important. And then Robin -- I'm sorry, I can't
13 remember her --

14 MR. LEVI: Murphy?

15 CHAIRMAN REISKIN: Yes. Thank you. And so I
16 wanted to know if that was okay. And again, a number
17 of directors said to me that they would be happy to put
18 stuff out, help get anything. So I don't think we need
19 them all on the Committee, but I just think keeping
20 that engagement up, that we have this positive
21 engagement, this could be a way to --

22 MR. FLAGG: This is Ron. Let me think about

1 that and, at least from a legal perspective, get back
2 to you with some thoughts on that.

3 MR. LEVI: On what?

4 MR. FLAGG: On adding non-Board members to the
5 Committee.

6 MR. LEVI: Well, we have them on three other
7 Committees.

8 MR. FLAGG: John, I'm not rendering an
9 opinion. I'm just asking for a few moments to get back
10 to you with some thoughts. Okay?

11 MR. LEVI: Well, okay. But I'm just
12 interested in the response only because we have three
13 Committees that currently have them. But I understand
14 that this is a Subcommittee, and we have to have more
15 Board members than non-Board members on any
16 Board-constituted Committee.

17 MR. FLAGG: All right. Let me put it
18 differently. I think that before -- and this is now
19 not a legal opinion but just the opinion of an Officer
20 of the Corporation --

21 MR. LEVI: Yes.

22 MR. FLAGG: -- before we just start adding

1 non-Board members, we ought to think strategically
2 about the entire universe of possibilities and also the
3 role of this Subcommittee vis-à-vis the role of
4 Management in rolling out a communications plan in
5 connection with our 40th anniversary.

6 So I'm now, I think, just recommending that
7 before the Chair, either of the Subcommittee or of the
8 Board, designates new Subcommittee members, that we
9 just give it some thought.

10 CHAIRMAN REISKIN: Yes. And Ron, thank you.
11 I just wanted to -- I talked with Carl a little bit
12 beforehand. I just wanted to say my thought is that I
13 don't think anyone would think of this as a Committee
14 where any Board member would be dictating
15 communications because that is just not workable.

16 So I want to make sure this Committee is
17 supporting the excellent job that the staff is doing on
18 communications and adding value. And I've given Carl
19 not just permission but requested that he communicate
20 closely with me on making sure that we're being helpful
21 because I just want to make sure that this goes
22 smoothly and is useful to everyone, and that we harness

1 the help in the best way for everyone.

2 MR. FLAGG: Right. And I think that's what
3 our interest is as well.

4 CHAIRMAN REISKIN: Right.

5 MR. FLAGG: And all I'm saying in that spirit,
6 since there are many, many people out there who would
7 have ideas and could be potentially helpful in this
8 space, that we just think about it before we on the fly
9 make a decision.

10 MR. LEVI: Oh, yes.

11 MR. LEVI: If that's what your point was, Ron,
12 I agree. And not only that, the Subcommittee itself
13 doesn't make the appointment.

14 MR. FLAGG: Right. No, I understand. So just
15 before we engaged in decision-making, I just thought a
16 strategic process was probably advisable.

17 MR. LEVI: Yes. I think, though, just along
18 those lines, to say this quickly, if you think of the
19 major work that we do, that Management does -- so you
20 have a Treasurer who's doing finance work, and we have
21 a Finance Committee, and that individual also
22 intersects the Audit Committee.

1 We have an Institutional Advancement Committee
2 that supports Wendy. It seems like this is another
3 place in which the Board felt it would be helpful to
4 LSC to offer some insight and act as a sounding board
5 and a support to Carl and his operation.

6 CHAIRMAN REISKIN: Exactly.

7 MR. LEVI: And I think that's how we view this
8 Committee.

9 CHAIRMAN REISKIN: Exactly.

10 MR. LEVI: We don't have a "marketing"
11 committee, but we do have an Institutional Advancement
12 Committee. And because the Institutional Advancement
13 Committee has been so busy with other aspects of
14 institutional advancement, it thought it best to have a
15 Subcommittee that was working with communications.

16 I don't think we're trying to get in the way
17 here. I think we're trying to be a support.

18 MS. RHEIN: I don't think that getting in the
19 way was the issue. I think the conversation was, who
20 that was not part of the Board would be really good
21 allies and a good fit for the Subcommittee. That's
22 what we'd like to think about.

