MEETING OF THE
COMMUNICATIONS SUBCOMMITTEE
OF THE
INSTITUTIONAL ADVANCEMENT COMMITTEE

OPEN SESSION

Friday, January 29, 2016
3:01 p.m.

The Mills House Wyndham Grand Hotel
115 Meeting Street
Charleston, South Carolina 29401

COMMITTEE MEMBERS PRESENT:

Julie A. Reiskin, Chairperson
Robert J. Grey Jr.
Martha L. Minow
Father Pius Pietrzyk, O.P.
Gloria Valencia-Weber
John G. Levi, ex officio

OTHER BOARD MEMBERS PRESENT:

Charles N.W. Keckler
Harry J.F. Korrell, III
Victor B. Maddox
Laurie Mikva
STAFF AND PUBLIC PRESENT:

James J. Sandman, President

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

Rebecca Fertig Cohen, Chief of Staff

Mayealie Adams, Special Assistant to the President for the Board

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

Janet LaBella, Director, Office of Program Performance

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

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

Wendy Rhein, Chief Development Officer

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

Joel Gallay, Special Counsel to the Inspector General, Office of the Inspector General

John Seeba, Assistant Inspector General for Audit, Office of the Inspector General

Daniel O'Rourke, Assistant Inspector General for Investigations, Office of the Inspector General


Herbert S. Garten, Non-Director Member, Institutional Advancement Committee
STAFF AND PUBLIC PRESENT (Continued):

Frank B. Strickland, Non-Director Member, Institutional Advancement Committee

Robert E. Henley, Jr., Non-Director Member, Finance Committee

Allan J. Tanenbaum, Non-Director Member, Finance Committee

Andrea Loney, Executive Director, South Carolina Legal Services

Leslie Fisk, South Carolina Legal Services

Adam Protheroe, South Carolina Legal Services

Gerald Jones, South Carolina Legal Services

Matthew Billingsley, South Carolina Legal Services

Rusty Infinger, South Carolina Legal Services

Rita Roache, South Carolina Legal Services

Stephanie van der Horst, South Carolina Legal Services

Juanita F. Middleton, South Carolina Legal Services

Jamie L. Bell, South Carolina Legal Services

Angela Myers, South Carolina Legal Services

Kimaka Nichols Graham, South Carolina Legal Services

Mark Fessler, South Carolina Legal Services

Kirby Mitchell, South Carolina Legal Services

Sheila Thomas, South Carolina Legal Services

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

Robin C. Murphy, National Legal Aid and Defender Association (NLADA)
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Motions: Pages 5, 5 and 28
(3:01 p.m.)
CHAIRMAN REISKIN: I'd like to call to order the Institutional Advancement Committee. We have a quorum. Can I have a motion for approval of the agenda?

MOTION
DEAN MINOW: So moved.
FATHER PIUS: Seconded.
CHAIRMAN REISKIN: All in favor?

(A chorus of ayes.)

CHAIRMAN REISKIN: Minutes?

MOTION
DEAN MINOW: Move that we approve them.
CHAIRMAN REISKIN: Second?
MR. LEVI: I second.
CHAIRMAN REISKIN: Thank you. All in favor?

(A chorus of ayes.)

CHAIRMAN REISKIN: The evaluation. I don't know if everyone had a chance to read the evaluation. I don't know if anyone has any comments they wanted to make.
CHAIRMAN REISKIN: No? Okay. Next is a report on the communications activities and analytics. So Carl, are you going to give that?

MR. RAUSCHER: Yes.

CHAIRMAN REISKIN: All right.

(Pause)

CHAIRMAN REISKIN: Okay. Carl?

MR. RAUSCHER: Yes. Okay. I'll go ahead and start. The first couple of things I have to say aren't part of the PowerPoint anyhow.

At our last meeting, you may remember that I mentioned, and so did Jim, that we had been holding press events with members of Congress and our grantees, mostly to publicize PBIF grants and some TIG grants.

We are continuing to do that. And since the last meeting, we've held four of those events, one with Representative Kennedy in Boston, one with Representative Smith in Washington state, one with Representative Quigley in Chicago, and one with Representative Cleaver in Kansas City.

As press generators, they differ wildly. Some
of them got no press at all. The Cleaver event was covered by NPR, the Kansas City Star, the Kansas City Business Journal, and Missouri Weekly Lawyer, which is pretty much a home run for what we're looking for for local coverage of these events.

