

EQUAL JUSTICE UNDER LAW

Pro Bono Institute
2016
YEAR IN REVIEW

Helping you fulfill the promise of pro bono



PRO BONO
INSTITUTE



Remembering Esther F. Lardent, 1946-2016

PBI's Founding President and CEO

Under Esther's inspired leadership since its founding 20 years ago, Pro Bono Institute has been a leading voice in the cause of equal access to justice and an important agent in the transformation of pro bono legal services. PBI's successes stand as a tribute to Esther's deep personal commitment to the constitutional principle of "equal justice for all" and form a part of her enduring legacy to the legal profession and to American society.

Long active in legal services and the organized bar, Esther served in the American Bar Association's House of Delegates and served as chair or member of numerous ABA committees and task forces. She was the founder and first director of the Volunteer Lawyers Project of the Boston Bar Association, one of the nation's first organized pro bono programs, and, in conjunction with that position, administered a nationwide pro bono technical assistance effort. Esther received numerous awards in recognition of her public service, including the Exemplar Award from the National Legal Aid and Defender Association, and was named one of the 90 greatest lawyers in Washington, D.C. by the *Legal Times*.

On April 4, 2016, Esther's passing was a tremendous loss for the legal profession and the fight for access to justice, but her legacy endures and PBI remains committed to advancing her work through its mission to promote, support, and enhance pro bono efforts around the world. At her memorial service, PBI staff joined Esther's "family by choice" (or FOE "Friends of Esther") in celebrating her vibrant personality, loving spirit, humor, and tenacity with touching tributes. PBI is moved by the support we have received since Esther's passing, and we are dedicated to continuing Esther's legacy for generations to come. [Learn more about Esther's legacy.](#)



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& Jack

A MESSAGE FROM THE PRESIDENT



Message from PBI's President and CEO

Since its inception, PBI has worked to support and enhance pro bono at large law firms and in-house legal departments, a mission we take to heart. We are proud to have worked with thousands of stakeholders in the interest of that mission, and strive hard each day to move pro bono forward with you. At PBI we view our roles as building foundations for change, transforming pro bono, impacting access to justice, and facilitating meaningful connections between leaders within the pro bono landscape. None of that could be done without the help and guidance of our stakeholders.

We are particularly excited to share this year's activities which included celebrations of PBI's 20th Anniversary and the 10th Anniversary of the CPBO Pro Bono Challenge® initiative. Reaching these milestones has been hard work, but with your help, we have positively impacted and transformed the pro bono landscape. In the past two decades, PBI has defined and set the standard for pro bono and helped integrate it into the culture of law firms and in-house legal departments. As an organization that serves to guide and inspire our powerful community toward pursuing justice for all, we are at a real moment in our organization's work. In this moment we are provided unique opportunities to build on our past, sharpen our focus, harness our expertise, and improve access to justice in new and exciting ways.

In this Year in Review, you'll get an overview of our accomplishments in 2016. We hope you find this to be an inspiring read and I encourage you to contact us about your pro bono challenges and opportunities. We are always looking for new ways to help you fulfill the promise of pro bono.

Helping you
fulfill the
promise of
pro bono

PRO BONO INSTITUTE MISSION AND STAFF

Our Mission

Pro Bono Institute is mandated to explore and identify new approaches to and resources for the provision of legal services to the poor, disadvantaged, and other individuals or groups unable to secure legal assistance to address critical problems. We do so by supporting, enhancing, and transforming the pro bono efforts of major law firms, in-house corporate legal departments, and public interest organizations in the U.S. and around the world.

PRO BONO INSTITUTE STAFF

Eve Runyon

President and CEO

Elysse DeRita

Project Assistant
Law Firm Pro Bono Project

Misha Garrison

Communications & Development Associate

Reena Glazer

Assistant Director
Law Firm Pro Bono Project

Shannon Graving

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Corporate Pro Bono

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Project Assistant
Law Firm Pro Bono Project

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Director of Development

Tammy Sun

Director
Corporate Pro Bono

Tammy Taylor

Director
Law Firm Pro Bono Project

* Indicates past staff member

“Mere access to the courthouse doors does not by itself assure a proper functioning of the adversary process.”