1 MR. LEVI: Yes. That would be great.

2 CHAIRMAN REISKIN: Right. And now to best
3 harness the help. So that's absolutely fine.

4 MR. LEVI: Could I say I do think in the
5 future if we want to discuss possible candidates or
6 names, we should do that in a closed session.

7 DEAN MINOW: Yes.

8 CHAIRMAN REISKIN: Yes.

9 MR. LEVI: As opposed to putting people out
10 over the open. That can get sticky.

11 CHAIRMAN REISKIN: Yes. I apologize. I
12 wasn't thinking. Thank you.

13 MR. LEVI: I didn't mean to say that.

14 CHAIRMAN REISKIN: No. You're right. You're
15 absolutely right.

16 MS. KRAMER: So maybe we should consider doing
17 that in Albany?

18 MR. LEVI: That's fine.

19 CHAIRMAN REISKIN: Yes. Would that be an
20 adequate time run? Would that work?

21 MR. LEVI: The only issue with our Albany is
22 if we have the time. So you'd better check that with

1 Julia. You may want to do it in a phone call.

2 MS. KRAMER: Yes. We can talk to Julie about
3 that.

4 CHAIRMAN REISKIN: Either way is fine. I'll
5 wait for Ron to get back with thoughts on that.

6 So we've had a discussion about a preliminary
7 strategy, that obviously doing it in this kind of way
8 is a little bit new. So we'll be looking at analytics
9 and evaluating as we go. We have several things we've
10 asked staff to do. That will all go in a report; we'll
11 report this to the Institutional Advancement Committee,
12 who will decide -- they'll make recommendations.

13 Is there anything else that we need to cover
14 today that people want to make sure that we cover today
15 so that we're ready to give a good report to the
16 Institutional Advancement Committee, who will report it
17 up to the Board?

18 MR. LEVI: I think you've done it.

19 DEAN MINOW: I think you've done it.

20 MR. LEVI: You've done it.

21 DEAN MINOW: And Julie, I just have to say you
22 were such a superstar at the whole event, really, in

1 every possible way -- your own panel, your
2 pinch-hitting panel, everything.

3 MR. LEVI: Well, just speaking as a Board
4 Chair, not only was Julie wonderful, you were. Gloria
5 was. The whole.

6 CHAIRMAN REISKIN: I was just about to say,
7 everyone was amazing. It was such a great team effort.
8 I've always been very proud to be part of this, but I
9 was even more than usual. And John, your role, again,
10 was just amazing. Is there anyone on the planet that
11 you don't know?

12 MR. LEVI: That's pretty funny, but --

13 DEAN MINOW: Well, kudos to everybody. Well
14 done, Carl, everybody.

15 CHAIRMAN REISKIN: Yes.

16 DEAN MINOW: And Wendy. Outstanding.

17 CHAIRMAN REISKIN: Yes. You guys -- yes. And
18 Carl, what you've done with the op-eds is amazing.

19 MR. RAUSCHER: Thank you.

20 MR. FLAGG: The lunch was great. Thank you
21 very much.

22 DEAN MINOW: Oh, good. Good. Enjoy.

1 CHAIRMAN REISKIN: Okay. Everyone get some
2 rest and have a wonderful weekend. And you'll be
3 hearing from staff if we need to have a phone call
4 before the Albany meeting. And I take it we'll have
5 some time on the agenda for this Committee to meet?
6 Well, I don't know if we need to meet before we report.

7 So we either will or we won't. And I'll email Father
8 Pius privately and just let him know how this went.

9 MR. LEVI: You've got to ask for public
10 comment.

11 CHAIRMAN REISKIN: Oh, I'm sorry. Is there
12 any public comment?

13 (No response.)

14 CHAIRMAN REISKIN: Okay. Can I have a motion
15 to adjourn?

16 M O T I O N

17 MR. LEVI: So move.

18 PROFESSOR VALENCIA-WEBER: This is Gloria.
19 I'll move to adjourn.

20 CHAIRMAN REISKIN: Any opposition?

21 MR. LEVI: Thank you.

22 (At 5:08 p.m., the Subcommittee adjourned.)