As Julie pointed out at our last meeting, these events are very valuable even if they don't generate press, and we're going to continue to move forward. We have a couple more in the planning stages now.

I'm also very happy to report that the communications manager's position, which had been vacant for a number of months, has been filled by Kathryn Fanlund. Catherine's a lawyer. We got her from the Association of American Law Schools, where she was doing a lot of their publicity and outreach.

She has a history of legal communications, and she is really good. So I think we're going to be in place to do a lot of good things in the coming year, and I'm really glad that that position is filled.

I'll turn to our digital communications report now. I wanted just to update you about Twitter,
Facebook, and LinkedIn since our last meeting. Let's start with Twitter.

Any time you're talking about the end of the year, you should expect a dropoff in some figures because people aren't on social media as much during the holiday season, et cetera. Nonetheless, we managed to gain 337 new followers for Twitter over this period. We're closing in on 5,000 followers, which would put us at the absolute forefront in the legal aid community in terms of our outreach via Twitter. The engagement and impressions are still solid. They're down a little bit from the last quarter.

These are the five most popular tweets during this time, to give you some sense of what people are resonating to. By far the most popular one was between announcing the formation of the Civil Legal Services Justice Caucus from Representative Kennedy and Representative Brooks.

Also important was -- and I think this is mainly because of ABA members following it -- Nevada Legal Services winning a pro bono award from the ABA. And there was a lot of interest in that. The third
most popular one was a tweet leading people to our new web page, talking about the new design and what it offered. Our TIG grant announcement was the fourth most popular thing on Twitter, and the fifth most popular thing I'll talk about in a little bit is our Storification of the wildly popular TIG conference.

CHAIRMAN REISKIN: Carl, what period of time?

Was that in all of 2015, or last quarter?

MR. RAUSCHER: Last quarter. It was really last meeting to this meeting.

I wanted to point out one particular interaction on Twitter because it's illustrative of a lot of things. Heidi Moore is the business editor of Mashable, which is an online news service with hundreds of thousands of followers.

So Heidi puts out a tweet that says, "Hi, Twitter" -- that's the way people talk on Twitter -- "I have a question from a reader. She is divorcing her violent husband but she can't afford a lawyer for divorce. Where to get advice?"

Twitter answered in the guise of Jonathan Allen. Jonathan is the author of HRC, the New York
Times best seller on Hillary Clinton. He was until about six months ago the Bloomberg bureau chief in Washington. He's now the chief political editor at The Hill. And before that he spent years as the White House correspondent for Politico. He is a well-known Washington journalist.

So Heidi asks about where to go for advice, and Jonathan answers by saying, "Legal Services Corporation," and sending a link to our client success stories dealing with people who were in exactly the same position as this questioner. That's cool. I mean, that is really good, in a number of different ways.

First, we have a top political reporter instructing a business editor about LSC. We want to get our message out beyond the legal aid community; this is an example of that happening. The fact that someone like Jonathan knows enough about us to do this illustrates that our message is getting out.

The second thing it illustrates is the importance of social media in leveraging our web page.

I doubt that Jonathan was going from one queue to
another on our web page. But when they put out the new page, we tweeted out links to various sections.

In other words, a web page is a passive thing. You have to go to it. You have to look around. With social media, you make it into an active thing. You take what you want to highlight and you send it out to your nearly 5,000 followers. I'm sure Jonathan got think link from some of our tweeting about our new page.

And the third thing it points out is the importance of displaying and distributing our core information in different ways for different audiences. As you may remember, we have a really nifty interactive map of client success stories. You can click on a state, and that's very useful for legislative assistants, journalists, et cetera, people who want to access this information via locale.

But we also on the new page have displayed it via theme, and that's what was most useful here. So it's the same information, but it's displayed two different ways for two different audiences. And I think an important message from this is you can't
really stop finding new ways for essential information
because people are coming at it from different angles.

So I was very happy with this interchange.

These are our social media figures for
Facebook and LinkedIn. Note the page impressions on
Facebook. We have 50,000 in the fourth -- actually, in
the third quarter, too. It dropped all the way to
3500. Now, why did that happen?

Well, part of it is algorithmic change on
Facebook, which is going to reduce the number. But
it's also a testament to how, on Facebook, popular our
client success stories were because last quarter and
the quarter before, that's what we were talking about.

