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Wednesday, July 19, 2006

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**2. Questions**

1. How long have you been in your current Executive Director position?

	Response Percent	Response Total
a. less than 2 years	14.9%	17
b. 2 to 4 years	14%	16
c. 5 to 7 years	10.5%	12
d. 8 to 10 years	11.4%	13
e. 11 to 15 years	11.4%	13
f. more than 15 years	10.5%	12
g. more than 20	16.7%	19
h. more than 25	7%	8
i. more than 30	3.5%	4
<b>Total Respondents</b>		<b>114</b>
(skipped this question)		1

} 27.2%

2. Are you the founding Executive Director at this organization?

	Response Percent	Response Total
a. yes	8.9%	10
b. no	91.1%	102
<b>Total Respondents</b>		<b>112</b>
(skipped this question)		3

3. Were you working at/involved with your current organization before you became the Executive Director?

Response Response

	Percent	Total
a. yes [REDACTED]	57.9%	66
b. no [REDACTED]	42.1%	48
<b>Total Respondents</b>		<b>114</b>
(skipped this question)		1

4. What was your role in your current organization immediately prior to becoming Executive Director?

	Response Percent	Response Total
a. Deputy Director [REDACTED]	13.3%	15
b. Director of Litigation [REDACTED]	4.4%	5
c. Director of Finance	0%	0
d. Director of Administration	0%	0
e. Director of Personnel/Human Relations	0%	0
f. Director of Development	0%	0
g. Managing Attorney [REDACTED]	15.9%	18
h. Supervising Attorney [REDACTED]	8.8%	10
i. Board Member [REDACTED]	2.7%	3
j. Pro Bono Attorney	0%	0
k. Other [REDACTED]	13.3%	15
l. None [REDACTED]	43.4%	49
<b>Total Respondents</b>		<b>113</b>
(skipped this question)		2

5. If your answer to the previous question is none, what did you do before you took on the role of Executive Director?

	Response Percent	Response Total
a. Other legal aid program [REDACTED]	51.9%	27
b. Other nonprofit [REDACTED]	13.5%	7
c. Government [REDACTED]	11.5%	6
d. Private law firm [REDACTED]	13.5%	7
e. Sole practice [REDACTED]	3.6%	2
f. Corporate [REDACTED]	5.8%	3
g. Education [REDACTED]	7.7%	4
<b>Total Respondents</b>		<b>52</b>
(skipped this question)		63

6. On a scale of 1 to 5, how important were these factors in leading you to take your current job as Executive Director? Please check all which apply.

	1 - not important at all	2	3	4	5 - very important	Response Average	
Focus on poverty and low income clients	0% (0)	2% (2)	8% (9)	16% (18)	75% (86)	4.63	✓
Access to justice	0% (0)	3% (3)	9% (10)	16% (18)	73% (83)	4.59	✓
Ability to litigate	39% (43)	22% (24)	19% (21)	10% (11)	11% (12)	2.32	
The quality of the staff	4% (5)	7% (8)	29% (33)	29% (33)	30% (34)	3.73	
Professional development	2% (2)	9% (10)	19% (21)	36% (40)	34% (37)	3.91	
Doing work which gives back to the community	1% (1)	1% (1)	7% (8)	23% (26)	68% (76)	4.56	✓
Salary	14% (16)	26% (31)	44% (49)	11% (12)	4% (4)	2.62	
Benefits (health care, vacation, sick, retirement plan, etc.)	19% (21)	25% (28)	36% (40)	17% (19)	3% (3)	2.59	
Someone needed to step up	30% (33)	9% (10)	14% (15)	17% (18)	30% (33)	3.07	
The reputation of the organization	6% (7)	12% (13)	28% (31)	26% (28)	28% (30)	3.56	
The community in which the organization is located	9% (10)	9% (10)	19% (21)	26% (28)	37% (40)	3.72	
Previous Executive Director was fired or counseled out by the Board creating a need or opportunity	64% (65)	7% (7)	10% (10)	7% (7)	13% (13)	1.98	
The challenge of being in charge	5% (6)	7% (8)	16% (18)	31% (34)	40% (44)	3.93	
It was my goal to become Executive Director	34% (37)	15% (16)	24% (26)	7% (8)	21% (23)	2.67	←
The quality of the Board	19% (21)	20% (22)	38% (42)	15% (17)	8% (9)	2.74	
Ability to have a broader impact	5% (6)	3% (3)	6% (7)	39% (44)	47% (54)	4.20	✓
Fundraising	32% (36)	33% (37)	18% (20)	14% (15)	3% (3)	2.21	
The ability to influence statewide or national issues	11% (12)	13% (14)	27% (30)	23% (26)	26% (29)	3.41	
					<b>Total Respondents</b>	<b>115</b>	
					(skipped this question)	0	

7. On a scale of 1 to 5, how much do you enjoy your current job as Executive Director?

	1 - Treading water / given up	2	3	4	5 - Enthusiastic	Response Average
Select one:	1% (1)	5% (6)	13% (15)	33% (38)	47% (54)	4.21
					<b>Total Respondents</b>	<b>114</b>
					(skipped this question)	1

8. Comments on above:

**View** Total Respondents **68**  
(skipped this question) **49**

9. On a scale of 1 to 5, how much has your current job as Executive Director met your

expectations of what the role would demand?

	1 - Not much at all	2	3	4	5 - Very much	Response Average
Select one:	0% (0)	7% (8)	12% (14)	35% (40)	45% (51)	4.19
<b>Total Respondents</b>						<b>113</b>
(skipped this question)						2

10. Please explain briefly how your current job has or has not met your expectations.

<b>View</b> Total Respondents	<b>67</b>
(skipped this question)	48

11. On a scale of 1 to 5, how satisfied are you with your compensation?

	1 - Not at all satisfied	2	3	4	5 - Very satisfied	Response Average
Select one:	4% (5)	6% (7)	26% (30)	43% (49)	20% (23)	3.68
<b>Total Respondents</b>						<b>114</b>
(skipped this question)						1

12. Comments on above:

<b>View</b> Total Respondents	<b>50</b>
(skipped this question)	65

13. How much longer do you imagine that you will stay in your current position as Executive Director?

	Response Percent	Response Total
a. less than 1 year	4.4%	5
b. 1 to 2 years	11.5%	13
c. 3 to 5 years	37.2%	42
d. more than 5 years	48.7%	55
<b>Total Respondents</b>	<b>113</b>	
(skipped this question)	2	

14. If you plan to stay in your current position five years or fewer, have you begun to discuss succession planning with your Board of Directors?

	Response Percent	Response Total
a. yes	34.8%	23
b. no	65.2%	43
<b>Total Respondents</b>	<b>66</b>	
(skipped this question)	49	

15. Have you identified one or more persons on your staff with the potential to be the future Executive Director of your organization?

