

LEGAL SERVICES CORPORATION
BOARD OF DIRECTORS

MEETING OF THE
COMMUNICATIONS SUBCOMMITTEE OF THE
INSTITUTIONAL ADVANCEMENT COMMITTEE

OPEN SESSION

Sunday, April 17, 2016

2:48 p.m.

Legal Services Corporation
3333 K Street, N.W., 3rd Floor
F. William McCalpin Conference Center
Washington, D.C. 20007

COMMITTEE MEMBERS PRESENT:

Julie A. Reiskin, Chairperson
Robert J. Grey Jr.
Father Pius Pietrzyk, O.P.
Gloria Valencia-Weber
Martha L. Minow, ex officio
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
Lynn Jennings, Vice President for Grants Management
Rebecca Fertig Cohen, Chief of Staff
Mayealie Adams, Special Assistant to the President
for the Board
Wendy Rhein, Chief Development Officer
David L. Richardson, Comptroller and Treasurer,
Office of Financial and Administrative Services
Carol A. Bergman, Director, Office of Government
Relations and Public Affairs
Carl Rauscher, Director of Media Relations, Office of
Government Relations and Public Affairs
Lora M. Rath, Director, Office of Compliance
and Enforcement
Janet LaBella, Director, Office of Program
Performance
Carlos Manjarrez, Director, Office of Data Governance
and Analysis
Jeffrey E. Schanz, Inspector General
Laurie Tarantowicz, Assistant Inspector General and
Legal Counsel
John Seeba, Assistant Inspector General for Audit
Daniel O'Rourke, Assistant Inspector General for
Investigations
David Maddox, Assistant Inspector General for
Management and Evaluation
Katherine Ward, Executive Assistant, Office of Legal
Affairs
Eric Jones, Network Engineer, Office of Data
Governance and Analysis
Antwanette Nivens, Office of Data Governance and
Analysis
Herbert S. Garten, Non-Director Member, Institutional
Advancement Committee
Frank B. Strickland, Non-Director Member,
Institutional Advancement Committee
Thomas Smegal, Non-Director Member, Institutional
Advancement Committee
Robert E. Henley, Jr., Non-Director Member, Finance
Committee
Allan J. Tanenbaum, Non-Director Member, Finance
Committee
Robin C. Murphy, National Legal Aid and Defender
Association (NLADA)

C O N T E N T S

OPEN SESSION	PAGE
1. Approval of agenda	4
2. Approval of minutes of the Subcommittee meeting on January 29, 2016	4
3. Communications analytics update	5
4. Update on youth pamphlet	Postponed
5. Consider and act on other business	22
6. Public comment	23
7. Consider and act on motion to adjourn the meeting	23

Motions: Pages 4, 4 and 23

1 PROCEEDINGS

2 (2:48 p.m.)

3 CHAIRMAN REISKIN: I'm going to call to order
4 the Communications Subcommittee of the Institutional
5 Advancement Committee meeting.

6 Can I have a motion to approve the agenda,
7 please?

8 MOTION

9 FATHER PIUS: So moved.

10 CHAIRMAN REISKIN: Second?

11 MR. LEVI: second.

12 CHAIRMAN REISKIN: All in favor?

13 (A chorus of ayes.)

14 CHAIRMAN REISKIN: Thank you. And can I have
15 an approval of the minutes of the subcommittee meeting
16 on January 29th?

17 MOTION

18 FATHER PIUS: So moved.

19 CHAIRMAN REISKIN: Second?

20 DEAN MINOW: Second.

21 CHAIRMAN REISKIN: All in favor?

22 (A chorus of ayes.)

1 CHAIRMAN REISKIN: Okay. I'm going to turn it
2 over to Carl to give us an update on our analytics.

3 MR. RAUSCHER: Okay. Today I want to talk
4 about a new communications tool we're developing around
5 our technology initiatives, and then a couple of new
6 things we've done on social media, and have a quick
7 look at how our web page is doing since it's fully in
8 place now.

9 The new product we're calling LSC's Tech
10 Download. This is still in development, although we
11 hope to have it out and around by next week. It's
12 intended to answer a couple of things that came up at
13 the last board meeting. Martha raised a question about
14 how we might reach out and let people who are not in
15 the tech community know about the dynamism of what
16 we're doing. And I talked to Julie and Gloria about
17 that, too.