This quarter it's mostly tech stuff, which
plays very well in Twitter but not so well on Facebook.
They have different audiences for each of these social
media platforms. So it shows, in a weird way, how
effective we were with client success stories on
Facebook. And we'll talk about how effective we are
with tech news on Twitter in just a moment. The
LinkedIn stuff is pretty consistent with the last
quarter.
We had three social media campaigns during this time. The first one was our TIG grant proposal. We did a multimedia approach to publicizing this. We did a national release talking about all 30 of them. Then we did eight targeted releases on specific grants. We chose the grants either because they were inherently newsworthy or because they were in a congressional district that we wanted to seek publicity and influence.

Each of the releases had quotes from congressional leaders, which makes them a lot more newsworthy. It generated a dozen or so news stories, all local, and about 2500 impressions. And it was retweeted 41 times.

The second, fairly modest, campaign was we found a lot of us at the NLADA conference, including board members, who are now some of our most prolific tweeters, and we tweeted from NLADA. And we got about 11,000 impressions and 132 retweets, which is pretty good.

The most interesting campaign was around the TIG conference in San Antonio. We promoted the
conference before, during, and after, all using the hashtag #LSCTIG. With that hashtag, we got nearly 112,000 impressions, which is a lot. We also got 103 people following it on Facebook and 757 impressions on LinkedIn.

In addition to that, what we did was to give people who weren't at the TIG conference a sense of what it was like at the TIG conference using a narrative device called Storify. And Storify allows you to bring together tweets to recreate the experience.

This was especially easy and fun to do with TIG because the quality of the tweeting was so enthusiastic. People who were there were really thrilled to be there. And people who couldn't be there were really thrilled to find out what was going on. My favorite personal tweet was the one there where John Mayer says, "President Sandman is our Morgan Freeman."

(Mlaughter.)

MR. RAUSCHER: And the one below it: "Great conference. Inspiration, network, and learning. Definitely recharged my battery for the work we do."
That's pretty typical of what we saw coming out of the TIG conference.

So we put this together in a Storified fashion, and I included three of the comments about the Storified narrative. "Check out the awesome Storify LSC tweets created about the LSC TIG conference that wrapped today." "Thanks for Storifying and sharing LSC's 16th annual technology conference." "Using technology to access justice, a helpful summary of the LSC TIG conference." People liked this.

The numbers bear that out as well. We had 313 views on the Storify site itself. That means people clicked through the tweet, went into the website, and read it all there. That's as many people as attended the TIG conference.

We also had nearly 2500 impressions, so people looking at the tweets about the Storification, and 41 retweets of what we did. Facebook, 74 people followed, and LinkedIn, 714 people. So it was a very well-received thing, and it worked pretty well.

I just want to end with -- we have very cursory information about usage on our new website.
But I did want to show you that it is starting out very well. Last year we had 461,000 page views for the whole year. In the first three weeks of this month, we had 51,000 already.

So we are beginning with a much more robust usage; and some of it again has to do with the enthusiasm around the TIG conference, but I think a lot of it has to do with our web page is just so much better than it used to be. That concludes my report.

CHAIRMAN REISKIN: Thank you. That's a fantastic presentation.

Any questions or comments from board members?

Martha?

DEAN MINOW: It's wonderful, and I'm learning a lot. I had a question about the congressional quote and the congressional involvement. It's interesting that not just Joe Kennedy, anything with a congressional voice got a lot of attention.

And I wonder about the strategy. Is it only, for example, the TIG grants, representatives from the districts where those grants go? Or is it also an effort to involve people who are on the committee that
help to approve the funding? Or how do we think about that? And are there some strategic uses of giving opportunities for congresspeople --

MR. RAUSCHER: I think Carol wants to wealth in here.

MS. BERGMAN: What we do, Martha, is that with every single TIG grant and every single pro bono grant, we send out an email and contact the staff for the members of the districts that are getting the grant, both in the House and in the Senate.

We tell them that we're planning on doing a press release and that we'd like to include a quote from them. And then we say, would you be interested in doing a press event in your community if we were to do it?

So then we see what the response is. And if we get a response from -- we try to not do a press release in a particular community without there being both Ds and Rs on it. So if we've only heard back, we will certainly follow up with others in that district, especially if we haven't heard back from people who we know are supporters. So we try and make that part as
balanced as possible.

