

pbi

PRO BONO INSTITUTE
YEAR IN REVIEW 2015

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* denotes a Signatory to the Law Firm Pro Bono Challenge®

† denotes a Member of the Law Firm Pro Bono Project

** denotes a Corporate Pro Bono Challenge® signatory

PBI MOURNS THE PASSING OF FOUNDER ESTHER F. LARDENT

It is with profound sorrow that the Board of Directors of Pro Bono Institute marks the passing of our beloved friend and founder Esther F. Lardent. Under Esther's inspired leadership, PBI 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.

Esther once said of her position at PBI: "For me, it's the best job I can imagine." From the Board's perspective, Esther was clearly the best person for the job that we could imagine. We were privileged to know and work with her for 20 years, and we take comfort from the fact that she has left an enduring legacy from her long life of service to others.

ABOUT PRO BONO INSTITUTE

Founded in 1996, Pro Bono Institute (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 problems.

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.

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.



PRO BONO
INSTITUTE



A LETTER FROM PBI BOARD CHAIR JAMES W. JONES



As Pro Bono Institute (PBI) issues its Year in Review 2015, we are acutely aware that many communities of people served by pro bono programs feel more vulnerable than ever before. The political turmoil, both here and abroad, surrounding issues like immigration, forced dislocation, wealth disparity, voting rights, access to justice, availability of healthcare, access to educational opportunities, and the like has seldom been as intense as it is today. All of this has led, in turn, to increasing danger and uncertainty for the poorest and most vulnerable populations in our own country and around the world. And that means that the commitment of PBI and the broader pro bono community to serving those in need is more important than ever.

Since its inception 20 years ago, PBI has been privileged to serve as a facilitator and resource for law firms, corporate law departments, and public interest organizations in their efforts to fulfill the promise of pro bono in innovative and pragmatic ways. As in previous years, some of these efforts are reflected in achievements during 2015 that deserve special mention. First, and perhaps most notable for PBI, was the celebration of the 20th anniversary of the Law Firm Pro Bono Challenge®, a collaborative effort to transform the way that large law firms approached pro bono. Two decades after the launch of the Challenge, signatory law firms are performing more than 4 million hours of pro bono service every year, an enormous credit to the participating firms and a significant commitment of service to those in need in our communities. Moreover, through PBI's collaboration with the Association of Corporate Counsel** in the jointly sponsored Corporate Pro Bono Challenge® initiative, pro bono legal services have been significantly augmented with engagement by in-house lawyers in law departments around the globe.

Other projects of particular note this past year included PBI's Metrics and Measurement project, as well as the Collaborative Justice Project™ piloted in the Minneapolis area. Both of these projects are intended to move pro bono beyond traditional models and to provide constituent organizations with the tools they need to improve outcomes for the communities we serve.

When we started PBI 20 years ago, most of us could not have imagined the ways in which pro bono service would be transformed, thanks to the incredible responsiveness of law firms, corporate law departments, and public interest organizations across the country and around the world. The success that we have all collectively enjoyed is due, in no small part, to the insightful leadership and tireless efforts of PBI's Founder and first CEO Esther F. Lardent. As the daughter of two Holocaust survivors who immigrated to the United States in 1951, Esther experienced firsthand the feelings of vulnerability shared with those at the bottom of the economic ladder in our society. It was that very experience that forged her lifelong commitment to improving access to justice for all.

In the coming year, PBI approaches two more milestones – the 20th Anniversary of PBI's founding and the 10th anniversary of the launch of the Corporate Pro Bono Challenge® initiative, which measures pro bono participation by corporate law departments. We look forward to having you join us in these celebrations as we seek once again to transform pro bono in bold and exciting ways. Together, we must continue to find new and creative pathways to improving outcomes for the communities we serve and to assure that access to justice is a reality for all. As we enter a new chapter in PBI's history, we are eager to have you work collaboratively with us to achieve these important goals.

A handwritten signature in black ink, appearing to read 'James W. Jones', written in a cursive, flowing style.

James W. Jones
PBI Board Chair

ESTHER F. LARDENT FUND FOR INNOVATION IN PRO BONO

Established by PBI's Board of Directors in 2015, the *Esther F. Lardent Fund for Innovation in Pro Bono* has been created to support new and innovative pro bono projects designed to close the justice gap. Named in honor of PBI's founder and first president, the fund will ensure that Esther's vision of a society in which everyone receives equal treatment under the law remains strong and that the work to realize that vision through new and innovative initiatives will continue for generations to come.

Esther dedicated her 45-year legal career to ensure civil rights and equal access to justice for all. Her innovation in the world of pro bono began with her role as the first director of the Volunteer Lawyers Project of the Boston Bar Association in 1976, which pioneered the concept of organized pro bono projects and was the foundation for what would eventually become PBI in 1996. In two decades as PBI's President and CEO, Esther's leadership transformed the landscape of pro bono at large law firms and in-house legal departments.

Esther earned numerous awards for her service, progressive ideas, and projects including being named one of *Legal Times'* "90 Greatest Washington Lawyers of the Last 30 Years" (2008) and one of *The American Lawyer's* "Top 50 Innovators" (2013). Most recently, Esther was recognized with the Western Center on Law & Poverty's Earl Johnson Equal Justice Award (2015) and *The American Lawyer's* Lifetime Achievement Award (2015).