18 We intend to distribute this newsletter beyond
19 the tech community to everyone who gets LSC updates, to
20 the 5,100 people who follow us on Twitter, et cetera,
21 so that what we're doing in the tech community will be
22 seen by those folks. Most of reporters who cover legal

1 affairs are among those audiences.

2 So there's a threefold purpose to it. The
3 first is to be a useful resource to the tech community
4 itself; second, to get the word out beyond the tech
5 community what we're doing; and third, it will help
6 fill a void in our coverage. One of the features of
7 LSC's Tech Download will be a profile of a successful
8 TIG grant and program.

9 Now, we've been very good at getting publicity
10 announcing the TIG grant. We do targeted press
11 releases. We get good local coverage. But following
12 up and showing how these things are successful is
13 something we haven't done as well. This will give us
14 the vehicle to do that.

15 We can compile a whole list of successful TIG
16 projects, much like the client success stories, which
17 will be useful for reporters. It'll be useful on the
18 Hill. It's a good thing to do, and this is going to
19 help us do it.

20 In addition to a profile of a successful TIG
21 program, each mailing will also have big news of the
22 day, something we're calling apps for that, which are

1 critical reviews of apps that we think will be useful
2 to the legal aid community, and a calendar of upcoming
3 technological events.

4 This is just a beginning. We're still
5 tweaking. Glenn Rawdon wants to do Q&A with tech
6 leaders for this as well. So I think it's a good,
7 flexible concept that will help shine a light on one of
8 the best things we do, which is the technology programs
9 we have going.

10 Now, I'll just talk about our social media
11 efforts here quickly. We continue on a steady, rapid
12 rate of growth in Twitter. We are by far the most
13 followed Twitter account in the legal aid community.
14 We gained 263 new followers since I reported to you
15 last. Our engagements are up a little bit on a monthly
16 viewpoint, and our impressions are down just slightly.

17 But basic good, steady growth.

18 Facebook. It may seem like we had an
19 incredible quarter since we went from 3,594 impressions
20 to 26,549. The truth of the matter is we had an
21 incredibly bad quarter the time before, and this is
22 more in line with what we did. The reason they were

1 down so much in the last report was we were focused on
2 our web page and simply were not putting as many things
3 up on Facebook.

4 Now that the web page is up and running, we're
5 returning to our normal efforts. We're up to 922 fans
6 from 839 the last time I talked to you, and when we
7 began the year, we were at 816.

8 In LinkedIn, we fewer impressions this last
9 quarter, but we actually gained almost a hundred new
10 followers. And we're up about -- since most of the
11 gains came in this last quarter, a little bit more than
12 a hundred since the beginning of the year.

13 These were the five most popular tweets. A
14 couple of days -- well, I think it was about a week
15 before the LRAP deadline came, we decided to send out
16 reminders via Twitter, and almost 3,000 people clicked
17 on them. We did a similar thing with Justice Works
18 when it was recruiting for the Rural Summer Legal
19 Corps.

20 The third thing is a retweet we did of William
21 Hubbard's incredibly good speech at the ABA tech show,
22 and it was circulated around. The fourth is a link to

1 a video. Jim moderated a panel with three LSC grantees
2 talking about their Pro Bono Innovation Fund at the Pro
3 Bono Institute annual conference. Marcos and I went
4 over and shot a video and I live-tweeted it, and it was
5 very popular.

6 And the final thing there is a great NPR story
7 on the D.C. Housing Court and the perils of going into
8 that court without a lawyer. And that was popular, and
9 we retweeted it several times, actually.

10 Now, on March 1st, Jim went to St. Louis.
11 This was a trip designed around outreach, outreach to a
12 donor community and outreach to the press. While
13 there, Jim met with some of the largest donors to our
14 grantee there, Legal Services of Eastern Missouri. He
15 gave a speech at St. Louis Law School, which Steve
16 Hanlon and his staff really did a great job of
17 promoting. And we leveraged both social media and
18 regular media around it. This was all one day.

19 So Jim appeared on a CBS radio show called The
20 Charlie Brennan Show. He met with Tod Robberson, the
21 new St. Louis Post-Dispatch editorial editor, and
22 several staff members. This resulted in a blog post on

1 the Post-Dispatch site, which was picked up by several
2 other newspapers as well.

