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**MIE 2017 NATIONAL FUNDRAISING CONFERENCE AND DIRECTORS CONFERENCE  
JULY 19–21, 2017 | WASHINGTON, DC**

# PROGRAM

SEE A PROGRAM AT-A-GLANCE ON PAGES 2–3

SEE ONLINE CONFERENCE SCHEDULE AT:

[HTTPS://MIE2017NATIONALFUNDRAISINGCONFER.SCHED.COM](https://mie2017nationalfundraisingconfer.sched.com)

CONFERENCE MATERIALS AVAILABLE AT: [MIELEGALAID.ORG/LIBRARY](http://mielegalaid.org/library) AND ON SCHED



CONFERENCE TWITTER HASHTAG: [#MIEDC17](https://twitter.com/miedc17)



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## CONFERENCE AT-A-GLANCE

### WEDNESDAY, JULY 19, 2017

7:30 am —5:00 pm	<b>Voices for Civil Justice — 2017 National Communications and Media Training</b> Visit <a href="http://voicesforciviljustice.org">voicesforciviljustice.org</a> for details about the training <b>7:30 am Registration, Continental Breakfast; 8:30 am Training Starts</b> <i>Atrium</i>
6:00 pm	<b>Meet up at the hotel bar for drinks and to make dinner plans with colleagues</b>

### THURSDAY, JULY 20, 2017

7:00–8:00 am	<b>Registration, Continental Breakfast</b> <i>Ballroom Foyer</i>				
8:00–8:30 am	<b>Welcome to the MIE 2017 National Fundraising Conference and Directors Conference</b> With César Torres, Chair, MIE Board of Directors, and Executive Director, Northwest Justice Project; Meredith McBurney, Resource Development Consultant to MIE <i>Ballroom</i>				
8:30–12:45 pm	<b>PLENARY: Change the Story, Change the World</b> Andy Goodman <i>Ballroom</i>				
12:45–2:30 pm	Enjoy lunch on the town with a colleague				
2:30–4:00 pm	<b>Creating a Private Fundraising Program from the Ground Up</b> (Skills Development) <i>Ballroom 3</i>	<b>Major Gifts for the Already Busy Fundraiser</b> (More Advanced) <i>Ballroom 1, 2</i>	<b>News You Can Use about Federal Funding Generally and VOCA Specifically</b> (For all) <i>Springwood</i>	<b>Executive + Development Directors: Effective Partnerships Raise More Money</b> (For all) <i>Sagamore Hill</i>	<b>Succession Planning – It Is Not Just about the Executive Director</b>  <i>Executive Room</i>
4:00–4:15 pm	Break				
4:15–5:45 pm	<b>Identifying and Cultivating Individual Donors</b> (For all) <i>Ballroom 1, 2</i>	<b>Major Gifts – In Practice in Legal Aid</b> (More advanced) <i>Sagamore Hill</i>	<b>How to Evaluate Fundraising Applications: It's All About You!</b> (Skills Development) <i>Springwood</i>	<b>What Did I Get Myself Into! For Development Directors New to Legal Aid</b> (Skills Development) <i>Ballroom 3</i>	<b>Managing Multiple Funding Sources from Application to Audit: You Want Me to Account for What??</b>  <i>Executive Room</i>

6:00 pm	Meet up at the hotel bar for drinks. Dinner on your own, or sign up for one of the “dinner groups” to be organized at the Thursday morning Plenary
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**FRIDAY, JULY 21, 2017**