The *Esther F. Lardent Fund for Innovation in Pro Bono* will support Board-approved innovative pro bono projects that promote creative and large-scale impact on the communities and issues they are designed to address. PBI is proud to have launched this new effort and is excited to commence groundbreaking projects under this new initiative.

Learn more about how you can support the *Esther F. Lardent Fund for Innovation in Pro Bono* by visiting probonoinst.org/supportPBI.



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Greenberg Traurig*

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Chief Legal Officer
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*Co-Managing Partner (Americas)
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Hon. Jonathan Lippman

*Of Counsel
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*Of Counsel
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David Williams

*Managing Principal, Policy, Government
Relations and Citizenship
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Georgetown University Law Center
Principal, Legal Management Resources LLC*

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Of Counsel, Kirkland & Ellis

Robert E. Juceam

Of Counsel, Fried, Frank, Harris, Shriver & Jacobson

David S. Williams

*Managing Principal, Policy, Government Relations
and Citizenship, Deloitte LLP*

Hon. Laurie D. Zelon

Associate Justice, California Court of Appeal

Esther F. Lardent (deceased)

Founder, Pro Bono Institute

LAW FIRM PRO BONO PROJECT ADVISORY COMMITTEE CO-CHAIRS

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Akin Gump Strauss Hauer & Feld

Regina M. Pisa

Goodwin Procter

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Jami Wintz McKeon

Morgan Lewis & Bockius

Thomas D. Yannucci

Kirkland & Ellis

PRO BONO INSTITUTE GOVERNANCE

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President and Chief Legal Officer
Microsoft Corporation

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Senior Vice President, General Counsel, and Secretary
The Pep Boys-Manny, Moe & Jack

PRO BONO INSTITUTE STAFF

STAFF

Kelsey Gillins
Executive Assistant

Reena Glazer
Assistant Director
Law Firm Pro Bono Project

Shannon Graving
Assistant Director
Corporate Pro Bono

Sri Katragadda
Project Coordinator
Global Pro Bono Project

Josh Lefebvre
Project Assistant
Corporate Pro Bono

David Lipscomb
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Strategic Communications

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Operations Manager

Kate Rice
Chief Operating Officer

Eva Richardson
Project Assistant
Law Firm Pro Bono Project

Eve Runyon
President & CEO

Kelly Simon
Director of Development

Tammy Taylor
Director
Law Firm Pro Bono Project

Esther F. Lardent (deceased)
Founder

LAW FIRM PRO BONO PROJECT

The Law Firm Pro Bono Project is designed to support and enhance the pro bono culture and performance of major law firms. The Law Firm Project's goal is to fully integrate 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.

LAW FIRM PRO BONO PROJECT

CONSULTATIVE SERVICES

The Law Firm Project provides confidential consultative services to assist law firms with various aspects of their pro bono programs. In 2015, the Law Firm Project recorded more than 150 hours of consultative services.

HOUSE CALLS

The Law Firm Project staff visits 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.

TOPICS DISCUSSED

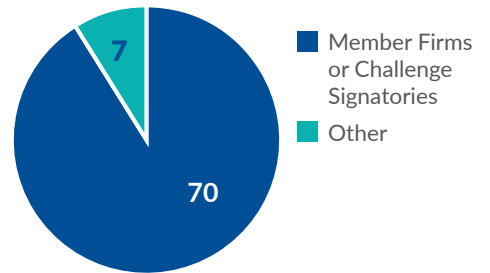
The most frequently addressed topics this year included law firm charitable giving, partnering with legal departments, pro bono staffing, opportunities for impact litigation, updating pro bono policies, attorneys' fees issues, administratively tracking pro bono matters, opportunities for transactional lawyers, strategic planning, reinvigorating pro bono committees, "mandatory" pro bono, defining "pro bono" legal services, and navigating leadership and structural changes at the firm, including firm mergers.

PUBLICATIONS AND RESEARCH

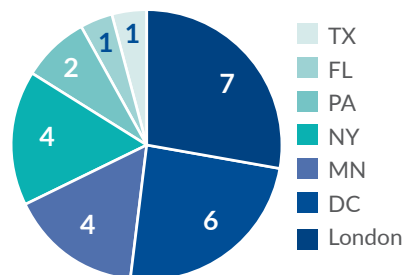
The Law Firm Project conducts original research and produces publications on a variety of topics each year. The following is a sample of recent publications:

- Individualized performance dashboards for Law Firm Pro Bono Challenge® Signatories
- Marketplace of Ideas 2015
- Pro Bono Partner and Coordinator Orientation Packs
- Report on the 2014 PBI Law Firm Pro Bono Challenge® Statistics
- Where Does the Time Go: Practice Tips for Pro Bono Timekeeping and Matter Management

Number of firms with which the Law Firm Pro Bono Project has worked



House Calls conducted - 25



LAW FIRM PRO BONO PROJECT

PRO BONO HAPPY HOUR PODCAST

In 2015, the Law Firm Project launched the Pro Bono Happy Hour, a podcast featuring 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 podcast is available on iTunes and YouTube.



Please visit probonoinst.org/podcast for more information.