3 The local public radio sent a reporter, who
4 live-tweeted Jim's speech as he gave it at St. Louis,
5 and broadcast it as well. And in the local legal
6 paper -- it's not up here -- but Missouri Lawyers
7 Weekly also ran a story on it. So it was a pretty
8 thick day for Jim and for coverage as well.

9 There was also a social media campaign aspect
10 to this. We tweeted as much as we could, and
11 retweeted. And during the day, about a thousand
12 people, or a thousand impressions, were recorded. The
13 tweets from other organizations were mostly from Legal
14 Services of Eastern Missouri, but you see the very high
15 number of impressions using keywords -- Jim Sandman,
16 Legal Services Corporation, or LSC. Those were some of
17 the hashtags that the NPR reporter used. And you can
18 see how popular her live-tweeting was.

19 We also live-tweeted the Senate briefing that
20 John and Jim attended on veterans. And we had some
21 success with that. We had about 160,000 impressions,
22 but we also were able to do reach figures here. An

1 impression tells you it's been clicked on. It could be
2 one person clicking 159,000 times. But users show you
3 how many people actually opened it, and it was more
4 than 31,000, which I think is pretty significant. The
5 video we shot of this briefing was viewed 224 times,
6 which I also think is significant.

7 This was the aforementioned Pro Bono Institute
8 panel that Jim moderated. I live-tweeted it. We got a
9 reasonable amount. They weren't really using a shared
10 hashtag; it wasn't as easy as some other places. But
11 our video of this, which we roost on Vimeo, was seen 40
12 times, which is good.

13 We tried something different this time from
14 the last board meeting. We usually will send out
15 social media saying, the videos of the board are there.
16 This time, both with the board and with the TIG
17 conference, we sent out specific social media
18 invitations, as it were, to each different video. And
19 it resulted in a significant rise in impressions and
20 engagements.

21 You might be interested that by far, the most
22 watched video was Judge Gergel's incredible speech,

1 which we cut separately and put on the web page. And
2 the rapid fire text sessions were also the most popular
3 part from the TIG conference.

4 And this just basically shows you the traffic
5 around our new website. As you can see, we're almost
6 half as many as last year already. And we're on a
7 trajectory to break the usage figures from 2014, which
8 were by far the highest we've ever had because of all
9 of the publicity around the anniversary. So the new
10 web page seems to be starting out well.

11 And that concludes my report.

12 CHAIRMAN REISKIN: Fantastic. Questions or
13 comments? Martha?

14 DEAN MINOW: This is great, great
15 developments. I'm wondering, with the upcoming
16 announcement about Microsoft, if there's a social media
17 campaign related to that.

18 MR. RAUSCHER: We have a number of things
19 planned. It will be the lead story in this newsletter.
20 That's why we're holding it. Susan Beck at American
21 Lawyer magazine will be filing a story that day about
22 it. She's already interviewed Jim, and she's

1 interviewing some other folks as well.

2 We're planning on an op-ed in one of the Hills
3 the next day to keep it going, so yes. And social
4 media will be tweeting live the entire White House
5 thing.

6 DEAN MINOW: That's all great. But I guess I
7 was thinking a little bit more systemically on the
8 social media front because there are opinion-markers in
9 the tech community, in the legal community, who, if
10 lined up, if prepped, could be tweeting, blogging,
11 whatever, that day.

12 MR. RAUSCHER: Well, our problem with that is
13 the announcement is made in an event that is closed to
14 the press. So that presents certain challenges.
15 That's why I've arranged with Susan head of time to do
16 this story, because it's not available to her.

17 Now, an improvement is there will be some
18 livestreaming, and that will be possible. I should
19 also say we're working with Microsoft, and they're
20 doing reach-outs into the main tech community with a
21 press release that we've already developed.

22 DEAN MINOW: Thanks.

1 CHAIRMAN REISKIN: Gloria?

2 PROFESSOR VALENCIA-WEBER: With regard to the
3 just-initiated Rural Fellows Program, are you planning
4 some kind of special coverage for them at some point?
5 I say that because these people are going out to remote
6 rural areas, many of them quite picturesque as
7 countryside, but also very vivid pictorial views of
8 what kind of settings and people they are working with.