And then anybody who shows any interest in doing a press event, similarly, we follow up with that member. And then we usually go back to that member and ask them if they're comfortable if we reach out to other members because some people are very comfortable sharing the limelight. Others want it to be all about them and they don't want any other members.

But we start out with every single member of every district who's getting -- so it's very labor-intensive. But it really is -- what it is, it's a huge opportunity to let them know who we are, and this grant's going out to your community.

DEAN MINOW: No. I see that, and I see the great communications possibility here. I'm just wondering, is there a way to have a second life here? Because people who are not in the districts that are getting the grants but may have an interest either because they're interested in technology or because they're involved in the general funding of legal services, I'm just wondering if there's a way to also involve them, maybe as a second round.
MS. BERGMAN: Well, what we do do -- it's sort of in partial response to that -- whenever we send out, then, the press releases about the events, we have a list on the Hill. So everybody with whom we work in appropriations and oversight and who's interested in technology gets the press releases about all of the TIG and the pro bono grants. So there's no question that that's a part of it.

The other thing is that we make it a part of our meetings and discussions with appropriations folks in the next year. So we're very clear that everybody knows about what's going on.

MR. RAUSCHER: And the national release goes to everyone. So we have targeted releases in areas that we think are of particular interest and that we've heard back, even, that are of interest. But the national release goes to tech journals, online tech things, et cetera.

DEAN MINOW: Just one more, really following from William Hubbard's comments at lunch. The legal community generally is actually behind LSC when it comes to technology. And if there's a way to think
about, again, outreach and ways to give some other
members of the legal community a chance to be
highlighted, even if they're simply endorsing or
seconding what we have been doing, I just think that's
worth doing.

Because I think a lot of people that I talk
with in the legal community want to be seen as, we're
with it. We're at the cutting edge. And here we are
at the cutting edge, and so that's a thought.

CHAIRMAN REISKIN: Harry?

MR. KORRELL: Thanks. I'm glad Carol
actually -- Carol, I'm going to direct this also to
you, too, I think. So there's some risk, of course, in
talking about something that you're not expert and
about which you don't have full facts. But I'm going
to run the risk anyway.

So I was invited to go to that TIG -- and
Carol, you and I talked about this -- where I was
invited to go join a press conference for a TIG grant
for the Northwest Justice Project. And I went, and
just a little bit off topic -- it's not necessarily
social media -- but anyway, I went, and prepared for
it, and got there, and Congressman Adam Smith was there, and a representative from Jim McDermott's office was there. No Republican staffer or office present, and no press. So nobody showed.

And this is not -- this doesn't fall on Carol. I think this falls on my friends at Northwest Justice because the announcement had just been sort of a blast email of sorts, or a blast telephone call or whatever to local media. No followup. Nobody showed up. And I think we missed a terrific opportunity.

It was not great that Congressman Smith showed up and nobody else did. That wasn't great. So I talked with some of the local folks. I said, what about some of the local Republicans? What about Congressman Reichert? Well, he's busy. He's hard to get here. Did anybody call? It wasn't clear.

And as I'm starting to think a little bit about our legacy of this board, one of the things that I want my legacy to be is that we have done better about realizing that there is bipartisan support for our activities. But if we're not invited to the party, they're not even going to know what's going on.
And I really kind of stress that maybe more than all the broadcast emails or whatever we do on a push-the-button basis, that if we want to change the perception of this as a Democratic issue or a left-of-center issue, we need to work hard to give people like Congressman Reichert, who I think is a supporter, or Jaime Herrera Beutler, or others, they're not in the district, but they might come. They might relish the opportunity to be part of this good news and to be seen as bipartisan and supporting this.

And so, I don't know, I just encourage -- again, this isn't a criticism of that specific event. I just hope that when we get these opportunities, that we work hard and do more than just tell everybody and then hope that they show up, but that we think strategically about how important it is to get Congressman Reichert, whose district abuts the district that's getting it, and try to get him there.

So that's my observation.

DEAN MINOW: And leverage the board to get people because I think that would make a difference.

Great points.

Any other comments or questions?

MR. RAUSCHER: Just as a point of fact, everybody who -- the congressional delegation that we send a targeted release, we do solicit reaction and quotations from them. And we have gotten -- in the last round of TIG, I think we have five Republicans quoted in releases.

But some of the success that we have had does depend on grantee engagement, which I think is the point you were making, and some of it has to do with newsworthiness of the grant itself. They vary. And some of it has to do actually with the size of the market, too.