**– Thurgood Marshall
Former Associate Justice
Supreme Court of the United States**

FACILITATING ACCESS TO JUSTICE

Founded in 1996, PBI is a Washington, D.C.-based nonprofit organization. With an unparalleled depth of knowledge, resources, and expertise, PBI is the respected resource for all things pro bono. Through our work with law firms, legal departments, the courts, and public interest organizations, PBI is the global thought leader in exploring, identifying, evaluating, catalyzing, and taking to scale new approaches and resources for the provision of legal services to the poor, disadvantaged, and other individuals or groups unable to secure legal assistance to address critical issues.

Our rigorous empirical research and analysis, white papers and reports, and advice and support allow us to reach a wide variety of audiences and transform the concept and practice of pro bono. By providing expert, confidential consultative services, educational programming, and local, national, and global pro bono convenings, our goal is to continually improve and enrich pro bono service, and ensure that it has a fundamental place in large firm and corporate culture.

We count among our members, supporters, and partners the most respected law firms and legal departments in the world, as well as the most effective and cutting-edge public interest organizations.

PBI'S CORNERSTONES TO ACCESS TO JUSTICE

LAW FIRM PRO BONO PROJECT

The Law Firm Pro Bono Project was created to support and enhance the pro bono culture and performance of major law firms. The Law Firm Project's goal is to facilitate the integration of pro bono into the practice and culture of large firms so that they provide the institutional resources, infrastructure, and encouragement essential to fostering a climate supportive of meaningful pro bono service and promoting attorney participation at all levels.

CORPORATE PRO BONO

A global partnership of PBI and the Association of Corporate Counsel (ACC), Corporate Pro Bono (CPBO) supports, enhances, and transforms the pro bono efforts of legal departments and ACC chapters to assist the poor, disadvantaged, and other individuals or groups unable to secure legal assistance to address critical problems.

“The Law Firm Pro Bono Project provides invaluable resources for firms seeking to build best-in-class pro bono programs, converting a commitment to pro bono into a sustained, firmwide representation of those in need. Through the Project’s thought leadership, educational materials, practical tools and networking opportunities, law firm leaders can inspire their firms to fulfill the noblest ideals of the legal profession to ensure access to justice through pro bono service.”

**– John J. Conroy, Jr.
Principal
Baker McKenzie**

“We are amazed at all that CPBO has been able to accomplish in the past decade and look forward to all of the opportunities that lie ahead.”

**– Veta T. Richardson
President and CEO
Association of Corporate Counsel**

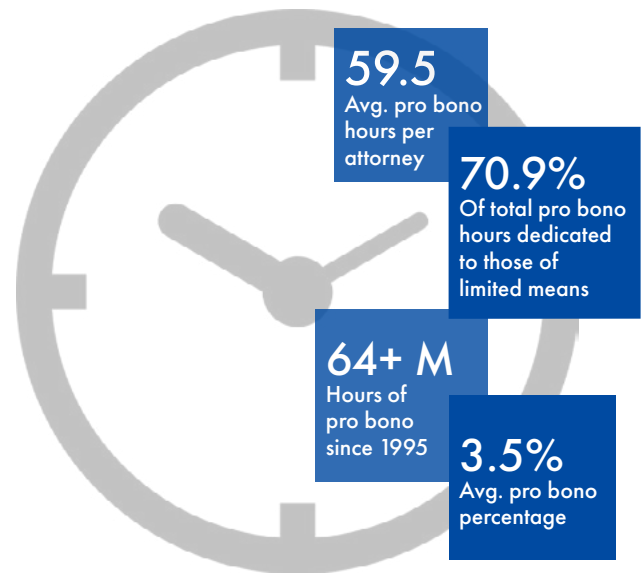
“For two decades, PBI has played a critical role in enabling many, many legal professionals in both law firm and corporate settings to make an impact on the lives of others.”