7:30–9:00 am	<b>Continental Breakfast</b> , <i>Ballroom Foyer</i>				
8:00–8:45 am	<b>30 Minutes with a Mentor</b> ( <i>must be pre-registered</i> ) <i>Ballroom Foyer</i>				
9:00–10:45 am	<b>PLENARY: What Foundation Leaders Think about Legal Aid</b> Celinda Lake, Lake Research Partners, with Mary McClymont, President and CEO, Public Welfare Foundation, and Charles Dunlap, Executive Director, Indiana Bar Foundation and Past President of the National Association of IOLTA Programs <i>Ballroom</i>				
10:45–11:00 am	Break				
11:00–12:30 pm	<b>Foundations – Putting What We Have Learned to Work to Increase Support for Legal Aid</b> (For all) <i>Ballroom 1, 2</i>	<b>I Do! Marrying Pro Bono and Fundraising Development Efforts</b> (For all) <i>Sagamore Hill</i>	<b>I’ve Collected All This Data, Now What?</b> (For all) <i>Springwood</i>	<b>From Ally to Ambassador! Maximizing Your Board’s Potential, Connection and Investment</b> (For all) <i>Ballroom 3</i>	<b>The Challenges of Working in Partnerships</b>  <i>Executive Room</i>
12:30–2:00 pm	Enjoy lunch on the town with a colleague				
2:00–3:30 pm	<b>Brush Up Your Asking Skills and Encourage Volunteers to Do The Same</b> (More advanced) <i>Ballroom 3</i>	<b>Fundraising Beyond the Bar: How to Successfully Engage and Solicit Donors From Outside the Legal Community</b> (More advanced) <i>Springwood</i>	<b>How to Build Your Development Team</b> (More advanced) <i>Sagamore Hill</i>	<b>Communicating Effectively Inside Your Organization – Roundtable and Best Practices</b>  <i>Executive Room</i>	
3:30–4:00 pm	Wind-down time in the hotel bar for those with some time before their plane flights!				

**KEY TO SESSION LEVELS:**

**FOR ALL** – Everyone will benefit from the teachings of this session  
**SKILLS DEVELOPMENT** – This session teaches a specific valuable skill

**MORE ADVANCED** – Move beyond the basics in this session

**COLOR CODE**  Sessions with this color screen were designed with directors in mind, and are open to all

**THURSDAY JULY 20, 2017**

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**WELCOME TO THE MIE 2017 NATIONAL FUNDRAISING CONFERENCE AND DIRECTORS CONFERENCE**

Thursday, July 20, 2017, 8:00–8:30 am

With César Torres, Chair, MIE Board of Directors, and Executive Director, Northwest Justice Project, and Meredith McBurney, Resource Development Consultant to MIE

Ballroom

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**CHANGE THE STORY, CHANGE THE WORLD**

Thursday, July 20, 2017, 8:30–12:45 pm

Ballroom

**ANDY GOODMAN, nationally recognized author, speaker and consultant on story-telling and communications, will present a four-hour workshop to help us better engage people and raise funds for legal aid. Andy is designing a program focused on effectively communicating the legal aid message to donors. Andy's appearance is co-sponsored by Voices for Civil Justice and MIE.**



*From Andy's website, <http://www.thegoodmancenter.com>:*

Since we first began talking to each other, telling stories has been a powerful way to capture attention, engage an audience, and motivate them to act. As we learn more about how our brains work, we're also discovering that stories are intrinsic to decision-making and shape our view of the world. In "Change the Story, Change the World," Andy will explain why storytelling remains the single most powerful communication tool you possess, and he will offer specific ways your organization can use stories to advance your mission.

Andy is the author of *Storytelling as Best Practice*, *Why Bad Ads Happen to Good Causes* and *Why Bad Presentations Happen to Good Causes*. He also publishes a monthly journal, *free-range thinking*, to share best practices in the field. Best known for his speeches and workshops, Andy has been invited to speak at Harvard's Kennedy School of Government, the Woodrow Wilson School of Public Affairs at Princeton, the Graduate School of Business at Stanford University, as well as at numerous nonprofit and foundation conferences.

Andy has been consulting for good causes since 1998, and in 2008 he co-founded The Goodman Center with Lipman Hearne to reach more nonprofits, foundations and government agencies through online classes. When not teaching, traveling, or recovering from teaching and traveling, Andy also serves on the board of directors of Imagine LA and is a senior advisor for Encore.org. He is currently developing a course on storytelling and presenting skills for the newly launched African Leadership University.

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**CREATING A PRIVATE FUNDRAISING PROGRAM FROM THE GROUND UP**

Thursday, July 20, 2017, 2:30–4:00 pm

Ballroom 3

Need to create a private fundraising program but don't know where to start? Two experienced colleagues — who've been there — will take you through the fundamentals. Learn about assessing your needs and resources, engaging the right people, making a realistic plan, and setting and reaching your goals, all through the lens of donor-centric fundraising.

**PRESENTERS: Tamar Lewis, Director of Development, Massachusetts Law Reform Institute; Jason Stoehr, Director of Development, Community Legal Aid Society, Inc.**

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**MAJOR GIFTS FOR THE ALREADY BUSY FUNDRAISER**

Thursday, July 20, 2017, 2:30–4:00 pm

Ballroom 1, 2

Major gift fundraising is an important component of a development plan. But how do you fit it into an already full plate? Together, we will explore tactics and strategies for starting and strengthening your major gift program. Our discussion will cover implementing the major gift plan, building a prospect pool, managing prospects, and involving your board and senior leadership. We will review a variety of best practices and share tips for effective major gift program growth.