RESOURCE CLEARINGHOUSE

The Law Firm Project's Resource Clearinghouse is a one-stop, online portal that houses Law Firm Project publications and other materials related to best practices in law firm pro bono. The continually growing and updated catalog comprises PBI's research and expert analysis with additional information from trusted and vetted sources. Resources include original publications, best practices for program structure, research compilations, surveys, model policies, law firm annual reports and newsletters, and other materials on law firm pro bono. All materials are free of charge to Member Firms by instant download. Non-Members may purchase select Clearinghouse materials.

Please visit probonoinst.org/clearinghouse for more information.

MEDIA CONSULTATIONS

The Law Firm Project promotes pro bono in a variety of media outlets and is frequently called on by the media for its expertise on law firm pro bono. In 2015, the Law Firm Project served as a key source for a wide range of legal media, including *California Lawyer*, *Duke Law Magazine*, *The American Lawyer*, *The National Law Journal*, *New York Law Journal*, and a host of other publications.

SPEAKING ENGAGEMENTS

The Law Firm Project gave presentations at the following events and institutions.

- *American University Washington College of Law* – Washington, D.C.
- *Duke Women's Forum* – Washington, D.C.
- *Florida Bar Convention (Business Law Section and International Law Section Luncheon featured speaker)* – Boca Raton, Florida
- *Law Firm Summer Associate Programs* – Washington, D.C.
- *PILnet European Pro Bono Forum* – Rome, Italy

MEMBERSHIP

Many of the world's most respected law firms are Members of the Law Firm 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 Project
Member Firms**
as of December 31, 2015

LAW FIRM PRO BONO CHALLENGE®

A unique, aspirational pro bono standard developed by law firm leaders and corporate general counsel, the Law Firm Pro Bono Challenge® articulates a single standard for major law firms. The Challenge includes a narrow but thoughtful definition of pro bono, as well as an accountability mechanism and measurement tool through its performance benchmarks and annual reporting requirements. To help firms honor their commitment to provide pro bono legal services to low-income individuals, families, and nonprofit groups, the Law Firm Project assists them in creating a supportive environment and policies that promote pro bono service. The Challenge definition of pro bono has become an industry standard, utilized not only by major law firms but by the legal media in reporting the pro bono contributions of large firms. The Law Firm Project welcomed two new firms to the Challenge in 2015.



Challenge Signatories
as of December 31, 2015

LAW FIRM PRO BONO PROJECT

CHALLENGE ANNIVERSARY

In 2015, the Law Firm Project celebrated the 20th anniversary of the launch of the Law Firm Pro Bono Challenge®. Over the past 20 years, Challenge Signatories have collectively performed nearly 60 million hours of pro bono service. The Law Firm Project honored this important milestone in our organizational history in a variety of ways:

- PBI recognized all Challenge Signatories at the 2015 Annual Dinner with a special roll call during the program.
- Challenge Signatories received commemorative plaques for display at their firms paying tribute to their commitment to the Challenge.
- PBI's website featured a special [20th anniversary section](#), providing access to Challenge Reports, the history of the Challenge, and videos and photos of Challenge Signatories.
- The Law Firm Project published an anniversary brochure, which features a Challenge timeline highlighting key moments in Challenge history.



PBI created a special anniversary logo for Challenge Signatories to display on their websites in recognition of their support and participation.

CHALLENGE POSTER

The Law Firm Project distributed its annual [Challenge poster](#) to Challenge Signatories and career services offices of all ABA-accredited law schools. The poster lists every Challenge Signatory and not only raises the visibility of pro bono within the firms themselves but makes them more attractive to the very students they are trying to recruit.

LAW FIRM PRO BONO CHALLENGE® SIGNATORIES

The Pro Bono Institute's Law Firm Pro Bono Challenge® is a unique, aspirational pro bono standard developed by law firm leaders and corporate general counsel. Challenge Signatories publicly acknowledge their institutional, firm-wide commitment to provide 3 or 5 percent of their billable hours or 60 or 100 hours per attorney annually to pro bono legal services for low-income and disadvantaged individuals and families and nonprofit groups.