**– Lisa Tanzi
Vice President & Deputy General Counsel
AI & Research Corporate Strategy & Ops
Microsoft Corporation**

MEETING THE CHALLENGE

The PBI's **Law Firm Pro Bono Challenge**[®] initiative launched in 1993 and was implemented in 1995. Developed by law firm leaders and corporate general counsel, the Challenge initiative articulates a voluntary, single, standard for one key segment of the legal profession – major law firms. Challenge signatories publicly acknowledge their institutional, firm-wide commitment to provide pro bono legal services to low-income and disadvantaged individuals and families and nonprofit groups. The Challenge initiative includes a narrow, but thoughtful, definition of pro bono, as well as an accountability mechanism and measurement tool through its performance benchmarks and on annual reporting requirement.

4.2 M HOURS OF PRO BONO



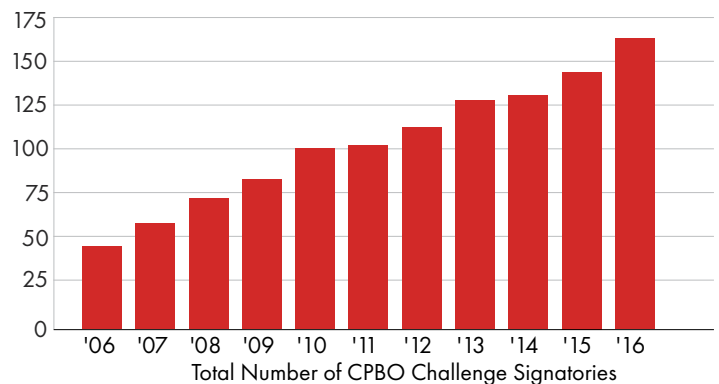
The **Corporate Pro Bono Challenge**[®] initiative celebrated its 10th Anniversary in 2016. The CPBO Challenge initiative is the only industry-wide standard for in-house pro bono that enables legal departments to identify, benchmark, and communicate their support for pro bono service.

The CPBO Challenge statement is now the standard for in-house pro bono. It is a simple, voluntary statement of commitment to pro bono service by legal departments, their lawyers, and staff.

Specifically, the CPBO Challenge statement calls for chief legal officers to:

- encourage and promote pro bono service by their legal department staff;
- use their best efforts to encourage their staff, including at least one-half of their legal staff, to support and participate in pro bono service; and
- encourage the outside law firms with whom they work to acknowledge publicly their support for pro bono by becoming signatories to the PBI's Law Firm Pro Bono Challenge initiative.

All CPBO Challenge signatories receive from CPBO -- free of charge -- information, guidance, and tailored support to strengthen existing pro bono programs or to start new ones.



TRANSFORMING PRO BONO

LAW FIRM PRO BONO RESOURCES

MEMBERSHIP

Many of the world's most respected law firms are members of PBI's Law Firm Pro Bono Project. Member firms support the Law Firm Project's work through modest dues and receive a range of free and discounted services. The Law Firm Project's work is 100 percent supported by these annual member dues and law firm contributions.

LAW FIRM PRO BONO CHALLENGE® REPORT

The Report on the 2015 Pro Bono Institute Law Firm Pro Bono Challenge statistics examines the pro bono performance of signatories to the Law Firm Pro Bono Challenge initiative during the 2015 calendar year. Challenge signatories have committed to contribute three or five percent (or at a few firms, 60 or 100 hours per attorney) of their annual total paying client billable hours to pro bono activities as defined by the Challenge and report their performance to PBI's Law Firm Pro Bono Project each year.

CONSULTATIVE SERVICES

The Law Firm Project provides confidential consultative services to assist law firms with various aspects of their pro bono programs. In 2016, the Law Firm Project recorded more than 150 hours of consultative services.

HOUSE CALLS

The Law Firm Project staff visit law firms in their communities and other venues to meet with pro bono committees, firm and office leaders, partners, and pro bono coordinators, directors, and managers to consult, discuss trends in pro bono, and learn about innovative pro bono projects underway at their firms. The details and agendas are individually tailored to meet the needs and focus on issues of particular concern and interest to law firms and their leaders. This benefit is provided free of charge to member firms.

PUBLICATIONS AND RESEARCH

The Law Firm Project conducts original research and produces publications on a variety of topics each year.