	Response Percent	Response Total
a. yes [REDACTED]	63.6%	70
b. no [REDACTED]	36.4%	40
<b>Total Respondents</b>		<b>110</b>
(skipped this question)		5

16. Do you view it as your role to be involved in succession planning?

	Response Percent	Response Total
a. yes [REDACTED]	97.3%	109
b. no [REDACTED]	3.6%	4
<b>Total Respondents</b>		<b>112</b>
(skipped this question)		3

17. What 3 things do you like most about your current job as Executive Director?

	Response Percent	Response Total
<input type="button" value="View"/> 1. [REDACTED]	100%	107
<input type="button" value="View"/> 2. [REDACTED]	100%	107
<input type="button" value="View"/> 3. [REDACTED]	97.2%	104
<b>Total Respondents</b>		<b>107</b>
(skipped this question)		8

18. To what degree are these factors having a negative impact on you in your current position?

	1 - Not at all	2	3	4	5 - Very much	Response Average
High stress	4% (4)	14% (16)	29% (33)	28% (32)	25% (29)	3.58
Long hours	6% (7)	20% (23)	33% (38)	25% (28)	16% (18)	3.24
Managing personnel problems	7% (8)	23% (26)	22% (25)	26% (29)	22% (25)	3.33
Low compensation	33% (38)	25% (28)	28% (32)	10% (11)	4% (5)	2.27
Board of directors not supporting me personally	67% (76)	17% (19)	9% (10)	4% (5)	4% (4)	1.61
Board of directors micro-managing	72% (82)	10% (11)	10% (11)	4% (5)	4% (5)	1.60
Board of Directors not challenging me to be more effective	59% (67)	20% (23)	18% (20)	3% (3)	1% (1)	1.87
Board of Directors disengaged	46% (52)	18% (20)	21% (24)	10% (11)	5% (6)	2.11
Writing grants	25% (28)	26% (30)	27% (31)	17% (19)	5% (6)	2.52
Fundraising	16% (18)	25% (28)	25% (28)	19% (21)	15% (17)	2.92

Dealing with government funding and/or program requirements	14% (16)	22% (25)	28% (32)	23% (26)	12% (14)	2.97
Feeling "lonely at the top"	20% (23)	18% (20)	29% (33)	18% (21)	15% (17)	2.90
Inability to litigate	42% (48)	18% (20)	16% (18)	15% (17)	9% (10)	2.30
Lack of interaction with clients	25% (29)	38% (34)	21% (24)	15% (17)	9% (10)	2.52
Family lives elsewhere	81% (91)	7% (8)	8% (9)	3% (3)	1% (1)	1.35
Local or state politics	38% (43)	19% (22)	22% (25)	16% (18)	5% (6)	2.32
Merger/reconfiguration	66% (73)	9% (10)	15% (17)	3% (3)	6% (7)	1.74
Dealing with the Legal Services Corporation	60% (67)	14% (16)	12% (14)	10% (11)	4% (4)	1.83
Dealing with unions	77% (85)	5% (6)	5% (6)	6% (7)	6% (7)	1.60
Lack of administrative and management support	29% (33)	22% (25)	18% (21)	21% (24)	10% (11)	2.61
Lack of resources for essentials	22% (25)	23% (26)	24% (27)	18% (21)	13% (15)	2.78
Managing program finances	25% (28)	26% (29)	23% (26)	19% (22)	7% (8)	2.58
Pressures to serve more clients with fewer resources	16% (18)	19% (21)	23% (26)	25% (28)	17% (19)	3.08
Dealing with state IOLTA programs	50% (57)	23% (26)	12% (14)	9% (10)	5% (6)	1.96
Dealing with foundation funding	28% (32)	28% (32)	26% (29)	12% (14)	5% (6)	2.38
State planning	38% (41)	21% (23)	26% (31)	7% (8)	6% (6)	2.22
Unclear performance goals / expectations from Board of Directors	53% (60)	20% (23)	20% (23)	4% (5)	3% (3)	1.84
Donors/grantors not understanding the work of the organization	31% (35)	23% (26)	30% (34)	12% (13)	4% (5)	2.35
Donors/grantors not understanding what the job of Executive Director entails	48% (51)	28% (32)	17% (19)	7% (8)	4% (4)	1.96
Too little time to focus on client services	18% (21)	20% (23)	32% (36)	24% (27)	6% (7)	2.79
Too many administrative and compliance requirements	9% (10)	21% (23)	28% (31)	30% (34)	12% (14)	3.17
Overwhelming duties	12% (13)	15% (17)	34% (38)	20% (22)	20% (22)	3.21
Turn over of staff	27% (31)	29% (33)	27% (31)	12% (13)	4% (5)	2.36
Experience level of staff	40% (45)	32% (36)	19% (21)	7% (8)	2% (2)	1.98
<b>Total Respondents</b>						114
(skipped this question)						1

19. Other factors:

<b>View</b> Total Respondents	19
(skipped this question)	96

20. Do you plan to retire upon leaving your current position as Executive Director?

	Response Percent	Response Total
a. yes	17.7%	20

b. no [REDACTED]	39.8%	45
c. unsure or no plans to leave [REDACTED]	42.5%	48
<b>Total Respondents</b>		<b>113</b>
(skipped this question)		2

21. On a scale of 1 to 5, how likely is it that your next job will be:

	1 - Not likely at all	2	3	4	5 - Very likely	Response Average
In a legal aid program	27% (28)	17% (17)	18% (18)	22% (22)	17% (17)	2.83
Nonprofit	7% (7)	10% (10)	25% (26)	25% (26)	32% (33)	3.67
Government	35% (34)	24% (23)	21% (20)	15% (15)	5% (5)	2.32
Private law firm	65% (64)	27% (26)	4% (4)	4% (4)	0% (0)	1.47
Solo practice	78% (78)	10% (10)	8% (8)	1% (1)	3% (3)	1.41
Corporate	79% (78)	13% (13)	3% (3)	5% (5)	0% (0)	1.34
Consultant	18% (18)	26% (26)	30% (30)	20% (20)	6% (6)	2.70
Education	31% (31)	15% (15)	31% (31)	17% (17)	5% (5)	2.49
Nonlegal	27% (27)	22% (22)	30% (30)	16% (16)	6% (6)	2.52
<b>Total Respondents</b>						<b>105</b>
(skipped this question)						10

22. How many paid full-time and part-time staff (FTE) does your organization employ?

	Response Percent	Response Total
a. less than 1 [REDACTED]	0.9%	1
b. 1-2 [REDACTED]	2.7%	3
c. 3-5 [REDACTED]	7.2%	8
d. 6-10 [REDACTED]	20.7%	23
e. 21-50 [REDACTED]	34.2%	38
f. 51-100 [REDACTED]	21.6%	24
g. 101 or more [REDACTED]	12.6%	14
<b>Total Respondents</b>		<b>111</b>
(skipped this question)		4

23. How many offices does your organization have?

	Response Percent	Response Total
a. 1 [REDACTED]	33.3%	38
b. 2 [REDACTED]	10.5%	12
c. 3 - 5 [REDACTED]	30.7%	35
d. 6 - 10 [REDACTED]	18.4%	21

e. more than 10

7%	8
<b>Total Respondents</b>	<b>114</b>
(skipped this question)	1

24. What is the annual operating budget of your organization?

	Response Percent	Response Total
a. less than \$499,999	14%	16
b. \$500,000 - \$999,999	15.8%	18
c. \$1,000,000 - \$4,999,999	43.9%	50
d. \$5,000,000 - \$9,999,999	18.4%	21
e. \$10,000,000 - \$14,999,999	5.3%	6
f. \$15,000,000 - \$19,999,999	0.9%	1
g. \$20,000,000 and above	1.8%	2
<b>Total Respondents</b>	<b>114</b>	
(skipped this question)		1

25. How many Executive Directors has your organization had in the last 10 years?

	Response Percent	Response Total
a. 1	57%	65
b. 2	26.3%	30
c. 3	11.4%	13
d. 4	4.4%	5
e. 5	0.9%	1
f. more than 5	0%	0
<b>Total Respondents</b>	<b>114</b>	
(skipped this question)		1

26. How significant do you think the following are as obstacles to attracting and retaining executive leadership in the legal aid community?