**PRESENTER: Pamela Clapp Larmee, CFRE, Principal, Strategic Philanthropy Services, LLC**

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## **NEWS YOU CAN USE ABOUT FEDERAL FUNDING GENERALLY AND VOCA SPECIFICALLY**

Thursday, July 20, 2017, 2:30–4:00 pm  
Springwood

This session will provide the latest predictions about non-LSC federal funding for legal aid in the future, with a focus on the likely ongoing source of funds from the Victims of Crime Act's Crime Victims Fund. Panelists will discuss important trends and state representatives will describe their successful strategies for developing statewide programs that ensure coverage throughout the state and greater integration of services and trainings.

**PRESENTERS:** Karen A. Lash, Practitioner-in-Residence and Director of The Justice in Government Project, American University Justice Programs Office; Alyson Robbins, Manager, Outreach and Development, Michigan Advocacy Program; Radhika Singh Miller, Director, Civil Legal Aid Initiative, National Legal Aid and Defender Association; Michael Raabe, Director of Data and Policy Analysis, Massachusetts Legal Assistance Corporation

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## **EXECUTIVE + DEVELOPMENT DIRECTORS: EFFECTIVE PARTNERSHIPS RAISE MORE MONEY**

Thursday, July 20, 2017, 2:30–4:00 pm  
Sagamore Hill

A panel discussion that draws together pairs of Executive Directors and Development Directors to reflect on creating and sustaining an effective partnership. John Nethercut and Jennifer Pelton have doubled the budget of the Public Justice Center in their 14 years as a team. Antonia Fasanelli dreamed about, then hired a development director who could share and expand the work of raising funds for the Homeless Persons Representation Project. She and Tami Zavislan have been working together for 2 years.

**PRESENTERS:** John Nethercut, Executive Director, and Jennifer Pelton, CFRE, Director of Development, Public Justice Center; Antonia Fasanelli, Executive Director, and Tami Zavislan, Director of Development, Homeless Persons Representation Project

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## **SUCCESSION PLANNING – IT IS NOT JUST ABOUT THE EXECUTIVE DIRECTOR**

Thursday, July 20, 2017, 2:30–4:00 pm  
Executive Room

Is your legal aid organization facing retirements of key staff members in finance, resource development, operations and legal advocacy in the not-so-distant future? Come to this session to learn from colleagues who have planned, managed or are in the middle of important transitions. Share your thoughts and best practices for protecting organizational capacity when key staff members depart and for developing staff leadership for the future. Topics will include: analyzing the workforce to know the transitions/time frame to be planned for; taking steps to share skills and share relationships; supporting diversity in the organization; understanding the board's role; and developing a culture or framework which fosters open planning and discussions of transitions. See sched for more description of our situations.

**PRESENTERS:** Jacquelynne Bowman, Executive Director, Greater Boston Legal Services; Mark Braley, Executive Director, Legal Services Corporation of Virginia; Catherine Carr, Legal Aid Consultant; César Torres, Executive Director, Northwest Justice Project; Patricia Pap, Executive Director, Management Information Exchange

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## **IDENTIFYING AND CULTIVATING INDIVIDUAL DONORS**

Thursday, July 20, 2017, 4:15–5:45 pm  
Ballroom 1, 2

Conventional wisdom suggests that donor acquisition has a low ROI, is high risk-low reward, that you should be more focused on the donors you already have, etc. However, because attrition is inevitable for every program, there needs to be a concerted effort to secure new donors to make up for it. But how do you do it? Where do you start? How do you cultivate new prospects and turn them into long-term donors? This session will help answer these questions and offer creative ways to build and sustain your donor base.