The following is a sample of recent publications:

- Individualized performance dashboards for Law Firm Pro Bono Challenge signatories
- Marketplace of Ideas 2015
- Pro Bono Partner and Coordinator Orientation Packs
- Where Does the Time Go: Practice Tips for Pro Bono Timekeeping and Matter Management

PRO BONO HAPPY HOUR PODCAST

Twenty-eight Pro Bono Happy Hour podcasts were produced in 2016. Each podcast features lively conversations about law firm pro bono, news, and best practices. PBI staff interview insightful and entertaining expert guests from Law Firm Project member firms and Law Firm Pro Bono Challenge signatories who offer a smart, fresh, creative take on pro bono. The podcasts are available on [iTunes](#) and [YouTube](#).



RESOURCE CLEARINGHOUSE

The Law Firm Pro Bono Project Resource Clearinghouse is a one-stop resource for all of PBI's publications, best practices, model policies, and other materials on law firm pro bono. The Resource Clearinghouse catalog comprises 20 years of PBI's research and expert analysis with additional resources from trusted and verified sources. All materials are immediately available by instant download including the following titles:

["Best Practices for Creating and Maintaining an Efficient and Effective Law Firm Pro Bono Committee"](#)

["Facing the Challenges of Citizenship: Election-Related Pro Bono Opportunities"](#)

["Closing Time: Practice Tips for Administratively Closing Pro Bono Matters"](#)

["Planning for the Future: Law Firm Pro Bono Succession Management"](#)

["Pro Bono Partnering with Corporate Legal Departments"](#)

["Research Compendium: Pro Bono and Recruitment, Retention, and Morale"](#)

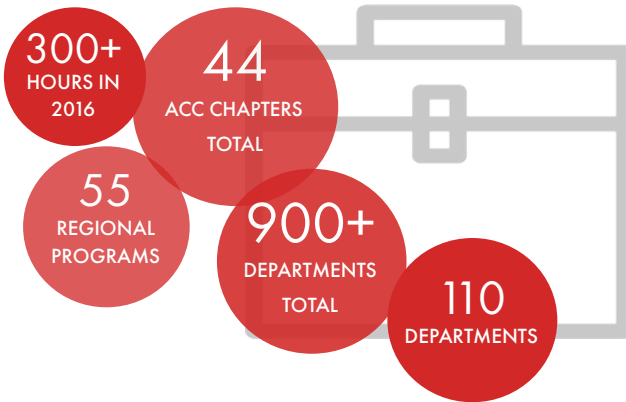
TRANSFORMING PRO BONO

CORPORATE PRO BONO RESOURCES

CPBO works with in-house attorneys by providing confidential consultative services, administering the Corporate Pro Bono Challenge® initiative, co-hosting Clinic in a Box programs, advocating amendments to practice rules that restrict in-house pro bono, publishing resources, and hosting trainings for legal departments and ACC chapters.

CONSULTING SERVICES

CPBO offers free and confidential consultative services to in-house lawyers, legal departments, and ACC chapters to start, expand, and support pro bono programs. CPBO has worked with more than 900 legal departments, including nearly two-thirds of the *Fortune 100* and more than one-third of the *Fortune 500*, as well as 44 ACC chapters. In 2016, CPBO conducted more than 300 hours of consultative services for more than 110 legal departments and ACC chapters.

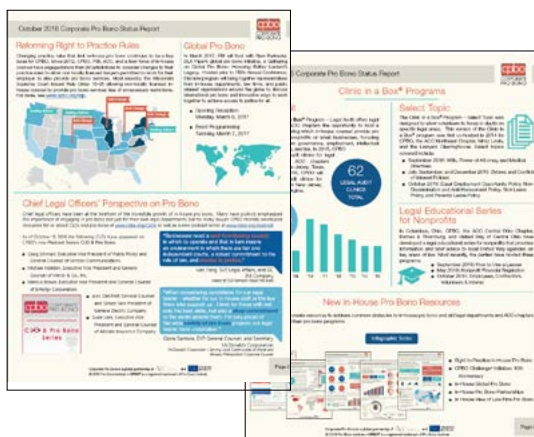


PUBLICATIONS AND RESEARCH

CPBO creates resources to aid legal departments and ACC chapters in starting or expanding their pro bono programs and to address common obstacles to in-house pro bono.

