

LEGAL SERVICES CORPORATION  
BOARD OF DIRECTORS

TELEPHONIC MEETING OF THE  
INSTITUTIONAL ADVANCEMENT COMMITTEE

OPEN SESSION

Tuesday, March 22, 2016

10:05 a.m.

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

COMMITTEE MEMBERS PRESENT:

John G. Levi, Chairperson

Martha L. Minow

Father Pius Pietrzyk, O.P.

Julie A. Reiskin

Frank B. Strickland (Non-Director Member)

## BOARD MEMBERS PRESENT:

(None)

## STAFF AND PUBLIC PRESENT IN THE CORPORATION'S OFFICES:

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

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

Michael Smith, Development Associate

Katherine Ward, Executive Assistant, Office of Legal  
Affairs

Terry Brooks, American Bar Association Standing  
Committee on Legal Aid and Indigent Defendants  
(SCLAID)

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Motions: Pages 15, 17 and 17

## 1 PROCEEDINGS

2 (10:05 a.m.)

3 CHAIRMAN LEVI: Why don't we start with number  
4 4 only because that's something you can present, Wendy,  
5 and doesn't really involve the board yet, and see if we  
6 get anybody else to join. And then we can go to 2.

7 MS. RHEIN: Sure. You all will remember that  
8 last year we started talking about the assembly of a  
9 Leaders Council, a group of individuals from the legal  
10 community, business community, academia, and partner  
11 organizations that would be part of a Leaders Council  
12 to help LSC raise awareness of the crisis in civil  
13 legal aid, potentially raise funds, help us with  
14 communications initiatives as well.

15 We have started the process of asking people  
16 to join the Leaders Council, to have an initial cohort  
17 of individuals for 2015 to 2017. And more information  
18 will be coming about that in the April meeting as well.

19 But previously we had provided you a list of  
20 people that we would want to be considered. You had  
21 approved that list. And we're working off of that list  
22 to begin to invite individuals.

1           CHAIRMAN LEVI: Good. We're planning to  
2 announce it at the White House forum, I think Wendy  
3 just said. And Wendy, I don't know if you -- did you  
4 want to say anything about leadership of it?

5           MS. RHEIN: Yes. So Harriet Miers has agreed  
6 to be a co-chair of the Leaders Council. And  
7 there -- and John --

8           CHAIRMAN LEVI: Yes. We also have people  
9 who -- thus far, as we ask people to be on it, nobody  
10 is saying no. We have gotten nobody -- nobody has  
11 turned us down yet, which is -- and I think about ten  
12 people have said yes.

13           And they understand it's a light ask. We're  
14 not over-burdening people. But it is part of getting  
15 the knowledge of our -- really, of LSC's existence and  
16 what it's up to out there more broadly than just an  
17 eleven-person board.

18           Well, then, I guess we still don't have a  
19 quorum. And so you want to discuss for a minute the  
20 board member visits? And Julie, you could, I guess,  
21 start that by reporting on your -- what happened in  
22 Puerto Rico. And then I think we should talk about how

1 we envision going forward with the board member visits.

2 MS. REISKIN: Okay. Sure. So at the NLADA  
3 meeting, Jim and I at least present to client leaders.

4 And then usually I do some other training as well.

5 And as a result of that, the representative from the  
6 Puerto Rico program told me about this great client  
7 assembly that they have every year where they have  
8 clients from -- their program's a statewide or  
9 territory-wide program, and it's broken out into  
10 regions. And each region has a client council, and  
11 those client councils elect people to serve on the  
12 board of directors as a client rep.

13 So anyway, they have this assembly every year  
14 where they get people together, and it's mostly a  
15 training thing for the client members. And he invited  
16 me to that. And Jim and I talked, and we decided  
17 that -- well, we both agreed that it would be not a  
18 good idea for me to do this visit with LSC funds  
19 because we don't want anyone saying that members are  
20 taking a vacation to a resort or anything.

21 But a local foundation that I work with is  
22 very invested in client engagement, and they actually

1 had already put aside money for learning journeys. So  
2 they covered the cost of it.

3 And so I went, and it was an incredible visit.

4 I met with a number of different clients. I attended  
5 the client assembly, which was just incredible. They  
6 had a hundred or so clients there. They had the leader  
7 of the bar, the current president of the bar, the past  
8 president of the bar, and then on video, their  
9 congressman spoke to the group.

10 I was very impressed with how they handled the  
11 training. For example, they trained clients on the  
12 restrictions, but then they also intermingled it with  
13 fun stuff, like they had a mariachi band come in, or a  
14 particular client who'd done a whole bunch of work.

15 I got to meet with a lot of clients in  
16 different -- including I went to one of the villages  
17 where they're doing some housing work, and got to  
18 really see the impact of the work our program's doing.

19 I also got to meet with some members of the board to  
20 hear about just some of the challenges that they're  
21 having. It was really an incredible business.