It's tough going in New York and Chicago to get publicity for our grants. It's a lot easier in Omaha and Portland, Maine and things like that. So there are a lot of factors involved in that.

MR. LEVI: But I will say there was still a value, even though there was not press, because there was a roomful of people. Quigley spoke from the heart. And Quigley, he buys this. And he's very good at
managing both sides of the aisle. And so you give him a chance to speak, and it invests him more fully, too.

MR. KORRELL: Yes. And Cesar Torres, we all know Cesar. He's worked with us carefully. And he's very busy, and I hate the idea of putting more on his plate. It's easy to say, well, these are my supporters. I'll send them out, and somebody else is probably too busy.

I mean, I'm putting words his mouth. He didn't say it this way. But I was left with the impression that it's just easier to go with the people you know. And what I'm suggesting is that from the board level, that we press the folks at the local level who are -- as you say, it requires local grantee engagement to get the staffers that they know to get their electeds present.

I just think maybe some reminding from our level, that maybe a little extra work to get the other side of the table, would be good.

MR. RAUSCHER: That's a good idea.

MR. KORRELL: Thanks.

CHAIRMAN REISKIN: I agree. Thank you.
One thing we don't have a lot of time to discuss, but I wanted to mention, at the last meeting Charles brought up the Boy Scouts having a -- a need for a document for Boy Scouts. And we then kind of generalized to young people.

So I drafted something, sent it to Charles. He looked at what the Boy Scouts were using. And if people are interested, it certainly needs more work. But we could continue to refine it a little and maybe send it to the board to see if it's something that you guys would want to put up on our web page. And then Charles thought he could get a link, and then that would link the Boy Scouts of America to our page. And we could also get it out to other organizations.

We need to be very careful with young people because while we want to let them know that this service is out there, there are some tricky issues with minors. So there might be some minors that actually need legal services, and we want them to know about it. I don't know that we want to be out there encouraging kids to start calling lawyers without their parents in general.
So it would have to be done very, very carefully. But I still think it's something that we often don't think of, and a whole group of people that do need to know that this exists, and also just what access to justice and civil legal aid is because I think part of what we're dealing with now is a whole generation of people that don't know what it is. And we might not need to be doing so much communications work if more people just understood this in general.

So if people are interested, I'm happy to keep working on it and draft Charles. Charles?

MR. KECKLER: Yes. Just a point about it. I think that the best way, maybe, to proceed is to think about whether we want to have a page somewhere on our website that is -- it came up at lunch indirectly, the idea of having civics education, and having the idea of LSC in a civics education model, explain at a level that might be appropriate at the high school/middle school level as people are learning about it.

And the only point about the Boy Scouts being that there are people that update their website, and I'm in contact with them. But we would have to just
produce the document and then work with that to get the
link on, I think.

So the idea is, do you want to do that? And
there are some of the concerns that Julie and I talked
about and she just mentioned, about providing legal
advice versus civic education, and having that.

But it also occurred to me during the process
of that that having a link on that page, if we were to
proceed with it, to some kind of story that involves
minors getting help of our services, not as legal
advice but as an example, as an inroad towards the
civics education concept.

And then the only point about Scouts being
that there is at least one market for this. That is,
it's not that no kids will ever look or have any
interest in an explanation of civil legal aid. There
is, in fact, one group, at least, that will do it, but
probably other young people as well.

CHAIRMAN REISKIN: So I guess I'd like a sense
from the committee or the board if that's something
that you want us to pursue, getting a draft out to you
guys. Yes?
MR. LEVI: What is the staff view of it?

You're happy to have the assistance and --

MR. RAUSCHER: We are always happy to have the assistance of the board. So yes, we can find a place on a web page for that pretty easily.

CHAIRMAN REISKIN: Okay. Great.

Is there any public comment?

(No response.)

CHAIRMAN REISKIN: Any other business?

(No response.)

CHAIRMAN REISKIN: Can I have motion to adjourn, please.

MOTION

FATHER PIUS: So moved.

CHAIRMAN REISKIN: Second?

MR. LEVI: Second.

CHAIRMAN REISKIN: All in favor?

(A chorus of ayes.)

CHAIRMAN REISKIN: Okay. This committee is adjourned.

(Whereupon, at 3:29 p.m., the subcommittee was adjourned.)