9 MR. LEVI: Could I ask, some of you may have
10 to shut your mikes off because too many are on.

11 MS. RHEIN: So to answer that, Gloria, we are
12 working with the communications director also at Equal
13 Justice Works. Carl and I have had several
14 conversations already about how we're going to be able
15 to get local stories, both to support the grantees in
16 their local communities, but also things that could
17 potentially be more national in scope, whether it's NPR
18 or others, because the students -- it's a very
19 compelling story, both the locations themselves, the
20 communities that will be served, but also the very
21 specific kinds of projects that these students will be
22 working on. So we want to make sure that we take

1 advantage of this first opportunity.

2 CHAIRMAN REISKIN: Jim?

3 PRESIDENT SANDMAN: I want to thank Carl for
4 the absolutely terrific job he did with my trip to St.
5 Louis, but emphasize that we could not have done what
6 we did there without the on-the-ground support we got
7 from our grantee, Legal Services of Eastern Missouri,
8 and Dan Glazier, their executive director.

9 I was very impressed at how well integrated
10 that program and Dan are into the community there, not
11 just the legal community but the broader community.
12 And they have a PR firm they've worked with for years
13 that was indispensable in getting us the introductions
14 that we needed to be able to pull it off.

15 So a successful visit like that really depends
16 both on support from Carl and on-the-ground involvement
17 and deep community connections with the grantee.

18 CHAIRMAN REISKIN: Harry?

19 MR. KORRELL: A quick question for Jim. So is
20 a visit like that followed up with specific asks from
21 local foundations and supporters, either for LSC or for
22 the local grantee? Or do we just kind of get goodwill

1 and then hope that down the road it pays off?

2 PRESIDENT SANDMAN: It's at the grantee level.

3 One of the sessions I had kicking off the day was with
4 bar leaders, leaders of law firms, and members of their
5 board of directors. And that was pretty explicitly an
6 ask for money.

7 MR. KORRELL: Did it work?

8 PRESIDENT SANDMAN: I don't know.

9 MS. RHEIN: I coordinated with the development
10 director of that particular program to work with her on
11 who was going to be in that room for Jim's visit. And
12 they wanted to use it as an opportunity to bring in
13 existing donors and a handful of prospects to be able
14 to both thank them --

15 MR. LEVI: For the grantee, not for LSC.

16 MS. RHEIN: Right, yes, to support the grantee
17 in particular. And they were going to -- they're
18 following up individually with their board chair as
19 well for additional asks and cultivation.

20 CHAIRMAN REISKIN: Martha?

21 DEAN MINOW: Will there be any law students
22 working here this summer? Because I'm wondering if

1 that person could be recruited to be a social media
2 correspondent over the course of the year.

3 I look at something like SCOTUSblog, which is
4 entirely run by law students. Law students are the
5 posters. Now, there's obviously a more intrinsic
6 interest in following what the Supreme Court does than
7 what we do, but there's still interest in what we do.
8 And it just strikes me it would be a pretty cool thing
9 for a law student to do, to be the legal services
10 blogger. And that's just a thought.

11 MR. GREY: Robert Grey.

12 PRESIDENT SANDMAN: We do have law student
13 interns. One of them is the Helaine Barnett fellow.
14 Helaine personally funds a fellowship for a student at
15 New York University Law School. The Barnett Fellow
16 does a rotation through various offices of LSC, and
17 that will include the Office of Government Relations
18 and Public Affairs.

19 MR. LEVI: Do you have a fellow? You have
20 somebody?

21 MS. RHEIN: I have an undergraduate intern for
22 the summer, yes. But again, just for the summer.

1 MR. LEVI: And do we have a law student intern
2 otherwise, or just undergraduate?

3 MS. RHEIN: No. There are law student interns
4 in many different sections of the organization over the
5 summer.

6 MR. LEVI: Okay.

7 DEAN MINOW: Well, not to introduce any
8 complexity, but to have some notion that this is a
9 competitive possibility that someone can list on their
10 resume and that they are accountable to someone over
11 the course of the year would be an incentive for law
12 student. And you'd get pretty good cheap labor as well
13 as knowledge about what social media vehicles their
14 peer group might be using. These days, it's more
15 Snapchat, my sense is, than it is Facebook.

16 CHAIRMAN REISKIN: Thank you. Any other
17 questions or comments?

18 (No response.)

19 CHAIRMAN REISKIN: We're going to talk about
20 the youth brochure next month because I misunderstood
21 who was to do what. It was totally my fault. But we
22 will have something for you guys to look at.