	1 - Not a significant obstacle	2	3	4	5 - Extremely significant obstacle	Response Average
Compensation	5% (6)	13% (14)	21% (23)	38% (42)	23% (26)	3.61
Type and level of benefits	11% (12)	30% (33)	23% (25)	20% (22)	17% (19)	3.03
Length of workday	14% (15)	22% (24)	33% (37)	23% (26)	8% (9)	2.91
Management and administrative support staff	4% (4)	24% (26)	35% (38)	29% (32)	8% (9)	3.15
Fundraising responsibilities	2% (2)	14% (15)	23% (25)	43% (47)	19% (21)	3.64



Relations with community groups, and other providers	22% (24)	27% (29)	33% (36)	14% (15)	5% (5)	2.52
Relationship with Board of Directors	26% (29)	23% (25)	30% (33)	14% (15)	8% (9)	2.55
Organization awareness of and appreciation for diversity	23% (26)	23% (26)	36% (40)	14% (15)	4% (4)	2.50
Reputation of organization	37% (41)	20% (22)	22% (24)	17% (19)	5% (5)	2.32
Experience level of attorneys	29% (32)	26% (28)	35% (38)	10% (11)	0% (0)	2.26
Unions	39% (43)	12% (13)	19% (21)	16% (17)	14% (15)	2.52
The Legal Services Corporation	28% (30)	16% (17)	28% (30)	19% (21)	10% (11)	2.69
The state IOLTA program	44% (48)	23% (25)	21% (23)	9% (10)	3% (3)	2.04
Skills level of mid-level staff	23% (25)	28% (30)	33% (36)	13% (14)	3% (3)	2.44
Perceptions about the job of Executive Director	13% (14)	21% (23)	29% (32)	27% (30)	11% (12)	3.03
Hiring processes	27% (30)	21% (24)	29% (33)	18% (20)	4% (5)	2.52
Changes in client services	25% (27)	24% (26)	30% (33)	20% (22)	2% (2)	2.51
Lack of resources for legal aid	5% (5)	6% (6)	17% (19)	35% (38)	38% (41)	3.95
Loss of shared national community legal aid values	13% (14)	25% (28)	28% (31)	20% (22)	14% (15)	2.96
<b>Total Respondents</b>						<b>112</b>
(skipped this question)						3

27. Other obstacles:

**View** Total Respondents 26  
(skipped this question) 89

28. Please feel free to share with us any additional thoughts or comments you might have.

**View** Total Respondents 22  
(skipped this question) 93

29. What is your age?

	Response Percent	Response Total
a. under 30	0%	0
b. 31-40	6.1%	7
c. 41-50	21.9%	25
d. 51-60	51.8%	59
e. over 60	20.2%	23
<b>Total Respondents</b>		<b>114</b>
(skipped this question)		1

30. What is your gender?

	Response Percent	Response Total
a. female [REDACTED]	43%	49
b. male [REDACTED]	57%	65
<b>Total Respondents</b>		<b>114</b>
(skipped this question)		1

31. What is your race/ethnicity?

	Response Percent	Response Total
a. African American [REDACTED]	4.5%	5
b. Asian/Pacific Islander [REDACTED]	4.5%	5
c. Hispanic [REDACTED]	4.5%	5
d. Middle Eastern	0%	0
e. Native American [REDACTED]	1.8%	2
f. White [REDACTED]	84.8%	95
<b>View</b> Other (please specify) [REDACTED]	0.9%	1
<b>Total Respondents</b>		<b>112</b>
(skipped this question)		3

32. Optional information:

	Response Percent	Response Total
<b>View</b> Name [REDACTED]	95.3%	41
<b>View</b> Program [REDACTED]	87.7%	42
<b>View</b> Address [REDACTED]	93%	40
<b>View</b> City, State, Zip [REDACTED]	93%	40
<b>View</b> Phone [REDACTED]	88.4%	38
<b>View</b> Email [REDACTED]	90.7%	39
<b>Total Respondents</b>		<b>43</b>
(skipped this question)		72

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Total: 115

Visible: 115

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[Configure](#)

Status: Enabled

Reports: Summary and Detail

Page Size: Show 100 per page

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Comments on above:

⑦ Enjoying the ED job

1. Messy situation, less money, more demand on time--who could resist?
2. I love the challenge and opportunity to make a difference for the agency and by extension the clients we serve.
3. This organization is so small, and my duties so varied that I find myself treading water, but have not given up. The biggest problem is that the reporting requirements are the same for organizations that have much more internal specialization as they are for this organization where I fulfill the role of ED and lead attorney and have a full case load as well as management responsibilities.
4. I was the founding executive director, and went directly from law school to being executive director. So, a lot of these questions were really not applicable, but there was no where to so indicate N/A.
5. I love it but it's really stressful and hard. How come it does not get easier?
6. My organization has encountered some very difficult staffing issues, creating additional stress and difficulties in reaching the organization's goals for 2006.
7. The current funding problems and challenges is something I'm not too excited about nor something I expected to take up so much of my time.
8. I started as a consultant to this organization which was drowning in red ink and incompetent leadership. The ED at the time was confronted with having hidden information from the Board and resigned. It was a challenge to make things better, but I enjoy challenges.
9. I was reluctant at first but felt program needed me and I have loved having the ability to make positive changes in the organization I care so much about.
10. It's a wonderful job. Though very hard, the few of us who have been given this opportunity have much to be thankful for.
11. It's a lot of administrative, personnel issues type of work and not as much legal work as I had hoped.
12. Only 2 months into the job, but I find the combination of programmatic thinking and planning, administration, "cheerleading", Board management and development to be challenging in a most positive way. There are no dull moments.
13. High quality and motivated staff has contributed to my happiness in this job. Since we are a relatively small organization, I continue to take on a significant amount of supervision and mentoring of staff, which I value because it allows me to maintain a strong connection to the staff and work. I've also been happy to see some success in the work that I've done over the past five and a half years -- growing the board, doubling our funding, etc.
14. It continues to engage me and challenge me, professionally and personally.

15. There are a lot more problems in the organization--budget deficit, inadequate infrastructure, outdated operations/procedures, information/data management, board and staff knowledge/skill--than I was led to believe coming in. The expectations for having everything running smoothly and without glitches--after 8 months on the job--are not realistic, yet the need for these things to be improved is real. Pressure without support.
16. After a number of years of major change for the organization we are in a very good place.
17. I very much enjoy working with my very skilled and experienced staff, and various community organizations. The constant struggle to raise money, and spiraling costs (especially health care), and dealing with funding source bureaucracies, and the few personnel problems that we have are the negative part of the job, that detract from the very definite positives
18. The job is always challenging and I have developed many new skills over the years. Fundraising was not on the radar screen when I took over. There are certainly many downsides, however. Not enough administrative support, always too much to do, etc.
19. Too much time spent on funding and reporting -- not enough time to devote to the bigger issues
20. Very difficult transition, very hard to give up practicing poverty law!
21. It's getting less difficult and more fun as time goes on
22. I am mostly fine about it, though sometimes I have found the challenges, especially around personnel issues, to be wearing.
23. This is a dream job -- the ability to lead an organization to improve the quality of life for poor people by inspiring others to aggressively fight for their rights, as well as the opportunity for creativity in launching new programs and charting new avenues -- its all there.
24. Also very important in my taking my current executive director position was the strong encouragement of folks involved with legal assistance to the poor that I admire and respect.
25. As with all jobs, it varies from day to day, but overall I still see opportunities, challenges, fun, and personal rewards in the work.
26. Legal Aid is a boy's club in my state; and it detracts from the real work.
27. Since I had prior experience in a different program, I was aware of the challenges but the current challenges of running a legal aid program have changed substantially. The one draw back or challenge that stands out is the difficulty to get staff to embrace change.
28. I am working more hours than ever. I was commenting to a friend the other day that I used to pick my daughter up after school sports at 6:00p.m. about 15 years ago. Leaving at 6:00 would be a gift. The fundraising and reporting demands take up much of my time- time that I could/should be spending doing supervision or work on policy issues. It also, increasingly takes attorney time (client stories, stats, etc) that should be spent representing poor people. It's bad for their morale.
29. I enjoy continuing to have an impact on access to justice issues locally, statewide and nationally. I have a good group of staff and board leaders that continue to make the job interesting and challenging.
30. I love almost every aspect of my job duties (except personnel issues). However, there's simply way too much to do to get a good sense of job satisfaction.
31. I have fantastic support from my team, including my co-director
32. The ED is a great job: opportunity to work for a noble mission, opportunity to obtain significant results for the lives of clients, opportunity to choose great colleagues through the hiring process, opportunity to be creative in project development, and opportunity to lead a balanced life.
33. This should probably be more a 4.5 than a 5. I really enjoy being in charge; enjoy the staff and the board members with whom I work. It's challenging to develop new programs to keep both the project and myself relevant. However, I experience a growing intolerance for the repetitive aspects of the work... dealing with LSC being one of the most negative aspects of the job.
34. What day is it?
35. Still learning.
36. Frankly, it could be more fun! That being said, I enjoy the work for what it is -- management of resources, people and issues. I certainly enjoy the role of the program in planning the future of access to justice in our state. All kinds of people look to us to be the leaders and I like that. It's a very liberating and empowering feeling.