*Akin Gump Strauss Hauer & Feld	*Fredrikson & Byron	Norton Rose Fulbright
Alston & Bird	Fried, Frank, Harris, Shriver & Jacobson	Nutter McClennen & Fish
*Arent Fox	*Garvey Schubert Barer	O'Melveny & Myers
Armstrong Teasdale	*Gibbons	Oppenheimer Wolff & Donnelly
Arnall Golden Gregory	Gibson, Dunn & Crutcher	*Orrick, Herrington & Sutcliffe
*Arnold & Porter	Goodwin Procter	Patterson Belknap Webb & Tyler
Baker & McKenzie	Goulston & Storrs	Paul Hastings
Baker Botts	Graves, Dougherty, Hearon & Moody	*Paul, Weiss, Rifkind, Wharton & Garrison
Baker, Donelson, Bearman, Caldwell & Berkowitz	*Hogan Lovells	Pepper Hamilton
Ballard Spahr	*Holland & Hart	Perkins Cole
Barnes & Thornburg	*Holland & Knight	Pillsbury Winthrop Shaw Pittman
Beveridge & Diamond	Hollingsworth	*Proskauer Rose
Blank Rome	Hughes Hubbard & Reed	Quarles & Brady
Bradley Arant Boult Cummings	*Hunton & Williams	*Reed Smith
Briggs and Morgan	Husch Blackwell	Robins Kaplan
Brown Rudnick	Irell & Manella	Robinson & Cole
Brownstein Hyatt Farber Schreck	*Jenner & Block	Rodey, Dickason, Sloan, Akin, & Robb
*Bryan Cave	K&L Gates	Saul Ewing
Buchanan Ingersoll & Rooney	Kaye Scholer	Schiff Hardin
*Carlton Fields Jordan Burt	Kilpatrick Townsend & Stockton	Schnader Harrison Segal & Lewis
Carrington, Coleman, Sloman & Blumenthal	King & Spalding	Seyfarth Shaw
Chadbourne & Parke	Washington, D.C. Office Only	*Shearman & Sterling
*Cleary Gottlieb Steen & Hamilton	Kirkland & Ellis	*Shipman & Goodwin
Coblentz Patch Duffy & Bass	Kramer Levin Nattalis & Frankel	Sidley Austin
Cohen Milstein Sellers & Toll	Latham & Watkins	Simpson Thacher & Bartlett
Cooley	Lindquist & Vennum	Stinson Leonard Street
*Covington & Burling	Linklaters	Strasburger & Price
Cozen O'Connor	New York Office Only	Sutherland Asbill & Brennan
Crowell & Moring	Locke Lord Edwards	Thompson Coburn
Davis Wright Tremaine	Loeb & Loeb	Trounman Sanders
Day Pitney	Lowenstein Sandler	Van Cott, Bagley, Cornwall & McCarthy
*Debevoise & Plimpton	Manatt, Phelps & Phillips	*Venable
Dechert	Mason	Vinson & Elkins
*Dentons US	Mayer Brown	Vorys, Sater, Seymour and Pease
Dickstein Shapiro	McCarter & English	Wail, Gotshal & Manges
*DLA Piper (US)	McDermott Will & Emery	White & Case
*Dorsey & Whitney	McGuireWoods	Wiley Rein
*Drinker Biddle & Reath	*McKenna Long & Aldridge	Williams & Connolly
Dykema Gossett	Michael Best & Friedrich	*Wilmer Cutler Pickering Hale and Dorr
Epstein Becker & Green	Milbank, Tweed, Hadley & McCloy	Wilson Sonsini Goodrich & Rosati
Faegre Baker Daniels	*Miller, Canfield, Paddock and Stone	*Winston & Strawn
Farella Braun + Martel	Miller & Chevalier	Womble Carlyle Sandridge & Rice
Fernick & West	Miller Nash Graham & Dunn	Zuckerman Spaeder
Finnegan, Henderson, Farabow, Garrett & Danner	Miller Nash Graham & Dunn	
Foley & Lardner	Mintz, Levin, Cohn, Ferris, Glovsky and Popeo	
Foley & Mansfield	Morgan Lewis & Bockius	
Foley Hoag	*Morrison & Foerster	
	*Munger, Tolles & Olson	
	*Nelson Mullins Riley & Scarborough	
	Nixon Peabody	

*Denotes Charter Signatories to the Challenge. List current as of April 2015.

LAW FIRM PRO BONO PROJECT

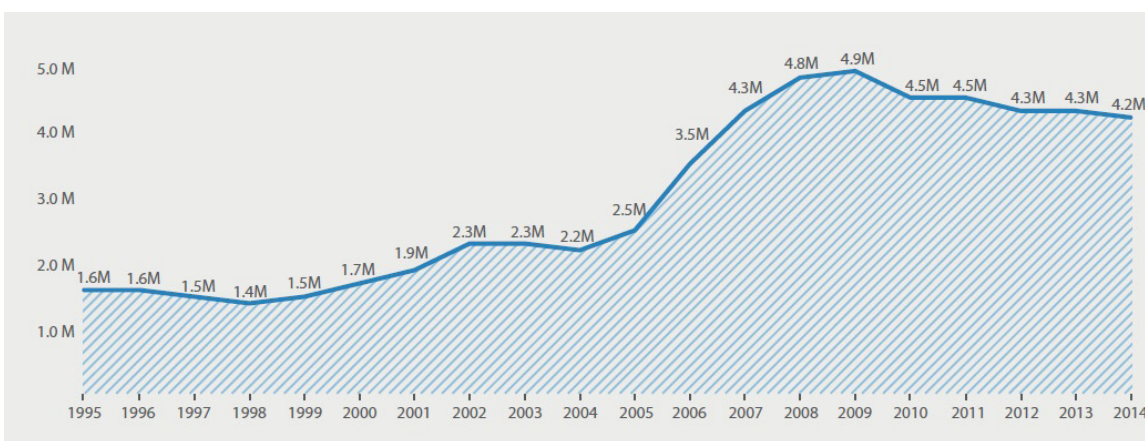
LAW FIRM PRO BONO CHALLENGE® REPORT

The *Report on the 2014 Pro Bono Institute Law Firm Pro Bono Challenge® Statistics*, published in 2015, examines the pro bono performance of firms that are Signatories to the Law Firm Challenge during the 2014 calendar year.