1 Did anyone have any other items of business?

2 I have one thing I wanted to discuss.

3 MR. LEVI: The agenda says a youth pamphlet.

4 DEAN MINOW: She said that's next month.

5 MR. LEVI: Oh, next time?

6 CHAIRMAN REISKIN: Yes. Yes, I apologize.

7 MR. LEVI: That's okay.

8 CHAIRMAN REISKIN: So following up on the
9 visit that was just talked about, there's been
10 conversations about what visits -- what states are we
11 as a board, as a group, not going to see. And so a
12 list has been put together, and there's not very many
13 holes in it.

14 When they looked at every place that Jim has
15 gone and every place that we've gone -- I think
16 everyone was asked to say where have you been --
17 there's not very many holes. But there are a few, and
18 so hopefully we'll be able to look and see where it
19 makes sense to coordinate.

20 Staff put together, Jim put together, five
21 criteria of what has to be in place for -- not "has
22 to," but what should be in place for a visit to happen.

1 So don't just go just to go, but is there something
2 happening that we could take advantage of? Is there
3 something where there might be some media going on? Is
4 it a place where we want to shine attention on the
5 program? I don't remember all of them, but that's the
6 gist of them.

7 And so I think Jim and John, and I'll help,
8 will be working on looking at where those line up. Was
9 that sent to the whole board, that list of --

10 MS. RHEIN: The initial list of locations was
11 shared with all of you, and if you had places to add to
12 that list, if we missed something. And thank you to
13 those of you who did identify places we missed. And
14 then the list with the criteria actually was just
15 shared with you and with John and with Martha, Jim.

16 MR. LEVI: Well, my hope here is to create a
17 deliberate process --

18 CHAIRMAN REISKIN: Exactly.

19 MR. LEVI: -- that we can leave -- well, that
20 we'll work on in the next few years, but then we'll
21 turn over to those that come in after us. Where the
22 board has been sort of a spindle of rotating around the

1 country, by the time you get back to a state, it's 15
2 to 16 years. That's almost a generation.

3 And it seems that there is value in calling
4 the legal community, and even beyond, together to talk
5 about these issues, to give some presence to LSC, have
6 the local folks remember who we are and why we are.
7 Sixteen years seems like a long time. And so it seems
8 if we could cut that in half, or even more than that --
9 we certainly don't need to go every year, although
10 there probably are places we do need to go every year,
11 and think about it.

12 But I think that as we think this through and
13 become more deliberate about it, I think it will help
14 LSC and its grantees in the future. And that's what we
15 ask Julie and her committee to think about doing,
16 organizing for us.

17 So there are some states we haven't been at all, and
18 there are some, n I think, we have never been to.

19 CHAIRMAN REISKIN: Right.

20 MR. LEVI: And I don't know. We might want to
21 think about fixing that because they have one
22 congressman and two senators at a minimum, just like

1 everybody else.

2 CHAIRMAN REISKIN: Exactly. And it's also a
3 show of goodwill to every single community, to make
4 sure that no one feels forgotten about, and also just
5 to get to see programs in a different way. I sent you
6 guys a copy of the report I did on my learning journey,
7 and I can talk about that at the board meeting on
8 members' reports if anyone has questions.

9 But it does give you a very different
10 perspective of a program to do an individual visit
11 versus a whole herd of us showing up. So I think it's
12 something that we will continue to refine and, like
13 John said, leave with a process, and also a way to use
14 our resources well.

15 If anyone is going somewhere anyway, that
16 doesn't mean legal services has to sponsor it. But if
17 someone is somewhere and they can -- even if it's just
18 an hour visit or something, John's always said that's a
19 good thing to do, and I agree.

20 Anything else on that?

21 (No response.)

22 CHAIRMAN REISKIN: Is there any other business

1 anyone has?

2 (No response.)

3 CHAIRMAN REISKIN: Is there any public
4 comment?

5 (No response.)

6 CHAIRMAN REISKIN: Okay. Can I have a motion
7 to adjourn?

8 M O T I O N

9 DEAN MINOW: So moved.

10 FATHER PIUS: Second.

11 CHAIRMAN REISKIN: All in favor?

12 (A chorus of ayes.)

13 CHAIRMAN REISKIN: Thank you.

14 (Whereupon, at 3:11 p.m., the subcommittee was
15 adjourned.)

16 * * * * *

17

18

19

20

21

22