37. It is a wonderful job.
38. Fundraising is a constant challenge. If that were less of an issue, I would say 5+.
39. Finding funds has become all consuming for a small agency such as ours. However, the staff is wonderful and my job is very flexible, which meets my family's needs for the time. I do see myself going back to the practice of law once my family needs have diminished.
40. Although I definitely still gain a high degree of personal and professional satisfaction from my work, many of the tasks have, over time, become somewhat repetitious and routine. It seems impossible to avoid losing some of one's "edge."
41. The rating may be a little high, since I do have days where I get tired, but overall, it is exactly the right job for me.
42. Some days I am less resilient and energetic than I would like to be, but there is always at least one more thing I want to work on and things I know we could do better.
43. Although I've been in this position for almost 30 years, I find it continues to offer challenge and continues to interest me and fulfill me.
44. But, retiring in 61 days
45. It is a daily challenge but it suits well my interests, skills and talents.
46. Depending on the current crisis or success, I vacillate between Enthusiastic and Treading water/given up. Generally, I am pleased with my job and find it very rewarding.
47. I am definitely getting tired.
48. I love my job except for the nonstop fundraising I need to do. It feels like we could do soe much mor if we did not have to expend so much energy on fundraising
49. But it has its moments.
50. I am challenged by the number of different "hats" I have to wear because we are small. Also, turnover of other staff is a challenge. There are management skills I need but only hone them OTJ.
51. What has kept me enthusiastic is the ability to be creative and establish new programs that meet emerging client needs including some "cutting edge" programs. The support of the legal and non-legal community in supporting these efforts has helped immensely.
52. It is a wonderful job and working with the staff is enjoyable and inspiring. The constant struggles caused by shortage of resources relative to tremendous need in the client communities are wearing me out.
53. Beating head against the wall of ever reduced funding
54. Greatest job in the world. Except when there are personnel issues.... Not any for a long time.
55. Over the long haul, the job can certainly be wearying, but it is very rewarding and I feel very fortunate.
56. It's difficult to always be excited about at joy which you have been at for years. Still, being a Director provides more challenge and diversity than most legal careers.
57. It's grueling. But so is being a staff attorney.
58. Most of the time. There are some real down days, and I do question how long I can do it.
59. I am experincing burn out but the staff is great, the work is great, and the potential is great.
60. It's a huge challenge -- increased fundraising and being a union program increase the challenge and dim the enthusiasm.
61. The job has gotten progressively more difficult over the years, but is always full of new challenges which keep the job exciting.
62. The number of funding sources has grown many fold since I took the job. The constant cycle of annual funding applications and annual, quarterly and monthly grantee reports are taking too much time and leaving little time for guiding the organization toward its goals. It is also frustrating to deal with funding sources that try to direct from afar the work of board and staff in the trenches.
63. Bad week. Just lost a major grant. Last week it might have been a 5 as I really enjoy the work that I do.
64. The demands are often overwhelming, and "enjoy" is not a word that springs to mind.

65. enthusiasm level ebbs and flows

66. Although ED of my present legal/advocacy organization less than two years, I was ED of a legal service program for 17 years before...left due in large part to reorganization/state planning/etc. MUCH happier now in present position which is in a legal/advocacy organization but not a traditional legal service program. My answers may therefore not be typical.

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Please explain briefly how your current job has or has not met your expectations.

1. I expected to work more, connect with others more, and help the agency heal from some wounds, and all of that has occurred
2. I am enjoying the job more than I thought I would. Otherwise it is fairly similar to what I thought it would be.
3. I am spending as much time in court as under my previous position and not enough time is available for strategic planning, goal setting, or any of the other things that I envision management to be responsible for.
4. I am pretty much "living the dream" of why I took the job 28 years ago. No regrets.
5. Fundraising and personnel are horrible but the substance of what we do is great. Great people here and in our community.
6. There is much less support for the many roles I must play as ED. The staff and technical infrastructure leave much to be desired.
7. See answer to question no. 8.
8. My personal mission is one of promoting social justice and positive social change. This job has allowed me to do that, and to be a real influence in the community with decision-makers, judges, etc.
9. It more than exceeded my expectations. It has allowed me over time to make very good positive changes in an already excellent organization. I love being the face of legal services in the community and state.
10. I anticipated that there would be a little more high quality support so that I would have time to work a little more with staff and volunteers on creative systemic projects.
11. I had no idea that I would be here this long and did not foresee how the organization and the job would change.
12. I thought I would have more client involvement, but all my time is taken up with budget, fundraising, running 4 offices, etc.
13. See above.
14. For the first few years, I had to work through my own insecurities of having followed a very charismatic founding director. This was a challenge on top of learning an entirely new skill set to do the job. It's motivated me to prioritize and follow through on the development of skills and passion for the mission in current staff.
15. I knew it would be challenging, but had no idea about the intensity of effort around budgeting and fundraising. (We are a small non-profit)

16. The organization is relatively young--9 years--and has enjoyed fast and highly acclaimed growth and recognition in that time. The reputation in the community is outstanding, and the work that is accomplished on behalf of clients is wonderful. Being part of that is great, and in that regard my hopes and expectations have been met. Disappointments are related to the response I gave for the last question.
17. Change was much harder and took more of a toll than I expected. The resistance from senior staff was difficult and undermining. Separation from the LSC system resolved many problems and has caused us to be happier and more efficient as an organization. I knew the work would be difficult but I did not expect the pervasive and entrenched negativity that I encountered.
18. I was anticipating doing more litigation. Also, time spent on funding-raising, cost containment, compliance issues and staff matters, etc., plus the lack of funding for support staff means that I have to wear many hats, which is not necessarily bad, but does lead to extremely long work hours.
19. I have grown and learned a lot.
20. not enough focus on the bigger picture
21. Administrivia takes way more time than I thought it would. Don't have staff to whom I can delegate things that I really shouldn't have to be doing.
22. when I took the job didn't realize how little I knew about how to manage a large complex organization
23. The one thing I did not grasp or plan for was the weight of financial / fundraising issues. Otherwise, the job is much as I envisioned it.
24. see above
25. My role and the role of the program changed dramatically with the imposition of the LSC restrictions and the need for a program to step up and take on the restricted advocacy.
26. Much harder as time goes on...would have thought it would have gotten easier...new challenges especially for funding and personnel make it hard.
27. I enjoy the challenge and variety of the position, mentoring new attorneys, and the ability to have an impact on policy.
28. It has in some ways exceeded my expectations because I have had to develop new skills, force myself to do some unpleasant tasks, brought professional recognition.
29. Thought would have greater opportunity to get real work accomplished.
30. It has met my expectations and more.
31. I was hired as a lawyer who would do a little administration. This was not realistic - ED work takes up about 1/3 of my time and I had no training for it.
32. In the beginning I overhauled the agency's infrastructure and increased the agency's profile in the legal community. Very rewarding. I enjoyed doing those things. Staff meetings became more professional and I did a fair amount of program development. Now fundraising and similar demands... see above text box
33. I expected the job to be overwhelming, and to prevent my growth as a lawyer and litigator. This has all been true.
34. pretty much what I expected -- lots of management, fundraising, and oppty to do broad impact work
35. An ED can "create" his job...I wanted a supportive and creative leadership position not a purely administrative job and have arranged that...thus the job matches my expectations because I made sure it did.
36. I think the repetition of issues has been debilitating. Just when we think we can focus on programmatic issues of delivery and substantive work, we have to deal with some piece of crap from LSC. That gets to us all.
37. I did not expect to have to give up litigation, nor did I expect to have to spend so much time fundraising.
38. The Board has a much more narrow vision of my role in the community than I do.
39. I certainly didn't expect to spend so much time fundraising. Not that it's bad. Just not as expected.
40. It has been important to have the trust and confidence of the Board of Directors and staff as you lead such an organization.
41. Fundraising takes up too much of my time.