Publications and research from 2016 include:

- 2014 CPBO Benchmarking Report
- In-House Pro Bono in Practice Profile: The Clorox Company
- Infographics: CPBO Challenge Initiative: 10th Anniversary
- Infographic: In-House Pro Bono Budgets
- Infographic: Integrating In-House Pro Bono with CSR
- Infographics: Right to Practice In-House Pro Bono

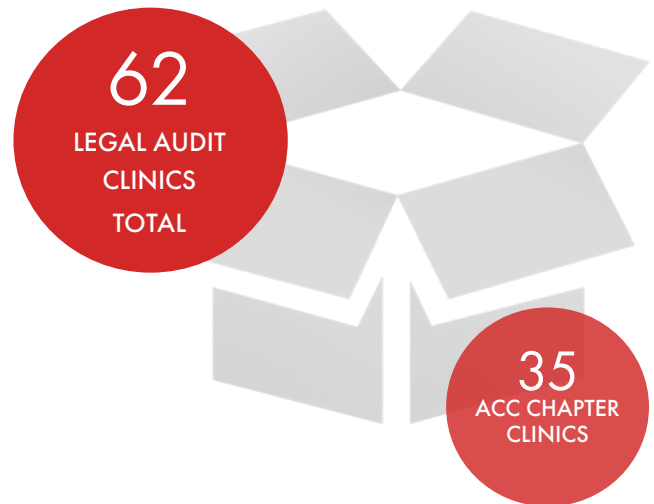


CLINIC IN A BOX® PROGRAMS

CPBO's Clinic in a Box programs offer legal departments and ACC chapters the opportunity to host a clinic, during which in-house counsel provide pro bono services to nonprofits or small businesses.

Topics include:

- Capital One (Richmond): Legal Audit
- ACC Chicago: Select Topic – Bylaws and Conflicts of Interest
- Verizon (Basking Ridge, NJ): Select Topic – Bylaws and Conflicts of Interest
- Eisai, Inc.: Select Topic – End of Life Documents for Individuals
- Verizon (Washington, DC): Select Topic – Bylaws and Conflicts of Interest
- Prudential (Hartford, CT): Legal Audit
- ACC Bay Area Chapter (San Francisco, CA): Select Topic – Wage & Hour Policy and Anti-Discrimination & Anti-Harassment Policy (with a particular focus on LGBT issues in the workplace)
- Prudential (Newark, NJ): Legal Audit
- Northeast ACC Chapter (Boston): Select Topic – Bylaws and Conflicts of Interest



REGIONAL MEETINGS

For the sixth consecutive year, CPBO convened in-house pro bono leaders in regions across the U.S. to promote shared learning and collaboration among legal departments and ACC chapters. Through a mix of in-person gatherings and conference calls, CPBO continued these meetings in 2016 for pro bono leaders from legal departments and ACC chapters in the Chicago metropolitan area and expanded to Northern Virginia.

CLO & PRO BONO SERIES PODCAST

Seven CLO & Pro Bono Podcasts were published in 2016. This series is a collection of insightful discussions with chief legal officers of Corporate Pro Bono Challenge signatories about the pro bono efforts at their departments and how they are working to improve access to justice.

“We came here to reflect, rethink, and renew our commitment to our core values as lawyers, legal staff, and members of the legal profession. We must remember that commitment to service that first led us down the path to where we are now. We believe in justice for all, and we want to help others achieve that dream. And together, we can make it happen.”

**– John Schultz
Executive Vice President and General Counsel
Hewlett Packard Enterprise Company**

IMPACTING ACCESS TO JUSTICE

COLLABORATIVE JUSTICE PROJECT

PBI's Collaborative Justice Project™ is an innovative initiative that brings together representatives from different sectors of the community to develop and implement a measurable plan to reduce persistent and critical societal problems that impact some of the most vulnerable in our society.

PBI convened the first Collaborative Justice Project in Minnesota, deploying stakeholders from more than 25 organizations to reduce recidivism and dramatically improve the experiences and outcomes of formerly incarcerated men and women to enable them to lead full and productive lives in their communities.