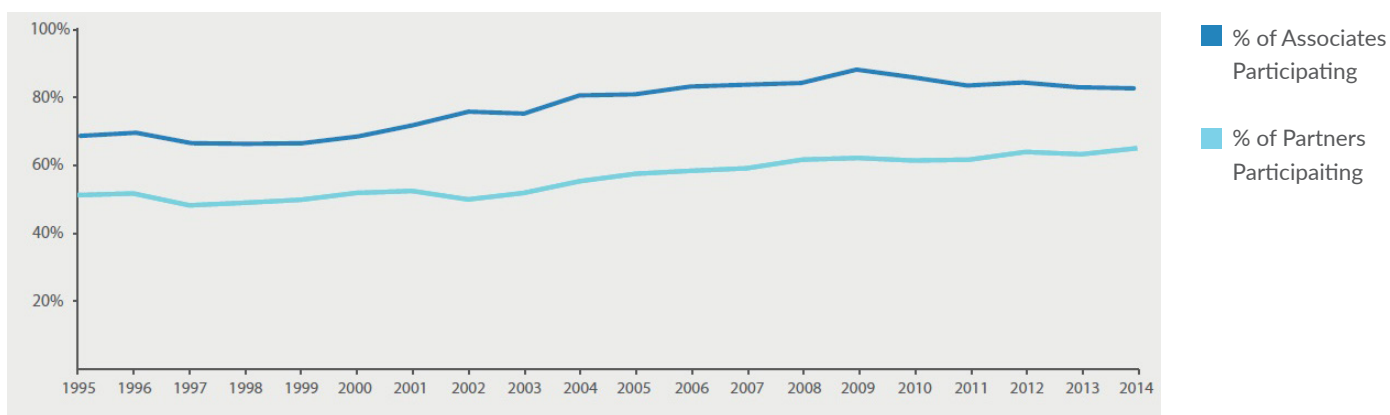
Overall Performance

One hundred thirty-three firms reported their pro bono hours, performing a total of 4,207,551 hours of pro bono work. In 2014, Challenge Signatories maintained their pro bono commitment, culture, and infrastructure, while experiencing an increase in client demand and without significant increase in headcount.

Total Number of Pro Bono Hours by Year



Attorney Participation Rates



Participation

The percentage of partners participating in pro bono increased to 65 percent from 63.3 percent in 2013, while the percentage of associates participating in pro bono remained steady at 81.1 percent in 2014. The cumulative participation rate increased, with 73 percent of attorneys participating in pro bono in 2014, compared to 72.2 percent in 2013.

Pro Bono for Those of Limited Means

In 2014, 121 firms reported on pro bono hours to those of limited means and the organizations serving them, up significantly from 80 firms in 2013. The total number of these hours increased from 2 million hours in 2013 to 2.9 million hours in 2014. Sixty-nine percent of all pro bono time was devoted to those of limited means and the organizations serving them in 2014.

LAW FIRM PRO BONO PROJECT MEMBER FIRMS (2015-2016)

Akerman	★ Dykema Gossett	★✓ Maslon	★ Robinson & Cole
★ Akin Gump Strauss Hauer & Feld	■ Elliott Greenleaf	Mattos Filho	✓ Ropes & Gray
Allen & Overy	★✓ Faegre Baker Daniels	★✓ Mayer Brown	★ Saul Ewing
★✓ Alston & Bird	★ Fenwick & West	★✓ McCarter & English	★✓ Seyfarth Shaw
★✓ Arent Fox	Fish & Richardson	McConnell Valdés	★✓ Shearman & Sterling
★✓ Armstrong Teasdale	★ Foley & Lardner	★ McDermott Will & Emery	★✓ Shipman & Goodwin
★✓ Arnold & Porter	★ Foley & Mansfield	McGinnis Lochridge	Shook, Hardy & Bacon
Ashurst	★✓ Foley Hoag	★ McGuireWoods	★✓ Sidley Austin
★✓ Baker & McKenzie	★✓ Fredrikson & Byron	★ Milbank, Tweed, Hadley & McCloy	★✓ Skadden, Arps, Slate, Meagher & Flom
★ Baker Botts	Freshfields Bruckhaus Deringer	★ Miller Nash Graham & Dunn	★✓ Squire Patton Boggs
★ Baker, Donelson, Bearman, Caldwell & Berkowitz	★✓ Fried, Frank, Harris, Shriver & Jacobson	★ Mintz, Levin, Cohn, Ferris, Glovsky and Popeo	Step toe & Johnson PLLC
★ Ballard Spahr	★ Gibbons	✓ Moore & Van Allen	★✓ Stinson Leonard Street
★ Barnes & Thornburg	★ Gibson, Dunn & Crutcher	★✓ Morgan Lewis & Bockius	Stroock & Stroock & Lavan
Beirne, Maynard & Parsons	★ Goodwin Procter	★✓ Morrison & Foerster	★✓ Sutherland Asbill & Brennan
Blake, Cassels & Graydon	★✓ Graves Dougherty Hearon & Moody	★✓ Munger, Tolles & Olson	★ Thompson Coburn
★ Bradley Arant	✓ Greenberg Traurig	★✓ Nelson Mullins	★ Troutman Sanders
Boult Cummings	Herbert Smith Freehills	Riley & Scarborough	★ Venable
Brinks Gilson & Lione	★✓ Hogan Lovells	★ Nixon Peabody	★ Vinson & Elkins
★ Brown Rudnick	★ Holland & Hart	★ Norton Rose Fulbright	★✓ Weil, Gotshal & Manges
★ Brownstein Hyatt Farber Schreck	★✓ Holland & Knight	★✓ Nutter McClennen & Fish	★ White & Case
★ Bryan Cave	★✓ Hughes Hubbard & Reed	★ Orrick, Herrington & Sutcliffe	★ Wiley Rein
★■ BuckleySandler	★✓ Hunton & Williams	★ Paul Hastings	★ Williams & Connolly
Cadwalader, Wickersham & Taft	★ Husch Blackwell	★✓ Paul, Weiss, Rifkind, Wharton & Garrison	Williams Mullen
★✓ Carlton Fields	★✓ Jenner & Block	★✓ Pepper Hamilton	★✓ Wilmer Cutler Pickering Hale and Dorr
★✓ Chadbourne & Parke	★ K&L Gates	★ Perkins Coie	★✓ Wilson Sonsini
★✓ Cooley	■ Kasowitz, Benson, Torres & Friedman	Polsinelli	Goodrich & Rosati
★✓ Covington & Burling	✓ Katten Muchin Rosenman	★ Proskauer Rose	★ Winston & Strawn
★✓ Cozen O'Connor	★ Kaye Scholer	★ Quarles & Brady	★✓ Womble Carlyle Sandridge & Rice
■ Crowe & Dunlevy	★ King & Spalding	★ Reed Smith	★ Zuckerman Spaeder
Crowley Fleck	★✓ Kirkland & Ellis	★ Robins Kaplan	
★ Davis Wright Tremaine	★✓ Kramer Levin Naftalis & Frankel		
★ Day Pitney	★✓ Latham & Watkins		
★✓ Dentons US	★✓ Lindquist & Vennum		
★ DLA Piper	★‡ Linklaters		
★✓ Dorsey & Whitney	★✓ Lowenstein Sandler		
★✓ Drinker Biddle & Reath	★ Manatt, Phelps & Phillips		
★ Duane Morris			