**PRESENTERS:** Gregg Kelley, Director of Development and Communications, Washington Lawyers' Committee for Civil Rights and Urban Affairs; Aaron Knight, Development Director, AARP Legal Counsel for the Elderly; Julie Price, Associate Creative Director, Impact Communications, Washington, D.C.; Graham Cowger, Director of Development, Maryland Legal Aid

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## MAJOR GIFTS — IN PRACTICE IN LEGAL AID

Thursday, July 20, 2017, 4:15–5:45 pm  
Sagamore Hill

*[NOTE: Those planning to attend this session are highly encouraged to attend the Major Gifts overview session immediately preceding this one.]*

In the earlier major gifts session, Pam Larmee worked with us on best practices and strategies for starting and strengthening a major gift program. Now, let's focus on how to make it work in our day-to-day life! Three legal aid development directors or executive directors who are doing some major gifts work will talk briefly about what they are doing, their successes and problems. Pam will provide them with feedback — what they are doing well, what they might do differently, what their next steps might be. Then, those of you in the audience will have your chance to present your own scenarios and get advice from an expert!

**PRESENTERS: Pamela Clapp Larmee, CFRE, Principal, Strategic Philanthropy Services, LLC; Meredith McBurney, Resource Development Consultant to MIE**

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## HOW TO EVALUATE FUNDRAISING APPLICATIONS: IT'S ALL ABOUT YOU!

Thursday, July 20, 2017, 4:15–5:45 pm  
Springwood

In this interactive session, you'll explore with other participants how to prioritize and articulate your organization's needs; learn how to evaluate the features you'll encounter; and discuss tips for creating a next-steps action plan. For example, how do you match what you do now with tech jargon? What features matter most? How do you plan an evaluation and implementation process? The session leader, Chuck Hays, worked for 9 years with thousands of fundraising professionals helping them navigate these issues and more!

**PRESENTER: Chuck Hays, Director of Information Technology, The Florida Bar Foundation**

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## WHAT DID I GET MYSELF INTO! FOR DEVELOPMENT DIRECTORS NEW TO LEGAL AID

Thursday, July 20, 2017, 4:15–5:45 pm  
Ballroom 3

Have fundraising experience but new to legal aid? Come chat with two experienced fundraisers who are only a year into their work with legal aid. Participants will share ex-

periences and best practices about working in this unique atmosphere, tips for relationship building with attorneys and how to apply fundraising technique in organizations with threatened funding sources.

**PRESENTERS: Sam Locke, Director of Funds Development, Indiana Legal Services; Maggie Probert, Director of Development & Communications, Legal Services of Eastern Missouri**

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## MANAGING MULTIPLE FUNDING SOURCES FROM APPLICATION TO AUDIT: YOU WANT ME TO ACCOUNT FOR WHAT??

Thursday, July 20, 2017, 4:15–5:45 pm  
Executive Room

Whether you are a large or small legal aid, managing multiple funding sources is challenging and complex. This session will include presentations and group discussion about setting up systems to manage multiple grants including: grant planning, design and coordination; the art and science of budgeting; integrating new grants into your financial and services systems, including staffing; and communicating expectations around reporting and outcomes with staff and funders.

**PRESENTERS: Robert Gillett, Executive Director, Michigan Advocacy Program; John Nethercut, Executive Director, Public Justice Center; Adrienne Worthy, Executive Director, Legal Aid of West Virginia**

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## FRIDAY, JULY 21, 2017

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### 30 MINUTES WITH A MENTOR

Friday, July 21, 2017, 8:00–8:45 am  
Ballroom Foyer

We have set aside this 45 minute block as one potential time to meet with your mentor/mentee. However, do NOT just show up! You must contact your colleague ahead of time and confirm that this is when you both want to meet. We encourage you to choose another option if it is better for both of you — get together for lunch, over drinks, after dinner, etc.

*[Note: To participate in this program, you must have registered for the conference by June 26 and requested a mentor by July 13. By the time you are reading this, you will have already received the name and contact information for your mentor/mentee.]*

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## PLENARY: WHAT FOUNDATION LEADERS THINK ABOUT LEGAL AID

Friday, July 21, 2017, 9:00–10:45 am  
Ballroom 1, 2



**Celinda Lake**, of Lake Research Partners (LRP), who last presented to rave reviews at our 2014 conference, will discuss the results of just completed research aimed at helping us better understand how foundation leaders view civil legal aid. This analysis of a series of individual interviews with philanthropic leaders from a cross-section of family, community, regional and national foundations provides some new observations about foundations that currently support civil legal aid and those that do not. This research was conducted for the National Association of IOLTA Programs (NAIP), and funded through a grant from the Public Welfare Foundation (PWF). **Mary McClymont**, President and CEO of the PWF, will provide a brief overview of this and other research conducted by LRP and funded by the PWF, all of which is aimed at helping us communicate more effectively with diverse audiences to raise funds for legal aid. **Charles Dunlap**, Past President of NAIP, will briefly discuss the NAIP project and how legal aid programs can use this research to expand their philanthropic outreach and fund development.