22 They were very, very welcoming. They were so

1 excited that I was there, just so excited. But the  
2 program, the board -- the executive director spent a  
3 lot of time with me, but the other staff, it was more  
4 like an hour here with different -- like probably no  
5 one staff person spent more than a couple hours at  
6 different times.

7           And the executive director, I kept saying,  
8 "You don't have to spend so much time with me," because  
9 I didn't want to interfere. But she seemed to really  
10 want to. And again, they were just so excited about  
11 this.

12           So I felt like I learned more going as an  
13 individual, just -- it wasn't like a visit where they  
14 put on kind of a -- I don't want to say this in a  
15 negative way, but like a dog and pony show for us. It  
16 was very -- it was a lot more organic and just  
17 something I would -- I learned so much more about the  
18 program, and how it really plays out in real life, and  
19 the real impacts on people, than I've ever learned  
20 doing the kinds of visits that we do, not that I think  
21 those are bad in any way.

22           I just think there's a lot to be said for one



1 person, an individual or even maybe two people, just  
2 going, talking to people, and seeing it in that very  
3 different way. And again, they couldn't have been more  
4 gracious and more excited about it.

5 I am working on a written report that of  
6 course you'll all get. I just haven't gotten it done  
7 yet.

8 CHAIRMAN LEVI: Well, I just wanted to comment  
9 to say thanks, Julie, for going and for raising the  
10 money, actually, to pay for it. I also want to say,  
11 though, that in my own vision of the board member  
12 visits, while board member education is certainly  
13 important, it's really also part of an effort to narrow  
14 or -- there's 15 to 18 years between our visits to a  
15 particular state, if you follow the spindle around and  
16 we have three of them a year.

17 And that's a long time. And the issue of how  
18 do we cause the local folks to remember who we are,  
19 what we are, why we exist, know us a little bit better  
20 and we them -- so that's part of -- and so one of the  
21 things that we were particularly interested in is  
22 having LSC's management's own take on this without

1 over-burdening them because we are, we know, an active  
2 board.

3           It's to come up with some sort of ideas of how  
4 we could structure this effort that wouldn't overwhelm  
5 everybody and could leave, as a legacy matter, kind of  
6 a way of doing this that, over time, would accomplish  
7 the objective of getting us out there more, but also  
8 would be helpful to LSC in a larger way.

9           I don't know. Jim, do you want to sort of  
10 discuss a few of the items that you thought would be  
11 helpful? Or do you want me just to do that?

12           PRESIDENT SANDMAN: I'm happy to do it, John.  
13 So we've thought about how we might go about this in a  
14 way that accomplishes our strategic objectives of  
15 raising awareness of civil legal aid and of LSC itself,  
16 calls attention to the good work that our grantees are  
17 doing, and demonstrates the constituent service that  
18 grantees provide with federal funding.

19           We're doing several things here. We're  
20 starting by compiling a list of grantees that we know  
21 board members have already visited or that I have  
22 visited. Then we're going to survey the board to be

1 sure that we've captured all of their grantee visits on  
2 our list.

3           Then we'll look at those programs that have  
4 not had a visit and identify candidates using several  
5 criteria. Our criteria would include trying to connect  
6 the visit to a newsworthy hook such as the announcement  
7 of a technology initiative grant or a Pro Bono  
8 Innovation Fund grant, a significant speaking  
9 opportunity, or a connection that the location has with  
10 one of our nine privately funded projects.

11           Another criterion would be seeking grantees  
12 that are enthusiastic about the visit and capable of  
13 supporting it on the ground. For example, we'd like to  
14 look for grantees that are well-connected with their  
15 local media and with their members of Congress and have  
16 interesting programs to highlight.

17           We'd like to seek opportunities to engage with  
18 the local member or members of Congress and schedule  
19 the visit at times when the member is likely to be in  
20 the district. We'd like to look for opportunities to  
21 engage in collective --

22           CHAIRMAN LEVI: Wait a minute. Jim, can I ask

1 you --

2 PRESIDENT SANDMAN: Yes?

3 CHAIRMAN LEVI: Jim, can I just stop for a  
4 second? I got an email from Frank Strickland that he  
5 can't dial in. Are others -- did you receive that from  
6 anybody else?

7 MS. RHEIN: No. But I think that several  
8 people might have joined.

9 FATHER PIUS: Yes. I'm on now. My apologies  
10 for being late.

11 CHAIRMAN LEVI: Okay. That's Father Pius.

12 MS. RHEIN: Hi, Father Pius.

13 CHAIRMAN LEVI: Well, does somebody want to  
14 reach out to Frank Strickland? I didn't mean to  
15 interrupt Jim, but I think you'll understand.