✓ Founding Member

■ New Firm, 2015

★ Also Challenge Signatory

† DC office only participating in Challenge

‡ New York office only participating in Challenge

LAW FIRM PRO BONO CHALLENGE® SIGNATORIES (2015)

- * Akin Gump Strauss Hauer & Feld
- Alston & Bird
- * Arent Fox
- Armstrong Teasdale
- Arnall Golden Gregory
- * Arnold & Porter
- Baker & McKenzie
- Baker Botts
- Baker, Donelson, Bearman, Caldwell & Berkowitz
- Ballard Spahr
- Barnes & Thornburg
- Beveridge & Diamond
- Blank Rome
- Bradley Arant Boult Cummings
- Briggs and Morgan
- Brown Rudnick
- Brownstein Hyatt Farber Schreck
- * Bryan Cave
- Buchanan Ingersoll & Rooney
- BuckleySandler
- * Carlton Fields
- Carrington, Coleman, Sloman & Blumenthal
- Chadbourne & Parke
- * Cleary Gottlieb Steen & Hamilton
- Coblentz Patch Duffy & Bass
- Cohen Milstein Sellers & Toll
- Cooley
- * Covington & Burling
- Cozen O'Connor
- Crowell & Moring
- Davis Wright Tremaine
- Day Pitney
- * Debevoise & Plimpton
- Dechert
- * Dentons US
- Dickstein Shapiro
- * DLA Piper (US)
- * Dorsey & Whitney
- * Drinker Biddle & Reath
- Duane Morris
- Dykema Gossett
- Epstein Becker & Green
WASHINGTON, D.C. OFFICE ONLY
- Fabian VanCott
- Faegre Baker Daniels
- Farella Braun + Martel
- Fenwick & West
- Finnegan, Henderson, Farabow, Garrett & Dunner
- Foley & Lardner
- Foley & Mansfield
- Foley Hoag
- * Fredrikson & Byron
- Fried, Frank, Harris, Shriver & Jacobson
- * Garvey Schubert Barer
- * Gibbons
- Gibson, Dunn & Crutcher
- Goodwin Procter
- Goulston & Storrs
- Graves Dougherty Hearon & Moody
- * Hogan Lovells
- * Holland & Hart
- * Holland & Knight
- Hollingsworth
- Hughes Hubbard & Reed
- * Hunton & Williams
- Husch Blackwell
- Irell & Manella
- * Jenner & Block
- K&L Gates
- Kaye Scholer
- Kilpatrick Townsend & Stockton
- King & Spalding
WASHINGTON, D.C. OFFICE ONLY
- Kirkland & Ellis
- Kramer Levin Naftalis & Frankel
- Latham & Watkins
- Lindquist & Vennum
- Linklaters
NEW YORK OFFICE ONLY
- Loeb & Loeb
- Lowenstein Sandler
- Manatt, Phelps & Phillips
- Maslon
- Mayer Brown
- McCarter & English
- McDermott Will & Emery
- McGuireWoods
- Michael Best & Friedrich
- Millbank, Tweed, Hadley & McCloy
- * Miller, Canfield, Paddock and Stone
- Miller & Chevalier
- Miller Nash Graham & Dunn
- Mintz, Levin, Cohn, Ferris, Glovsky and Popeo
- Morgan Lewis & Bockius
- * Morrison & Foerster
- * Munger, Tolles & Olson
- * Nelson Mullins Riley & Scarborough
- Nixon Peabody
- Norton Rose Fulbright
- Nutter McClennen & Fish
- O'Melveny & Myers
- Oppenheimer Wolff & Donnelly
- * Orrick, Herrington & Sutcliffe
- Patterson Belknap Webb & Tyler
- Paul Hastings
- * Paul, Weiss, Rifkind, Wharton & Garrison
- Pepper Hamilton
- Perkins Coie
- Pillsbury Winthrop Shaw Pittman
- * Proskauer Rose
- Quarles & Brady
- * Reed Smith
- Robins Kaplan
- Robinson & Cole
- Saul Ewing
- Schiff Hardin
- Schnader Harrison Segal & Lewis
- Seyfarth Shaw
- * Shearman & Sterling
- * Shipman & Goodwin
- Sidley Austin
- Simpson Thacher & Bartlett
- * Skadden, Arps, Slate, Meagher & Flom
- Snell & Wilmer
- * Steptoe & Johnson LLP
- Stinson Leonard Street
- Strasburger & Price
- Sutherland Asbill & Brennan
- Thompson Coburn
- Troutman Sanders
- * Venable
- Vinson & Elkins
- Vorys, Sater, Seymour and Pease
- Weil, Gotshal & Manges
- White & Case
- Wiley Rein
- Williams & Connolly
- * Wilmer Cutler Pickering Hale and Dorr
- Wilson Sonsini Goodrich & Rosati
- * Winston & Strawn
- Womble Carlyle Sandridge & Rice
- Zuckerman Spaeder