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## FOUNDATIONS – PUTTING WHAT WE HAVE LEARNED TO WORK TO INCREASE SUPPORT FOR LEGAL AID

Friday, July 21, 2017, 11:00–12:30 pm  
Ballroom 1, 2

There has been unprecedented work around foundation funding for legal aid in recent years:

- Foundation officers who are strong legal aid supporters have been talking about legal aid with their colleagues.
- Funding from the Public Welfare Foundation has provided an opportunity for IOLTA programs to develop closer relationships with the foundations in their state.
- Celinda Lake's research tells us what leaders in philanthropy are thinking about legal aid today.

In this session, we will take the knowledge gained from this work and put it to constructive use — determining what each of us needs to do to better engage potential foundation funders!

**Presenters: Mary McClymont, President and CEO of the Public Welfare Foundation; Charles Dunlap, Executive**

**Director, Indiana Bar Foundation and Past President of the National Association of IOLTA Programs; Tami Zavislan, Director of Development, Homeless Persons Representation Project**

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## I DO! MARRYING PRO BONO AND FUNDRAISING DEVELOPMENT EFFORTS

Friday, July 21, 2017, 11:00–12:30 pm  
Sagamore Hill

This panel will discuss perceptions and unexpected intersections of the development fundraising and pro bono staff to encourage both departments to work together collaboratively to benefit your mission. Attendees are to expect the uncomfortable negative and more helpful positive points of view on collaboration between pro bono and fundraising staff.

**PRESENTERS: Michelle Fonseca, CFRE, Development Coordinator, The Florida Bar Foundation; Ericka Garcia, Esq., Director of Pro Bono Partnerships, The Florida Bar Foundation; Donna Marino, MBA, CFRE, Statewide Development Director, The Florida Bar Foundation**

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## I'VE COLLECTED ALL THIS DATA, NOW WHAT?

Friday, July 21, 2017, 11:00–12:30 pm  
Springwood

Come explore creative ways to make your donor database work harder for you. Session leaders will share ways they are practically using data to advance fundraising for their organization and invite discussion on what data points and projects have proven helpful across legal aid.

**PRESENTERS: Erin Brock, Development Manager, Public Justice Center; Sam Locke, Director of Funds Development, Indiana Legal Services; Merrie Bunt, Communications and Development Associate, Bay Area Legal Aid**

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## FROM ALLY TO AMBASSADOR! MAXIMIZING YOUR BOARD'S POTENTIAL, CONNECTION AND INVESTMENT

Friday, July 21, 2017, 11:00–12:30 pm  
Ballroom 3

This session will focus on what executive directors and development directors need to know and do to get their board members to be active participants and leaders in fundraising for your organization. Come to this session to

learn: steps to identify, engage, and cultivate a fundraising board who leads by example, ways to ensure that you are prioritizing the connection of your board members to the organization, and how to treat your board members like the major donors they are (or should be!!).

**PRESENTERS:** Ana Cruz, Director of Development, Greater Boston Legal Services; Jaclyn Piñero, Development Director, Bay Area Legal Aid

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## THE CHALLENGES OF WORKING IN PARTNERSHIPS

Friday, July 21, 2017, 11:00–12:30 pm  
Executive Room

We all know that developing projects and programs with a special focus, which often combine legal services with services provided by other agencies, hospitals, shelters or community organizations, can lead to great outcomes for clients and open new funding opportunities. Successfully integrating these programs, and sustaining them, present challenges to senior management, including executive directors. This session will explore some of the executive management challenges and suggest approaches for making partnerships successful.

For example, executive directors will gain awareness of steps to take to get partnership projects off to a good start — including important considerations before giving a green light. You will increase knowledge of potential unanticipated consequences of entering into partnerships — such as implications of subgrants and contracted services, communications, and technology, perceived conflicts with program priorities, and challenges of project management. And you will be more confident and better prepared to initiate, manage, and sustain successful partnerships, and other special projects.

**PRESENTERS:** Mary Asbury, Executive Director, Legal Aid Society of Greater Cincinnati; Debby Freedman, Executive Director, Community Legal Services, Philadelphia; Steve Gottlieb, Executive Director, Atlanta Legal Aid Society

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## BRUSH UP YOUR ASKING SKILLS AND ENCOURAGE VOLUNTEERS TO DO THE SAME

Friday, July 21, 2017, 2:00–3:30 pm  
Ballroom 3

A hands-on workshop reminding us that we have what it takes to articulate our mission and ask for money. Hone

your own skills then bring home activities to train your board (and others) to attract support.