42. I have had to focus much more on fundraising and less on policy issues. I miss having a caseload and being involved in the litigation of the office. I spend most of my day trying to find funds in one way or the other.
43. This role has made it possible for me to leverage the efforts of hundreds of high quality legal aiders and to help them achieve tremendous things for our clients.
44. I'm not sure what I expected. The demands of the job have caused me to examine my own strengths and weaknesses and required me to grow in ways I never imagined.
45. Over the past 25 years the job has changed dramatically from what I thought it would be and from what it was. I did not expect two retrenchments and a dramatic focus on fundraising for instance.
46. Much more demanding than anticipated
47. The job is complex, varied, challenging, requires many skills, and teaches me something new every week.
48. It is much more interesting and rewarding than I expected- I didn't have management training or aspirations and thought I would facilitate the work of other lawyers and advocates by assuming responsibility for bureaucratic issues.
49. It is both challenging and always offers new areas to expand my knowledge and skills
50. It is what I expected.
51. I have been able to lead a fantastic organization with a vital mission to my state and the American justice system. I feel have the respect and recognition of my colleagues and peers within both the legal community of my state and within the legal aid community nationally. I have been able to work with and know great advocates for clients. I am blessed with the opportunity to make a real difference in people's lives every day.
52. It is more frustrating and constantly demanding than I had thought.
53. Enjoy growing the organization. We are a small non-LSC funded advocacy program.
54. It has been a wonderful and positive experience -- and I think I had no idea what it meant when I took the job. Also, our organization was 3 people when I started and is now hitting 60 people seven years later, so my job has changed every six months and that has made it exciting.
55. As stated above I have been given the freedom to be creative and have seen Legal Aid grow as an important voice for the disadvantaged in our community.
56. It has been much harder than what I expected. The challenges and struggles caused by the shortage of resources is beyond what I imagined even though I was a board member before taking the position.
57. Give the opportunity to provide the services.
58. I set out to create a first rate disability law reform organization, and have been pleased to have done so. Many challenges, but I am pleased with what has been created.
59. It has been at least as rewarding as expected, however it has demanded many new skills and required new pathways that could not have been imagined 20 years ago. The job has changed immensely. Instead of focussing mostly on management, efficiency, quality, and effectiveness, it has turned out to be at least as much about institution building if not more so. It is also more about building and sustaining a culture than I imagined, especially one that fostered high impact work on behalf of low income clients.
60. It became much more fundraising than originally anticipated, to the point that I manage and fundraise.
61. My situation is unusual and your survey to this point does not contemplate it. I had been an Exec Dir in a different program for 10 years before coming here to take this position. I was recruited to come here by a board member who knew I liked the area.
62. Personnel issues are too difficult, too much fundraising, staff is great, issues and work are great
63. Ity has given me the opportunity to shape both the program and legal services in my state on a broad basis, and to have some national impact as well.
64. See #8 above.
65. On the one hand, it is very different from my expectations. On the other hand, many (but not all) of these differences are positive.
66. I worked closely with the ED at my prior job, which was with a similar legal services program, so I had

clear expectations.

67. I couldn't imagine how many hats I would have to wear; how much knowledge I would have to possess; and how difficult it is to get through everything each day.

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Comments on above:

*Satisfaction with compensation*

1. I am fulfilling the role of ED and Lead Attorney, handling a majority of the case load. The compensation is not equal to the work required.
2. I did not take this job to become rich. If I wanted to be wealthy or well off, I would have done something else.
3. I only make about 20% of what I would in the private sector but I'm as highly paid as almost anyone in poverty law and it's enough to live on.
4. It is fine for a samll non-profit but it is so much less than I was making before that I feel a financial strain and have been dipping into my savings.
5. As a non-profit, there are lots of funding challenges, and we have no categorical funding, like LSC, or IOLTA, so I struggle to bring in enough for salaries. I do have full health care, and that is good.
6. My values and more importantly legal aid values suggest that even though these are complex, demanding and stressful jobs, that Ex. Director's are among the few in society who are very fortunate to have an abundance of creative opportunities which can help others in great need, and who are provided many opportunities to work with a wide variety very talented and committed persons in many different professional roles. Also, Directors are afforded very comfortable salaries. Because of these benefits, the important need to use resources for the direct delivery of service and the need set value-based leadership examples for the client-community and for staff Directors, should always make less than \$100,000 I believe.
7. I took a pay cut, but I still think I make good money -- \$107,000
8. I am below the average for Legal Services Programs nation-wide.
9. I am on the attorney salary scale which has an annual bump up in experience level. As the director, I get a \$7000 ED bump to my base rate. I can't see my compensation increasing because it's adequate relative to other staff in the organization; but in general, it would be better if it were higher for all staff. I am frustrated that we can't improve the salary scale for the organization as a whole. Since we are not the LSC or primary state funded legal aid organization, we are getting by with what we can raise through our own lobbying in the state and grant writing. We've been successful, but we still don't have parity with the larger programs or with the public defenders with whom we are interacting more often than with our colleagues in other civil legal aid. It is very difficult to recruit experienced people to this job, and I think our organization as a whole suffers as a result. Experienced public defenders and legal aid attorneys have to take a pay cut to come to work for our organization.
10. No comment.
11. On the whole, legal services Executive Directors are underpaid relative to the ED's of other similarly sized nonprofits. Our board has taken notice of this and raised salaries a bit.

12. For a non-profit isn't particularly bad - compared to what a starting associate at one of the law firms in our town makes, it is ridiculous.
13. Better than attorney's salary in this field, but compensation is not commensurate with the responsibilities and the stress of Executive Director position
14. Compensation really isn't worth what this job does to my life and my satisfaction with my life.
15. I am having a very successful career in legal services, enjoying it, and getting well paid. Of course, when offered more, I will accept it.
16. Compensation has never been a big issue with me.
17. Cash is good, benefits very, very limited. Appreciate flexibility, but work long hours.
18. Our Board doesn't want the ED's salary to be that much different than the highest paid attorney.
19. I am relative well paid. Obviously I believe legal aid staffs are underpaid. In comparison to my staff and other directors in the South, my salary is more than comparable.
20. We are funded by Legal Aid Ontario and we follow their grid which is now flagging behind similar public sector positions
21. I get paid \$10,000 higher than my most senior staff attorney who is woefully undercompensated (although we have the same scale as many agencies in the state).
22. given the salary scheme w/in non-profit community at large, am pretty satisfied
23. I wish we had a real pension plan....not a 401 K .
24. I think my biggest problem is a concern about retirement. We have only been contributing to staff retirement for a few years. At this point in my life I would take more retirement benefits over a salary increase. Although I think my salary is OK, I work so much with the oprivate bar and first year associates make 50% more than I do. That periodically gets to me.
25. Our entire salary scale for the program needs upgrading so the ED salary is not a high priority, at least not for me.
26. The majority of Executive Directors are underpaid.
27. My own salary is way below other Exec. Directors, and not even equivalent to "managing" or "supervising" attorneys at other, larger legal aid offices. All our salaries are well below average in my office.
28. It is far less than Associates at large firms with much greater responsibility. However, I did not get into the legal profession to become rich.
29. VERY satisfied with salary, but the lack of any serious pension is a significant drawback.
30. I am a good advocate for clients and staff. I have not taken the time to advocate for myself.
31. Compared to our staff and managing attorneys, I am paid very well. Compared to personal financial needs (putting kids through college, saving for retirement), I am not paid so well.
32. A few years ago, after having received regular small increases each year, I realized that I was significantly better compensated than most of the attorneys on my staff. I elected at that time to forgo future increases in salary until such time as the attorneys and others on my staff are better compensated.
33. Fortunately, I worked in the real world for a number of years and have good retirement benefits
34. Unfortunately, this is the greatest draw back of any job in a legal aid program in a poor state - low pay with very little hope of any improvement.
35. When I started salary and compensation were issues. It took a while but my current package is very good.
36. We are trying to be a "good deal" to our funders but perhaps staff would appreciate better pay.
37. The reward of the job is attempting to make a difference in helping those in need, and not financial. I am in a hybrid program that does civil, criminal, and social work services. It is great on the program side, but on the business side very difficult to fund because most funders look at service to the indigent as just civil or criminal or free standing social work services.
38. I think our compensation should be in line with the State Attorneys, Public Defenders and Judges in our community.