An all-volunteer Steering Committee leads the Project and includes representatives from corporations, law firms, government agencies, and non-profit organizations in Minnesota, as well as men and women who were formerly incarcerated.

To achieve the Project goals, the Steering Committee identified inter-related focus areas and formed working groups tasked to develop and implement action plans to remove the common barriers to reentry.

Working Groups

- Personalized Reentry Planning
- Individual Access to Housing, Employment, Benefits, and Legal Services
- Cognitive and Non-cognitive Skills Development
- Data and Knowledge
- State-wide and System-wide Policy and Advocacy



RIGHT TO PRACTICE

Changing restrictive practice rules so that non-locally licensed in-house counsel authorized to work in-state for their employer ("registered in-house counsel") may also engage in pro bono service has been a key issue for CPBO. Among other steps taken to address the issue, in 2016, CPBO:

- presented biannual updates on changes in right to practice rules to the Conference of Chief Justices; and,
- published an updated guide covering all 50 states and Washington, D.C., on the right to practice pro bono.

Since July 2012, 13 jurisdictions have made amendments to their practice rules, empowering more than 5,000 in-house counsel to provide pro bono services.

Wisconsin and Right to Practice in 2016

In 2016 Wisconsin joined Illinois, New York, and Virginia in amending its practice rules to allow non-locally licensed in-house counsel to provide pro bono services free of unnecessary restrictions. Effective January 1, 2017, registered in-house counsel in Wisconsin are no longer required to serve only qualified clients of a legal service program, pursuant to Wisconsin Supreme Court Rule 10.03(4)(f), and now may serve needy clients from a broad range of sources.

GLOBAL PRO BONO

Through its Global Pro Bono Project, PBI works to strengthen pro bono culture, policy, and practice in the legal profession around the world. In partnership with local and global leaders, PBI identifies impediments and implements solutions, develops resources, and promotes global pro bono service through research, consultative services, training, and thought leadership.

Global Due Diligence Manual

PBI's Global Due Diligence Manual, produced in partnership with several global law firms, is a hands-on guide intended to help attorneys locate, vet, and take on global pro bono opportunities.

SECOND ACTS®

In 2005, PBI launched Second Acts®, an innovative initiative to support transitioning and retired lawyers who are interested in a second, volunteer career in public interest law. Despite the ongoing social justice gap for low-income and underserved populations, this seasoned and knowledgeable talent pool has been largely overlooked. In an effort to develop a bold, new model of legal retirement, PBI is working with its core constituencies — major law firms, legal departments, and public interest organizations — to connect resources and develop replicable projects that make strategic use of this unique pool of legal talent. The initiative has a variety of components, including empirical research, scholarship, consulting, and programmatic pilot projects.

The 2016 PBI Annual Conference featured a "Marketplace of Ideas" session at which Sue Finegan presented on the Access to Justice Fellows Program, a project of the Massachusetts Access to Justice Commission and the Lawyers Clearinghouse. For more information, www.lawyersclearinghouse.org/access-to-justice-fellows/



“This was by far the best conference I have ever attended! I really appreciated the fact that the PBI conference offered varied session formats to accommodate the learning styles of attendees.”

“I loved my first PBI conference -- it was fantastic! I will definitely be back.”

2016 PBI ANNUAL CONFERENCE

The Conference attracted approximately 350 leaders from law firms, legal departments, and public interest organizations from around the world.

SESSIONS

PBI’s Annual Conference offered programming for both seasoned pro bono professionals and newcomers and provided fresh approaches, new tools, and innovative solutions to enhance pro bono efforts and access to justice. Highlights included:

Strengthening Your Pro Bono Program with Strategic Planning. Expert facilitator Mary K. Young from the Zeughauser Group offered guidance on developing and implementing a strategic plan to maximize a pro bono program’s impact.

Addressing a Global Mass Migration Crisis. Nearly 60 million people are currently displaced by war and persecution – more than at any time since World War II. Half are children. This discussion explored current events and how pro bono lawyers around the world can help.