**FACILITATORS:** Jennifer Pelton, CFRE, Director of Development, Public Justice Center; Tami Zavislan, Director of Development, Homeless Persons Representation Project

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## FUNDRAISING BEYOND THE BAR: HOW TO SUCCESSFULLY ENGAGE AND SOLICIT DONORS FROM OUTSIDE THE LEGAL COMMUNITY

Friday, July 21, 2017, 2:00 – 3:30 pm  
Springwood

There's a vast world out there of potential donors from outside the legal community who would identify with your mission and would love to support your work, if only they knew what you were doing. Find out how to identify these prospects and how to communicate with them in order to set the stage for solicitations. This session will explore examples of programs that have had success in reaching donors outside the legal community. The session will also be heavy on group discussion, and is aimed both at programs that would like to start fundraising beyond the bar, as well as programs that have had some success in doing so.

**PRESENTERS:** Jim Barrett, Executive Director, Pisgah Legal Services; Mary Bauer, Executive Director, Legal Aid Justice Center; Graham Cowger, Director of Development, Maryland Legal Aid

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## HOW TO BUILD YOUR DEVELOPMENT TEAM

Friday, July 21, 2017, 2:00–3:30 pm  
Sagamore Hill

When do you know it's time to expand your development staff? What staff do you hire? What buy in do you need to make critical development department hires? In this session, panelists will share their experiences and lessons learned when embarking upon development department expansion. Learn what steps you need to take and what data you need to analyze to build a professional fundraising operation crucial for long-term sustainability.

**PRESENTERS:** Ana Cruz, Director of Development, Greater Boston Legal Services; Bob Gillett, Executive Director, Michigan Advocacy Project; Jaclyn Piñero, Development Director, Bay Area Legal Aid; Tanya Silas, Director of Development, Legal Services NYC

## COMMUNICATING EFFECTIVELY INSIDE YOUR ORGANIZATION – ROUNDTABLE AND BEST PRACTICES

Friday, July 21, 2017, 2:00– 3:30 pm  
Executive Room

The challenges of communicating with staff members throughout the organization are many for the executive director. Whether it is a time of crisis or calm, how do we share important information in appropriate amounts and in effective ways that build trust, strengthen the team, and spare the drama. Come to this roundtable to share your experiences that speak to these questions and more:

- What, how often, and how should I as an ED communicate?
- How do I build the communication skills and judgment of the management team as they communicate with others?

- With diversity in mind, how can I communicate effectively across differences?
- What should I know about communicating in union and non-union environments?
- What are the special challenges of modern communication vehicles?
- What might we need to communicate this fall about the losses of federal funding, from LSC and other sources?

We want to hear your communication successes and challenges at this session, and to share with you ours.

**PRESENTERS:** Catherine Carr, Legal Aid Consultant; Jacquelynne Bowman, Executive Director, Greater Boston Legal Services; Elizabeth Fritsch, Executive Director, Legal Aid of Southeastern Pennsylvania; César Torres, Executive Director, Northwest Justice Project

## PRESENTERS' BRIEF BIOGRAPHIES

**MARY ASBURY** — Mary is the Executive Director of the Legal Aid Society of Greater Cincinnati, and a member of the MIE Board of Directors. Over the past twenty years, LASGC has established partnership programs to clear barriers to employment, keep high-risk students in school, address social determinants of health, assist DV survivors, and provide technical assistance to community health centers. Mary may be reached at [masbury@lascinti.org](mailto:masbury@lascinti.org).

**JIM BARRETT** — Jim has been the Executive Director of Pisgah Legal Services since 1993 and has served on the staff for more than 30 years. Under his leadership PLS has grown to become a leader in the nonprofit field, not only providing legal services to clients but improving public policies across North Carolina and leveraging millions of dollars to improve life in Western North Carolina. Jim may be reached at [jim@pisgahlegal.org](mailto:jim@pisgahlegal.org).