39. As long as there is some rational relationship between compensation, the correct comparable market, and achieving the mission of the organization, I have no complaints and am happy to just have the privilege of working in this position.
40. With proper board recognition of the work the salary and benefits of the last five years was adequate
41. I am well paid by public interest standards but of course make less than a first year associate at a big NY firm. But I knew that coming in.
42. By societal standards, my pay is pretty good. In the world of legal services, and in the world of public interest law (excluding only the world of environmentalists), my pay is pretty good. But I can't say that I don't take rueful note when young kids are getting a lot more money starting out than I will ever get.
43. None of us are adequately compensated.
44. I'm very well compensated by legal services standards. My family still does without. I still am not well set for retirement or early death. I am about \$20,000 under the Public Defender who has only one county to deal with, very little fundraising responsibility and a huge staff to divide tasks among.
45. I could use more money as I approach retirement, but am hesitant to seek a salary level which would match/exceed the county attorney, the state public defender, or state court judges.
46. Who wouldn't want more money? I now earn \$114,000 and am the highest paid staff person but not by a whole lot. Our Board, mostly big firm corporate lawyers has pressed me to take more but as a matter of principle I do not want to see a great salary disparity between me and other senior lawyers and so I want my salary to rise as other lawyers salaries rise.
47. Salary has never been a motivating factor. It would be nice to make more and the position certainly is worth a lot more but, unless staff across the board got better salaries, the executive director salary should be in line with the rest of the staff.
48. I feel that my compensation is based on "what the organization can afford" not "my value to the organization" or "what I would earn if I left".
49. I think my compensation is fair given the salary ranges both in legal aid outside the organization and within the organization so I don't want more under these circumstances. On the other hand, my family struggles on a day to day basis because I have the primary income. I gave up \$50,000 to take this position.
50. Money has nothing to do with my taking this job or remaining in it.

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What 3 things do you like most about your current job as Executive Director?

1. working for systemic change
2. Connecting with others of like mind
3. having good team to work with
4. freedom to choose
5. what we're trying to do for clients
6. Flexibility
7. The potential to have a real impact on my community.
8. Ability to have a broader impact
9. Ability to make change
10. the being in charge
11. The chance to live out my core values of service.
12. Changes all the time
13. Mentoring young staff members
14. Creativity
15. Working with staff
16. Making sure clients are number 1
17. Leadership
18. Mission driven work
19. issues
20. ability to improve organization operations
21. Community collaborations
22. Leadership
23. Impacting community

22


24. improving access to justice
25. Making a difference in the community
26. direct involvement in supervising and conducting legal work
27. relationship with staff
28. Ability to get things done.
29. working with excellent co workers
30. independence
31. Innovation
32. community contacts
33. Challenge to maximize resources
34. the challenge of making the org work
35. Developing the Board
36. Ability to empower and encourage staff to do their best work
37. Dynamics of leadership
38. Enabling staff to do significant work
39. Broad view of policy
40. focus on mission
41. The opportunity to lead
42. ability to shape an organization
43. Community Engagement
44. flexibility to try different things
45. Bar Assoc. work to increase access to justice for poor people
46. always face new challenges
47. Chief executive decision-making role
48. making decisions about important issues
49. creating a high-quality staff and supporting them in front-line work
50. colleagues
51. The variety of the work
52. creativity
53. providing leadership
54. creatvity
55. Helping clients solve legal problems.
56. client representation
57. Ability to focus on overall goals
58. public role
59. Staff
60. Serving the cause of equal justice.
61. Staff

62. ability to communicate legal needs of the poor to the general public
63. New challenges and new roles
64. visioning the future
65. Impact for clients
66. Working with a professional administrative staff
67. trying to increase effective services for clients
68. ability to have statewide impact
69. staff
70. create and improve systems to help clients
71. the people I work with
72. The reward of achieving good results for clients.
73. making a positive impact on long term funding
74. Ability to work with community leaders to address significant problems (i.e, "the politics")
75. impact on poverty and childrens lives
76. Excellent staff
77. freedom to implement new ideas
78. Strategic planning for the future
79. Ability to be Creative
80. starting new programs
81. liberty
82. Knowing that I'm doing something worthwhile with my life
83. Decision making
84. not having a boss
85. a sense of achievement
86. working with staff
87. some autonomy
88. ability to grow programing and services
89. Helping staff grow
90. being a part of the legal service community
91. what i do makes a difference to the poor.
92. ability to set agenda
93. Mentoring Opportunities
94. influencing the direction of advocacy
95. Impact on Community
96. Working with board to fulfill mission
97. state and national policy impact
98. Implementing the Mission
99. being able to create and develop direction for the organization



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- 100. Solving problems
- 101. mission
- 102. great committed staff
- 103. Variety of things I get to work on
- 104. The variety of tasks
- 105. mission
- 106. Increasing community's ability to meet legal need
- 107. variety of functions & challenges

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What 3 things do you like most about your current job as Executive Director?

1. ensuring quality work product
2. Managing all aspects of the firm
3. being able to shape staff through new staff hirings
4. deciding what cases I want to take, and which ones I don't want to take
5. people I work with
6. Planning for organization's future
7. The combination of legal work with running a small non-profit,
8. Ensuring access to justice for the poor
9. Working with colleagues
10. the ability to create change
11. The many and varied creative work opportunities available to directors
12. Growth for the organization and myself
13. Public Relations/Outreach
14. Developing partnerships
15. Working with collaborative agencies
16. Having a realistic budget
17. Public education/relations
18. Staff
19. ability to make a difference
20. ability to mentor develop staff
21. Working with the staff
22. Budget planning
23. Working with colleagues

24. state and federal poverty policy impact
25. Variety of the work
26. working with experienced and talented lawyers
27. broad viewpoint/information access
28. Able to work flexibly, although more.
29. ability to build new projects
30. community role
31. technology application to legal aid
32. grantwriting
33. Implementing new programs
34. having (or believing I have) an impact on access to justice
35. Meeting with Donors
36. Putting into effect strong values of teamwork
37. Hiring attorneys who believe in justice
38. Making a difference in the state delivery system
39. helping older people
40. leadership opportunity
41. The challenge of making things happen
42. helping staff and our clients
43. Innovations/Creativity in fostering new ideas
44. mix of litigation and administration
45. Talented and dedicated staff
46. variety of work tasks
47. Great staff and board leaders as partners
48. working with other ED's
49. ability to think big re: coordinating community partnerships
50. results achieved
51. The staff with whom I work
52. creativity
53. helping clients
54. enjoy making the program work better
55. Working with other concerned and committed people.
56. great staff
57. policy v. individual clients
58. flexible schedule
59. New Projects
60. Being the face and voice for our program's mission.
61. Community

62. ability to inspire staff
63. Managing great staff
64. developing plans to support the vision
65. supporting and leading staff
66. A supportive Board of Directors
67. experienced and committed staff to work with
68. ability to nurture staff
69. service to community
70. foster an environment where people can do their best work
71. Work with local legal communities and Bar Association
72. Already knowing how to do the job effectively, but with the challenge to work of new projects.
73. variety of problems to be solved
74. developing new projects/programs
75. progressive partners
76. Launching new projects
77. working with indigent youth and families
78. Helping develop program plans
79. Providing an important service to the community
80. variety
81. compromise
82. Working with great people
83. Managing resources
84. getting to change the world or try to
85. knowing our staff and advocacy is outstanding
86. job diversity
87. the vision thing
88. challenges
89. Working on complex problems
90. having an impact on important issues
91. I really like the people I get to work with
92. making a difference in issues of justice community and low income clients
93. Professional Development
94. Finding new superstars
95. Staff Development
96. Working with new staff attorneys
97. local policy impact
98. Providing Leadership
99. opportunity to attract and hire good people

- 100. Working with good people
- 101. community
- 102. challenges in a "Red" state
- 103. quality of Board and Staff
- 104. Seeing bigger picture of community's legal needs
- 105. working with staff and board
- 106. personal growth
- 107. great match with my skill set

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What 3 things do you like most about your current job as Executive Director?