16 MS. RHEIN: Sure.

17 CHAIRMAN LEVI: I apologize for that.

18 PRESIDENT SANDMAN: Oh, no problem.

19 CHAIRMAN LEVI: Should I just try to  
20 conference him in somehow or --

21 MS. RHEIN: No. Katherine's going to help him  
22 out.

1           CHAIRMAN LEVI: All right. Thank you. And  
2 Jim, proceed. I'm sorry.

3           PRESIDENT SANDMAN: We'd like to look for  
4 opportunities to engage with collaborators like judges,  
5 state access to justice commissions, bar associations,  
6 and law schools. And finally, we'd like to find, if we  
7 can, connections between the visiting board member and  
8 the location, such as programs that are near the board  
9 member's homes or where the board member went to  
10 school, something that will give a connection so we can  
11 leverage it in scheduling activities.

12           Finally, I think we should be open to the  
13 kinds of events that Julie mentioned, preexisting  
14 events that the grantee has already scheduled but that  
15 they would be happy to have us piggyback on. So, say,  
16 after we come up with our broad list of programs that  
17 haven't had a visit, our suggestion is that we use  
18 these criteria to identify where we might start.

19           CHAIRMAN LEVI: That's great. I think that's  
20 very helpful.

21           MS. REISKIN: Yes.

22           CHAIRMAN LEVI: I would also say -- I'm sorry?

1           MS. REISKIN: This is Julie. I'd really like  
2 to encourage that last one because what was so  
3 meaningful to them in terms of kind of the goodwill was  
4 that someone from LSC came to their thing, that we  
5 cared enough to join them at something that was very  
6 important to them.

7           And while it was a client assembly, I mean,  
8 the whole state -- the bar was involved. The whole  
9 staff. It's a big event for them. And the fact that  
10 they kept saying, "We're so glad that you guys cared  
11 enough."

12           CHAIRMAN LEVI: I also think, with Wendy's  
13 advice, and others may know, that when you are in a  
14 particular area, there may be law firms headquartered  
15 there, or businesses, or opportunities for visits on  
16 the potential for support side and outreach.

17           And we want to be careful, obviously, that we  
18 don't upset our grantees about that. But it is  
19 important that -- again, one of the things that's just  
20 struck me so when I've gone to some of these places  
21 around the country and met with law firm leaders, is  
22 how little they know about LSC.

1           And it doesn't even have to be that the  
2 meeting is to raise money. It's just coming in to say  
3 who we are and what we're doing, and we just need them  
4 to be aware of our existence and how important we are  
5 to the ordinarily functioning of the justice system.

6           So there's an opportunity for other kinds of  
7 outreach on a more directed basis that I think, Wendy,  
8 you and your team would -- but the board member may  
9 also have contacts or know folks in the area. But I  
10 think that could be helpful, too.

11           I think we now have a quorum. So if we do, I  
12 can formally call the meeting to order and say that it  
13 was duly noticed, and ask that we have an approval of  
14 the agenda.

15   M O T I O N

16           MS. REISKIN: So moved.

17           CHAIRMAN LEVI: Second?

18           FATHER PIUS: Second.

19           CHAIRMAN LEVI: We just had a report from  
20 Wendy on item number 4. And we also are in the midst  
21 of the discussion of item number 2.

22           Is there more discussion on that that anyone

1 else -- Martha, do you want to say anything about it?

2 DEAN MINOW: No, no.

3 CHAIRMAN LEVI: Okay. And any other questions  
4 about that? Father Pius?

5 FATHER PIUS: No. I'm good. Thank you.

6 CHAIRMAN LEVI: Okay. And did Robert Grey or  
7 Frank get on the phone?

8 MR. STRICKLAND: Frank is on. I was dialing  
9 the wrong number. It was my mistake. My end.

10 CHAIRMAN LEVI: That's all right. So the  
11 action item that we actually need a vote on is number  
12 3. There was a cy prè s award that was given to LSC  
13 based on the settlement or resolution of a class action  
14 here that my firm was involved in. And for very nice  
15 reasons, the court decided to allocate \$43,155.20 to  
16 LSC. And so we have made a recommendation, which I  
17 think you've received, that this award be designated  
18 for use in connection with the justice gap report study  
19 that we're conducting. And so that means a vote of the  
20 committee. And if we could have a motion. Does it  
21 need a motion, Ron?

22 MR. FLAGG: Yes. Yes, you should have a



1 motion to approve the allocation, as set forth in the  
2 printed request that was part of the agenda.

3 CHAIRMAN LEVI: Could somebody so move?

4 M O T I O N

5 FATHER PIUS: So moved.

6 CHAIRMAN LEVI: Second?

7 MR. STRICKLAND: Second.

8 CHAIRMAN LEVI: All in favor?

9 (A chorus of ayes.)

10 CHAIRMAN LEVI: Okay. Any public comment?

11 (No response.)

12 CHAIRMAN LEVI: Any other business?

13 (No response.)

14 CHAIRMAN LEVI: Well, in fairly record time,  
15 we can have a motion to adjourn.

16 M O T I O N

17 DEAN MINOW: So moved.

18 MR. STRICKLAND: Second.

19 CHAIRMAN LEVI: All right. See you all in  
20 Washington.

21 (Whereupon, at 10:23 a.m., the committee was  
22 adjourned.) \* \* \* \* \*