Why Do Lawyers Volunteer? In what one attendee described as “one of the best, most useful presentations I’ve ever seen,” Dr. Larry Richard of LawyerBrain mesmerized attendees with his review of recent psychological research and concrete suggestions for how to motivate, recruit, and engage lawyers and other potential pro bono volunteers.

PRO BONO EXPO

PBI added more time for networking by giving the Pro Bono Expo a new time and a new format. Leading advocates from a range of public interest organizations hosted information tables during Happy Hour and shared updates about cutting-edge issues ripe for pro bono representation.

RECEPTION

The 2016 PBI Annual Conference Reception was held at the Supreme Court of the United States. We were welcomed by our host, the Hon. Ruth Bader Ginsburg. PBI presented the **2016 Laurie D. Zelon Pro Bono Award to Executive Vice President, General Counsel and Corporate Secretary John Schultz and the Office of the General Counsel of Hewlett Packard Enterprise Company.**

NETWORKING

In addition to the Pro Bono Expo and Annual Conference Reception, law firm and in-house attendees had an expanded networking opportunity: Regional Joint Networking Exchanges, which offered dedicated time for pro bono leaders to meet with others from their geographic region or global home base to share experiences, explore legal needs and opportunities for collaboration, and discuss issues of particular interest to specific communities.



“Our pro bono goals transcend our individual firms, just as they transcend our professional lives and... we are joined in a common cause.”

**– Hugh Verrier
Chairman
White & Case**

2016 PBI ANNUAL DINNER

On November 3 at Gotham Hall in New York, PBI brought together hundreds of legal department, law firm, and public interest leaders at its 2016 Annual Dinner. The theme of the dinner, “Celebrate Achievements in Pro Bono,” was a nod to several PBI milestones as well as the accomplishments of the evening’s award recipients. Highlights from the evening included:

PBI’S 20TH ANNIVERSARY

Founded in 1996, PBI maintains unparalleled depth of knowledge, resources and expertise, and is the respected resource for all things pro bono. Through our work with law firms, in-house legal departments, and public interest organizations, PBI is the global thought leader in exploring, identifying, evaluating, catalyzing, and taking to scale new approaches to and resources for the provision of legal services to the poor, disadvantaged, and other individuals or groups unable to secure legal assistance to address critical problems.

THE 10TH ANNIVERSARY OF THE CPBO CHALLENGE INITIATIVE

The CPBO Challenge initiative launched in 2006, at the urging of chief legal officers, and within a year had 50 charter signatories, and 100 by 2010. This year we welcomed 22 legal departments to the CPBO Challenge initiative bringing the total to 165. These signatories represent 36 industries and serve pro bono clients in 44 countries. We’re proud of their work and look forward to continuing to support them.

2016 JOHN H. PICKERING AWARD

White & Case received PBI’s 2016 John H. Pickering Award. A member of PBI’s Law Firm Pro Bono Project and a signatory to the Law Firm Pro Bono Challenge initiative, White & Case has been a leader in pro bono since the firm’s founding in 1901. In 2010, the firm established pro bono as one of its 14 global practice groups. In recent years, White & Case has pushed beyond traditional pro bono to conduct innovative cross-border legal research to advance the rule of law. These efforts have resulted in improved laws that protect the vulnerable and provide more effective solutions to longstanding global problems.

CPBO 2016 PRO BONO PARTNER AWARD

Entergy Corporation in partnership with the Louisiana Civil Justice Center and Orleans Parish Civil District Court received the 2016 CPBO Pro Bono Partner Award for their sustained partnership and efficient delivery model, which has served more than 10,000 clients with critical, civil legal issues.

CO-CHAIRS

Special thanks to Dinner Co-Chairs **Michael D. Fricklas, Former Executive Vice President, General Counsel and Secretary, Viacom Inc.;** **Brad Smith, President and Chief Legal Officer, Microsoft Corporation;** and **Laura Stein, Executive Vice President, General Counsel, and Corporate Affairs, The Clorox Company.**

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Foley & Lardner*
Foley & Mansfield*
Foley Hoag*
Foster Pepper*
Fredrikson & Byron*
Freshfields Bruckhaus Deringer
Fried, Frank, Harris, Shriver & Jacobson*
Gibbons*
Gibson, Dunn & Crutcher*
Goodwin Procter*
Graves Dougherty Hearon & Moody*
Greenberg Traurig*
Herbert Smith Freehills
Hogan Lovells*
Holland & Hart*