1. delegating to competent staff
2. Planning
3. helping to sell the program and our good works to others
4. my work
5. controlling what happens to some degree
6. Meeting new people
7. My ability to set my own standards, with oversight and input from my very-involved Board.
8. Professional development
9. Helping people
10. the opportunity to have an impact on the work we do
11. The chance to interact with so many and such a variety of good, creative and interesting persons
12. Feeling of doing important work
13. Strategic Planning
14. Managing people
15. Problem-solving
16. Meeting with other directors & learning about civil practice
17. Motivating/managing personnel
18. Potential for growth
19. personally satisfying
20. independence
21. Creating new projects
22. Working on cutting edge developments, including technology
23. working with good program and community people

24. Independence I am afforded
25. responsibility
26. Feeling responsible for work our office does is a great feeling.
27. positive community impact
28. impact of org
29. clients
30. strategic planning
31. Seeing the positive impact in client community
32. working with a very capable and energetic mgmt team
33. Developing relations
34. Working with a variety of issues and people
35. National involvement
36. There are always new challenges
37. Diverse tasks--never 2 days the same
38. flexible schedule
39. The community's recognition for the organization and for me
40. community lawyering
41. Leadership Opportunities
42. learning how to work with people (ongoing)
43. Ability to influence policy (as it relates to our clients) in other settings
44. helping people in dire need
45. Impact on local, statewide and national access to justice issues
46. analyzing data
47. bring innovation to legal services community
48. opportunity for creativity
49. The opportunity to influence delivery issues in a variety of settings
50. accomplishment
51. working with volunteers
52. really enjoy improving the Board
53. Helping to ensure access to justice for low income and elderly clients.
54. coordinating staff
55. running an organization that is so important to the community
56. Ability to help client
57. Creating and sustaining the opportunity for committed workers to strive for social justice and enjoy professional growth and recognition.
58. Clients
59. ability to shape delivery system
60. Staff and Board support
61. developing new leaders

62. selling our work to the public
63. Seeing the difference we make in the lives of community members
64. always another challenge
65. ability to provide consultation w/other protection and advocacy programs around the country
66. positive outcomes
67. working with and planning with other organizations
68. positive feedback on program work
69. The flexibility that comes with being the boss.
70. building a political constituency
71. the people I get to work with
72. dedicates staff and lsp partners
73. impact outcomes
74. the potential of developing a replicable model for good service
75. Seeing the impact of our work
76. Working with outstanding staff and Board
77. flexibility
78. help others
79. Variety
80. Provide needed services
81. doing cutting edge impact litigation
82. ain't nothing routine about it
83. being in charge
84. making a difference
85. variety
86. Having influence on state policies
87. staff and board and volunteers
88. My work fits my values.
89. Interacting with others in justice community
90. Work Atmosphere
91. Increasing resources.
92. Never Boring
93. Meeting with clients
94. association with a highly regarded organization
95. The Many Facets of the Work
96. making a difference
97. Respect from the legal community
98. challenge
99. fundraising



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- 100. flexibility
- 101. Exposure to others doing same work
- 102. ability to influence the system as it affects our clientele
- 103. working with staff
- 104. impact on community & clients

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Other factors:

*Factors with negative impact*

1. Crummy space Inconsistent treatment from board and others Feeling that gender plays a role in how I am treated (I'm female)by board and others--something I never experienced in private practice and a real shock.
2. We do not litigate, we maintain a low-fee LRS. We have no lawyers on staff. We also manage other programs such as Supervised Visitation, not just legal stuff. There are only two of us on staff and turn-over has not been a problem for several years.
3. My comment about state planning means that there is not enough statewide coordination.
4. Overwhelming amount of national travel.
5. We're in our adolescent stage as an organization, and are going through growing "pains" on the board, with funding, and with program expansion. We have very little management staff to help coordinate the growth, and it's been hard to get help from staff on hand, either because their plates are full or they lack the skills to do certain things. Although I'm delegating more tasks, there just aren't the resources available in house to take too much off my plate.
6. I miss teaching and litigating. Most of the challenges of the last five years have been addressed successfully and we are on a stable course. We are in very good shape fiscally and in terms of staff morale.
7. Despite resources dwindling, costs increasing, and the poverty population climbing, with an increase in the demand for our services, funders expect not only more services to clients, but greater and greater reporting, compliance, and "outcome measurements" (often which are both amorphous and artificial)while they provided no additional resources to accomplish all of this. We use technology and other systems to increase services and efficiency, but there is a limit to how much streamlining and cutting can be done, while increasing services to clients.
8. Poor treatment and lack of respect for staff and clients by adversaries
9. Insufficient resources to pay staff what they deserve
10. I function in a community where pro bono projects keep developing that compete or impinge on resources we have used, requiring additional coordination headaches. Some decisions around state planning have left us spending more time coordinating with other programs.
11. While stressful some of these are positive or motivators- like writing grants and pressures to serve more clients with fewer resources
12. Insufficient administrative support
13. Sometimes I feel that as executive director I have grown in wisdom about institutional matters while others on the staff have not. A fair amount of time is spent managing expectations to promote future

harmony.

14. Trying to add a capital/endowment campaign to the mix.
15. difficult in raising funds for a reserve and for an endowment; cash flow issues; guilt about not being able to raise salaries and make significant contributions to the staff's 401k accounts.
16. Inter-program politics within the legal services community.
17. "Merger" and "state planning" may have gotten a 5 a couple years ago. But that incredible chapter is mostly closed now.
18. Did not answer re. plans to leave because on a day to day basis, I don't know. I love my job but I can't keep up this pace forever and we don't have the assets for me to retire. So, at some point I am going to need to leave this job for a job that will be paced more reasonably.
19. the succession planning question should not have been limited to people planning to leave since we often leave sooner than we expect and should be thinking about what will happen in that event.

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### Other obstacles:

1. I totally support unions and do not perceive them as a problem, and find the notion that unions are an obstacle to be offensive. I was raised in a union family and have been a union member.
2. Isolation of the job. Lack of time to do creative leading on client issues. ( Plenty of creative opportunities for most other roles ,except leadership on legal work ). Concern about handling personnel problems, especially to the extent legal aid is becoming more of a " civil service " or government type program. The limited pool of diverse employees who have experienced poverty in their lives who are employed in staff attorney, and mid to upper leadership roles.
3. The nature of the job is changing and the expectations of those who might have applied in the past when there was more client contact and less fundraising and external relations work have not kept pace.
4. Failure to develop leaders to take these positions. Community does not value management fundraising or partnership development with private bar, community leaders - so the position of ED is not held up as something to which to aspire. Larger programs are more of a challenge to manage - more attractive to people who want to do this, but daunting for people who have not been prepared or think they still want to practice.
5. Legal aid lawyers don't get on the job training to be directors of non profit organizations. But, they are the ones that carry the passion for the work.
6. Perception that insider candidates will prevail in the search process is a problem. Unwelcome reception for outside candidates. Longterm staff less flexible about new ideas and viewed as obstacles to change. No support system for new Executive Directors within organizations. Low compensation relative to other nonprofits.
7. Even though merger never materialized in our state, the dissention and contention generated by the LSC-forced "state planning" process destroyed the cohesion and cooperation previously the cornerstone of our collaborative statewide organization. Rivalries and petty grievances arising in part from fear and competition reign. Where we used to focus on the general welfare of clients and the good of all programs, organizations are now wary and self-centered, or outright hostile. Coupled with LSC reviews and requirements which take an enormous amount of time for no discernible reason (except to give bureaucrats something to do) and no positive outcome for programs, there is a serious decline in job satisfaction. LSC provides almost no positive support (beyond channeling congressional cash) and there is little vision and coordinated effort to truly impact poverty or access to justice at the federal and state levels.
8. I'm not sure I get q #26. hard to generalize
9. Personnel issues are unattractive to deal with, people would rather be doing cases or dealing with clients.
10. Lack of a sense that legal aid/legal services is a place where a person can make a difference
11. As a Hotline only program we sometimes are seen as a step child of both legal services and aging...don't

fit in easily in either network...