**MARY BAUER** — Mary is the Executive Director of the Legal Aid Justice Center. Prior to assuming the executive director position in January 2014, she served as Director of Advocacy, where she mentored new and mid-level attorneys in litigation strategy, organized state-level advocacy efforts, and coordinated the programmatic work to ensure service of the greatest need and adherence to the organization's mission. Prior to that, Mary was legal director of the Southern Poverty Law Center in Montgomery, AL. She earned her Bachelor of Arts degree from the College of

William and Mary and graduated from the University of Virginia School of Law. Mary may be reached at [mary@justice4all.org](mailto:mary@justice4all.org).

**JACQUELYNNE BOWMAN** — Jacqui is the Executive Director of Greater Boston Legal Services. She is a nationally recognized expert in family and juvenile law as well as in law practice management. Jacqui is a member of the ABA Commission on Homelessness and Poverty. She is also active in the Boston Bar Association and the Massachusetts Bar Association. Jacqui serves on the Massachusetts' Access to Justice Commission, the MIE Board and other nonprofit organizations. She is a graduate of the University of Chicago and Antioch University School of Law. Jacqui may be reached at [jbowman@gbls.org](mailto:jbowman@gbls.org).

**MARK BRALEY** — Mark has been Executive Director of Legal Services Corporation of Virginia, the state and IOLTA funding and oversight agency for legal aid programs in Virginia, since March 1992. Before that, he was a criminal prosecutor and defense lawyer and civil litigator. Mark may be reached at [mark.lscv@mindspring.com](mailto:mark.lscv@mindspring.com).

**ERIN BROCK** — Erin is the Development Manager of Public Justice Center. She joined PJC in 2010. She contributes to the organization's fundraising efforts and manages communications with supporters. Prior to serving at the PJC, Erin worked for Lutheran World Relief, first as the

Program Assistant for Communications and Experiential Learning through Lutheran Volunteer Corps and then as the Outreach Associate. She graduated summa *cum laude* from Luther College with a major in Religion and a minor in International Studies. Erin may be reached at brocke@publicjustice.org.

**CATHERINE C. CARR** — Cathy is the immediate past Executive Director of Community Legal Services, the largest civil legal aid provider in Philadelphia, a position she held for twenty years. She is an Adjunct Professor at the University of Pennsylvania Law School and School of Social Work and Social Policy, coordinates the NLADA Strategic Advocacy Initiative, and provides independent consulting to legal aid programs. She is a member and past chair of the MIE Board and serves on the MIE *Journal* Committee. Cathy may be reached at ccarrphila@gmail.com.

**ANA CRUZ** — Ana is the Director of Development at Greater Boston Legal Services. Previously, Ana has held roles as Director of Development at Breakthrough Silicon Valley, a nonprofit focused on educational equity and college access for low-income youth, and Development Manager at Bay Area Legal Aid. Ana earned an M.B.A. from Boston University with specialties in Marketing and Nonprofit Management, and a B.A. from the University of California, Berkeley. Ana also serves on the Board of Directors for MISSSEY, Inc., a California-based organization combatting the commercial sexual exploitation of children and youth. Ana may be reached atacruz@gbls.org.

**CHARLES R. DUNLAP** — Chuck is the Executive Director of the Indiana Bar Foundation in Indianapolis, Indiana. He is responsible for overseeing the day to day operations and programs of the Foundation which include administration of the Indiana Interest on Lawyers' Trust Account (IOLTA) program, and several civic education programs including *We the People*, and the Indiana High School Mock Trial Program. Previously he served as the Assistant Director of Planned Giving for the Indiana University Foundation in Bloomington, IN, where he worked on numerous complex charitable gifts involving a variety of trusts, bequests, insurance gifts, and gifts of real estate; and as an associate in the Muncie, IN law firm of DeFur, Voran where his practice focused on estate planning, trust and probate administration, charitable gift planning, charitable organization law, and business law. Chuck is the immediate past President of the National Association of IOLTA Programs. Charles graduated *cum laude* from the Indiana University McKinney School of Law in Indianapolis in 1996. Chuck may be reached at cdunlap@inbf.org.

**ANTONIA K. FASANELLI** — Antonia is the Executive Director of the Homeless Persons Representation Project, since 2007. She is responsible for providing strategic and administrative leadership for Maryland's only legal services and advocacy organization dedicated to eliminating homelessness. Previously she was a staff attorney at the Washington Legal Clinic for the Homeless in the Affordable Housing Initiative; an advisor to the DC Department of Housing and Community Development on affordable housing preservation; and an advocate for improved operations within the DC Department of Consumer and Regulatory Affairs and the DC Housing Authority. In 2009, Antonia appointed to the ABA Commission on Homelessness and Poverty and served as its Chair from 2011–2014. She has been Chair and Vice-Chair of the Economic Justice Committee of the ABA's Section on Civil Rights and Social Justice since 2014. She has been a member of Baltimore City's Journey Home Board, which oversees Baltimore City's Plan to End Homelessness. Antonia received her J.D. magna *cum laude* from the Washington College of Law, American University and her B.A. *cum laude* from Barnard College, Columbia University. Antonia may be reached at afasanelli@hprplaw.org.