Holland & Knight*
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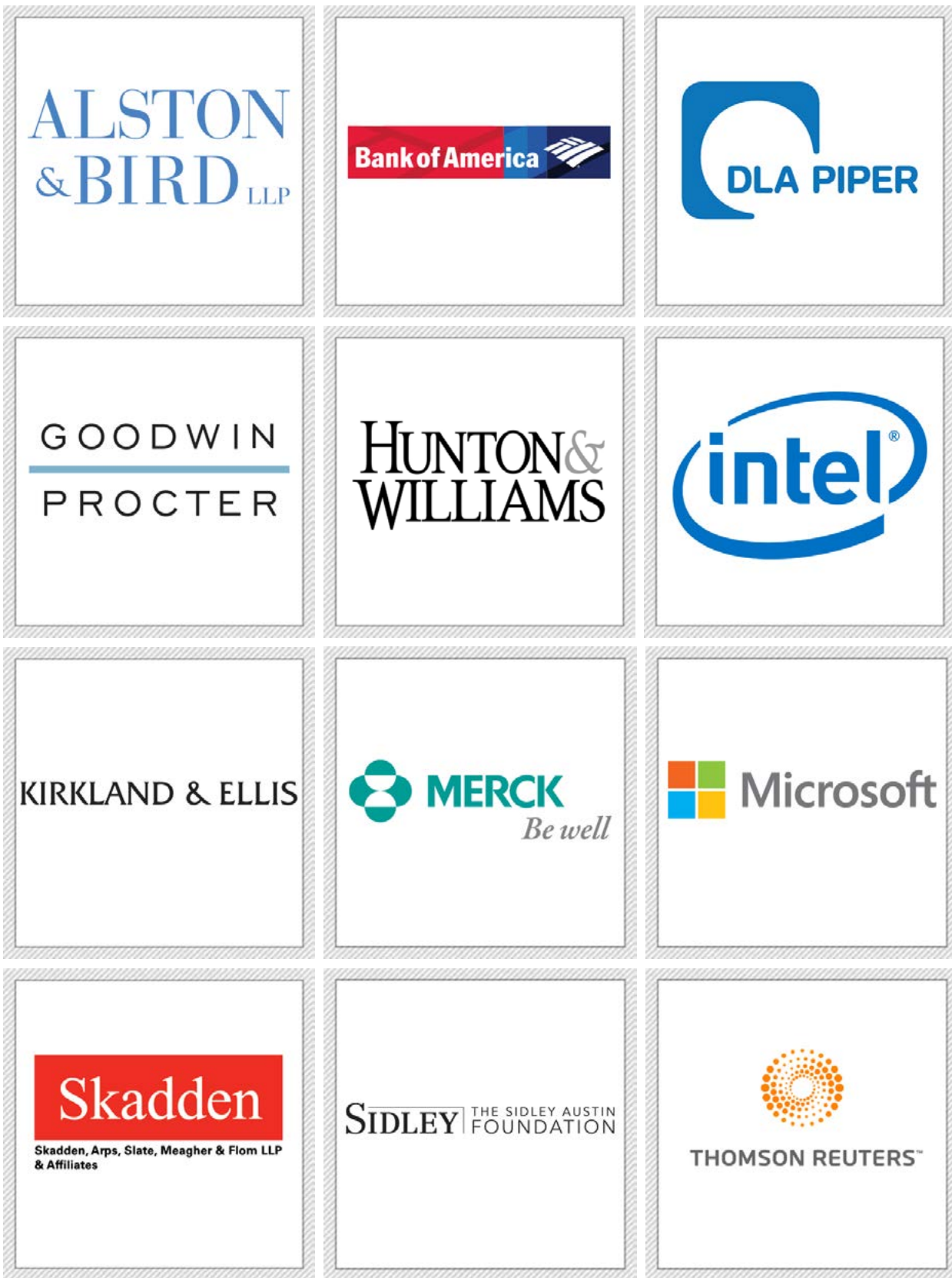
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