12. In some ways our "industry" is so small that there are not many experienced individuals out there who can walk in and take the reins. New EDs are likely to be sought in non-legal services positions. In that respect it is an "entry level" position. Another obstacle is the typical and reasonable requirement that the ED be licensed to practice law in the jurisdiction.
13. This Legal Clinic is in a rural area which is not attracting new lawyers.
14. Finding knowledgeable trained qualified candidates.
15. Bizarre hiring processes by some boards of directors bring incompetent people into leadership. I wonder if MIE could market hiring consultation to boards of directors before vacancies occur.
16. Lack of quality candidates or experienced candidates who are interested in applying for an Executive Director's job with a legal aid organization. Few people want to do this job. The licensing requirement of the legal professional generally makes it hard for lawyers to move from state to state, unlike the heads of other non-profits. Out of state candidates don't want to take bar exam or have a hard time meeting the requirements to be admitted to practice without the bar exam.
17. I think there is a shared community- but legal aid particularly LSC has been profoundly impacted by the years of Republican attack.
18. Maybe - inadequate training and preparation for the next generation of EDs.
19. I've never recruited an executive director, so I don't know.
20. (1) The answers to the above questions would sometimes be different if you are talking about hiring or about retaining executive directors. (2) Executive Directors in legal services often chintz on supporting roles that would make their job easier. Too many have to focus on too many nitty gritty details of day to day operations. I wonder if you will find that executive directors of larger programs have greater job satisfaction than those in smaller organizations.
21. Open-ended demand for services
22. Historic low wages and lack of adequate pension funding gives old timers little choice so they don't make room for rising EDs
23. This question is structurally confusing, eg. the reputation of an organization is an obstacle if the reputation is poor, but not much of an obstacle if the reputation is good. Many of the questions pose the same problem.
24. There is really pretty low turnover in the director position-- only one position in this state in the last 10+ years. I have been involved in some searches from other states, and I have felt that the pools were decent. I feel that ED positions are high profile, relatively high prestige positions that are decently compensated. The problem is not getting people to apply, it is hiring the right person.
25. I don't think the questions can be answered as laid out. For example, salary may not be a barrier because relative to legal aid attorney positions, directors are fairly well paid, but they may not like, or be suited for the work, which requires different skill sets. Relations with board aren't a barrier, but it is the cumulative responsibility, including maintaining relationships that begins to wear on EDs.
26. not much of a peer group

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Please feel free to share with us any additional thoughts or comments you might have.

1. This survey should have had more columns to answer "not applicable" or some other thing if one has not deemed it n/a.
2. It is a wonderful journey and experience. I am very grateful . Executive Directors who have found ways to remain creative and growing and who have been engaged in the client community and the front-line work of staff and volunteers have much to offer as mentors or "elders " to the next generation of leaders. Let's hope that legal aid can find a way to respect this experience and to incorporate it for the benefit of clients. Let's hope also that legal aid can also find ways to retain lawyers or color and to mentor and develop them for future leadership roles as that is what will be needed in my opinion, if legal aid is going to remain mission and thus- client centered. Finally, let's hope that legal aid can continue it's vision of truly becoming inclusive and respectful of all so that many more in society come to respect and understand the broad community benefit of legal aid work and how it advances our core value of equal justice before the law.
3. Ques 22 left out the range from 10 to 20 which describes my organization.
4. The challenges and rewards of running a legal services program are tremendous. The pervasiveness of unions in these professional settings is a fact that has to be respected. The union's us vs. them organizing must be understood and leadership must push for positive change within these constraints.
5. "Access to Justice" seems to have taken the place of changing the lives of our clients and thier communities for the better, as our goal. While an important goal, it should not be the pre-eminent goal. This has led to hot-lines and unbundled services which seem to provide access to justice, but often fail to effectively deal with clients' underlying problems. This has allowed it to appear that the significantly reduced federal funding has not impacted client services, since numbers can stay up, but the numbers of clients truly helped actually decreases. If there is one thing that would cause me to retire early, it is mandates from funders, including LSC, which lack understanding of what we do, or the amount of effort that is required to comply, and without thought to what the compliance will cost us in terms of time taken away from helping clients. The current LSC administration seems to be more sensitive to this issue, much to their credit.
6. In our region, mergers and consolidations have changed the nature of legal services administration from a work of passion and concern for the poor to just another boring business. The women and minority directors have diminished in number, changing many things about legal services leadership, including sensitivity toward the poor and program creativity.
7. looking forward to seeing the results
8. I think there is a general serious issue in our community on recruiting, retaining and building a shared sense of mission for the next generation of leaders, executive directors on down.
9. You missed a segment for staffing...we really have about 19 staff...
10. Because of chronic funding challenges, legal services programs may need to retool for a new era that

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requires radically different missions and service strategies. Old EDs may have a hard time seeing the new vision, or may have a hard time moving existing staff to a new vision even if they have one. New leadership may be better positioned to accomplish the change that needs to happen.

11. The ED position offers an incredible opportunity to positively influence the delivery of legal services and in a relatively stable environment compare to the private business world.
12. You did not have a category of staff size from 10-21 which is what ours would be. We also have have subgrants which add to management responsibilities
13. Ever try a national or regional training for board leaders?
14. While I am not ready to leave, I worry that my long tenure and that of the deputy director could be discouraging to younger talented managers. Our program had a history of good lawyers trying mangement and wanting to go back to direct services and litigation. I became the director becuse I wanted to get and keep resources and community support for their efforts and was willing to deal with the paperwork and compliance issues and was pleasantly surprised at how enjoyable it was. Now we have some staff who are interested in being managers and I don't know if they are frustrated that the old dogs are still here.
15. Our program is the result of a merger in 2001 of 4 small one county programs. We have 2 Co-Exec. Directors since the merger and I am one of them. Previously I was the Exec. Dir. of one of the small one county programs.
16. I am one of the few nonattorney EDs and that impacts my comments. Not much on retirement- I plan to return in 7 years and would love to have aforum to discuss planing and how we elders can contribute.
17. (3) The change from trying to change the world to trying to serve clients, that is the subtle change in mission for many in legal services, has probably changed the type of persons who seek to become executive directors and the type of intangible benefits that keep directors around.
18. This is a huge issue. In part we don't plan for succession, but the small size of our organizations makes such planning difficult. In addition most lawyers don't plan to be managers so the pool of lawyers who would like to be a director is very shallow. Add in diversity concerns, dealing with unions and the enormous fund raising pressure and you have a problem. I am an "old style" director in the sense that I am a lawyer, and started as staff attorney. We probably need to be more aggressive about looking outside our community (think Bruce Igasaki) and perhaps (although I personally have deep reservations) outside the legal community.
19. Executive Directors are a unique breed. Being one requires a very strong commitment to the betterment of our client community. That commitment often overcomes many of the obstacles that might otherwise steer one away from this career.
20. The ED job description has changed dramatically during my time as an ED. The size of the average program and the complexity of the funding and political environment has changed dramatically. Before, there was a fairly clear and fairly uniform idea of what constituted an ideal ED candidate; now, the overall job is broader than any one person's skillset, so different programs emphasize different skills and roles.
21. Hope you plan to share survey results with community.
22. It's a great job even though we whine about it sometimes.

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