* denotes Charter Signatories to the Challenge

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.

CORPORATE PRO BONO



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.

CONSULTATIVE 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 800 legal departments, including nearly two-thirds of the *Fortune 100* and more than one-third of the *Fortune 500*, as well as 40 ACC chapters. In 2015, CPBO recorded more than 380 hours of consultative services to more than 80 legal departments and ACC chapters.

REGIONAL MEETINGS

For the fifth 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 2015 for pro bono leaders from legal departments and ACC chapters in the Chicago metropolitan area and expanded to Northern Virginia.

TOPICS DISCUSSED

While the needs and interests of legal departments and ACC chapters engaged in pro bono vary, CPBO addressed several common themes in 2015. Routinely, in-house counsel across the U.S. sought strategies to strengthen their interaction with other in-house pro bono leaders to increase efficiencies and improve pro bono legal services. CPBO also addressed several perennial concerns that challenge departments and ACC chapters of all sizes, including increasing engagement in pro bono by legal staff and maintaining momentum, recognizing pro bono successes within a department or chapter, and identifying additional opportunities that are meaningful to in-house volunteers and clients served.



CORPORATE PRO BONO



PUBLICATIONS AND RESEARCH

Benchmarking Report

Published in March 2015, this report highlights several trends in in-house pro bono, enabling legal departments to compare their pro bono programs to other departments.



Infographics

In 2015, CPBO began publishing a series of infographics on issues critical to in-house pro bono.

- In-House Pro Bono Partnerships
- In-House View of Law Firm Pro Bono
- Global In-House Pro Bono

In-House Pro Bono Partnerships

Partnering on pro efforts can provide unique as well as common benefits to partner organizations as well as boost the impact for their pro bono clients and the community.

With Whom Are In-House Counsel Partnering?

In-house counsel partner on pro bono matters with a variety of entities. 2014 CPBO benchmarking survey respondents report:

- 79% partner with law firms
- 55% partner with other legal departments
- 86% partner with legal services providers
- 43% partner with their community services team
- 33% partner with their corporate foundation
- 42% partner with CSR staff

A Partnership by Any Other Name

Pro bono partnerships take many forms. Some are organized around a single pro bono effort or single community, while others involve many pro bono projects, and still others encompass most or all of one or more partner's pro bono efforts. Models include:

- Clinics
- General Counsel
- Secondment
- Co-Counsel
- Research and Writing
- Training and Advice
- Mega-Challenges

"When it comes to quality pro bono partnerships, one plus one can equal three or even more. Partnerships that are carefully crafted and sustained can result in even more and better results over time."

Esther Lardent, Founder and First President
Pro Bono Institute
Letter from Esther: Why Partnerships Matter, The Pro Bono Wire

"Partnering with law firms helps leverage geography. We can bring different things to the table and leverage the capabilities of both. A diverse team equals a better team."

Tom Sabatino, SEVP, CAO, and GC
Hertz Global Holdings, Inc.
2013 PB Annual Conference, Session: In-House View of Law Firm Pro Bono

CPBO 2015 Pro Bono Partner Awardees

The CPBO Pro Bono Partner Award recognizes innovative team approaches to pro bono work involving in-house legal departments. Recipients of the award must include at least one legal department and one or more law firms and/or public interest group partners.

- Large Law: ENY Mellon, National LGBT Bar, and White & Case
- Small Law: Best Day, Inc. and Volunteer Lawyers Network

Corporate Pro Bono is a global partnership of ACC, and Pro Bono Institute. © 2015 Pro Bono Institute. CPBO is a registered trademark of Pro Bono Institute.

In-House View of Law Firm Pro Bono

Legal departments are in a unique position as consumers of law firm services to encourage pro bono efforts and address the gap in access to justice. In addition to providing pro bono legal services and partnering with outside counsel on pro bono efforts, in-house counsel increasingly consider pro bono in their evaluation of law firms.

2013 CPBO Challenge® Report

The Corporate Pro Bono Challenge® initiative is the industry standard for in-house pro bono. More than 140 general counsel, including over 40 percent of the Fortune 100, have agreed to encourage at least 50 percent of their legal department staff to engage in pro bono, as well as to encourage their outside counsel to engage in pro bono. For more information, see www.cpbo.org/challenge.