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**STEVE GOTTLIEB** — Steve was part of Atlanta Legal Aid's first summer student class in 1968. After graduating from the University of Pennsylvania in 1969, he received a Reginald Heber Smith fellowship to work at Legal Aid as a new lawyer. In the next five years, he handled a wide range of cases, developing expertise in consumer protection issues, and managed three of Atlanta Legal Aid's offices. He then managed the Savannah Office of the Georgia Legal Services Program. In 1977, he returned to Atlanta as the Deputy Director of Atlanta Legal Aid. He became its Executive Director three years later in 1980 and is among the longest serving legal aid directors in the country.

Steve has weathered at least three major funding storms during his tenure and has overseen a diversification of revenue sources that has permitted Atlanta Legal Aid to continue its core functions in good times and bad. In addition to its five core areas of practice — family law, housing, healthcare, consumer finance and government benefits — Steve has presided over the development of numerous special programs. He inherited the still-thriving Senior Citizens Law Project and encouraged the institution and growth of other new programs including the Disability Integration Project (which litigated the seminal Olmstead case), the Home Defense Program, the Health Law Unit (formerly the AIDS/ALS & Cancer Initiative), the Hispanic Outreach Project, the Grandparent/Relative Caregiver Project, the Georgia Senior Legal Hotline, and the Health Law Partnership (a medical-legal collaborative with Children's Healthcare of Atlanta and Georgia State's College of Law). For his leadership, Steve has received numerous state and local awards and has been recognized by the American Bar Association and the National Legal Aid and Defender Association for his work. Steve may be reached at [sgottlieb@atlantalegalaid.org](mailto:sgottlieb@atlantalegalaid.org).

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Earlier in her career, Mary served as the national director for legalization of the Migration and Refugee Services of the U.S. Catholic Conference; as senior staff counsel for the National Prison Project of the American Civil Liberties Union; as a trial attorney in the Civil Rights Division of the U.S. Department of Justice; and as assistant director for corrections of the National Street Law Institute at the Georgetown University Law Center. She serves on the board and executive committee of the Washington Regional Association of Grantmakers and is co-founder of Grantmakers Concerned with Immigrants and Refugees.

She is a member of the New Perimeter Advisory Board, a global pro bono program of the DLA Piper law firm. She was the founding chair of the board of the Migration Policy Institute; and served on the boards of, among others, Physicians for Human Rights, Amnesty International, the Advisory Committee of Elma Philanthropies Services and the Advisory Committee on Voluntary Foreign Aid, USAID. She is a member of the Council on Foreign Relations and of the District of Columbia bar. Mary holds an LL.M. in International Legal Studies from American University's Washington College of Law and a J.D. from Georgetown University Law Center.

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**JOHN NETHERCUT** — John joined the Public Justice Center as the Executive Director in 2002. In addition to leading the PJC and raising friends and funds, John's substantive contribution to PJC's work is in directing its legislative advocacy. Major involvements have included the Rental Housing Coalition in 2004, the Baltimore City Clean Streets Bill, the Tenants in Foreclosure Initiative in 2008, the Unpaid Wage Lien Law in 2013, and the Rent Court Reform Initiative in 2016. He serves on Maryland's Access to Justice Commission and the board of the Francis D. Mur-naghan, Jr. Appellate Advocacy Fellowship. John's career in social justice advocacy began in 1975 in Los Angeles, where he was a boycott organizer for Cesar Chavez and the United Farm Workers. He later worked in a farmworker legal services program in Kokomo, IN. John received a B.A. with honors in Anthropology/Sociology in 1978 from Earlham College in IN, and a J.D. from Harvard Law School in 1982. He has worked in civil legal aid offices in Cincinnati and upstate New York; as an Assistant Attorney General and Deputy Chief of the Consumer Protection Division of the Office of the Attorney General of Maryland. John may be reached at [nethercutj@publicjustice.org](mailto:nethercutj@publicjustice.org).

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