- 45% Inquire about pro bono in RFPs
- 57% Consider pro bono performance when evaluating a firm
- 38% Encourage outside counsel to join the Law Firm Pro Bono Challenge®

"If you want to be one of our vendors, you need to show that you share our values, and one of the ways you could do that is through pro bono work. It is a great way to build a relationship with a client that goes beyond the paying arrangements you may have."

Darryl Bradford, EVP and General Counsel
Exelon Corporation
Senior and Exelon: A Business Case for Pro Bono, Bloomberg BNA

2014 CPBO Benchmarking Report

The following legal departments inquire about pro bono in RFPs and/or consider pro bono when evaluating law firms:

Aetna Inc. • American International Group, Inc. • Boston Scientific Corporation
Deere & Company • DuPont • Energy Future Holdings Corporation • Ford Motor Company • Freddie Mac • General Electric Company • General Mills, Inc.
GlaxoSmithKline plc • Hewlett-Packard Company • Hyatt Hotels Corporation
Intel Corporation • International Business Machines Corporation • JPMorgan Chase & Co. • Marathon Oil Corporation • McDonald's Corporation • Medtronic, Inc. • Merck & Co., Inc. • MVI Development, Inc. • Pfizer Inc. • Starbucks Coffee Company • Target Corporation • The Gap, Inc. • United Parcel Service, Inc. • UnitedHealthGroup Incorporated • WPP, Inc.

For the full report, see www.cpbo.org/2014br.

- 32% Inquire about pro bono in RFPs
- 39% Consider pro bono performance when evaluating a firm

"People ask me what I look for in an outside counsel. I always respond that it is important for an outside counsel to listen to the client and align themselves with our commitment to the community in which we work."

Larry Tu, Former SVP and General Counsel
Dell, Inc.
2012 Pro Bono Excellence Award Ceremony
Dell presents an annual pro bono award to a law firm.

Sample RFP Language

The [Company] Legal Department recognizes that it has a special responsibility, both within and outside our organization, to foster and encourage the provision of pro bono legal services to those in need. To underscore the importance that we attach to pro bono efforts, law firms will be evaluated based upon demonstrated commitment to pro bono work. We request that you provide a statement of your firm's commitment to and plan for providing pro bono legal services. In addition, we would like you to share any ideas you may have about partnering with [Company] to perform pro bono work for the greater community.

Corporate Pro Bono is a global partnership of ACC, and Pro Bono Institute.

In-House Global Pro Bono

Interest in global pro bono has continued to grow among legal departments. In support, PBI and CPBO have developed resources to further advancements in pro bono around the globe.

2015 Global Pro Bono Survey

The Global Pro Bono Survey, developed by Latham & Watkins in partnership with PBI, serves as an essential reference document, providing guidance on the pro bono landscape in more than 80 countries.

84 jurisdictions

Angola • Argentina • Armenia • Australia • Austria • Azerbaijan • Belarus • Belgium • Bolivia • Brazil • Bulgaria • Canada • Chile • China • Colombia • Costa Rica • Czech Republic • Denmark • Dominican Republic • Ecuador • El Salvador • England & Wales • Finland • France • Georgia • Germany • Ghana • Greece • Guatemala • Haiti • Hong Kong • Hungary • India • Indonesia • Republic of Ireland • Northern Ireland • Israel • Italy • Japan • Jordan • Korea • Latvia • Lithuania • Luxembourg • Malaysia • Maldives • Montenegro • Morocco • Netherlands • New Zealand • Nicaragua • Nigeria • Norway • Pakistan • Panama • Paraguay • Peru • Philippines • Poland • Portugal • Romania • Russian Federation • Saudi Arabia • Scotland • Serbia • Singapore • Slovakia • Slovenia • South Africa • South Korea • Spain • Sweden • Switzerland • Taiwan, R.O.C. • Thailand • Turkey • Uganda • Ukraine • UAE • U.S. • Uruguay • Venezuela • Vietnam

In-House Global Pro Bono Projects

- Assisting with Applications: 29%
- Research: 43%
- Educational/Training: 64%
- Document Drafting: 21%
- Clinics: 14%
- Litigation: 7%
- Negotiation: 14%
- Mediation/Arbitration: 7%
- Policy Advocacy: 14%
- Transactional - Nonprofits: 36%
- Transactional - Small Business: 21%

According to the 2014 CPBO Benchmarking Report, responding departments with global pro bono programs provided assistance through a variety of projects.

Where are In-House Counsel Engaging in Pro Bono?

In-house counsel are engaged in pro bono services that impact the lives of individuals and organizations in a number of countries around the world, including those indicated on the map below. In 2014, CPBO supported the efforts of legal departments engaged in pro bono across 44 countries.

Corporate Pro Bono is a global partnership of ACC, and Pro Bono Institute.

CLO Resources

Chief legal officers have been at the forefront of the incredible growth of in-house pro bono. Many have publicly emphasized the importance of engaging in pro bono not just for their own legal departments but also for every lawyer. CPBO has compiled information for and about CLOs and in-house pro bono on a new, dedicated webpage, grouped into the following categories:

- New to Pro Bono
- Mature Pro Bono Programs
- CLO Perspectives and Resources
- CPBO Challenge® initiative
- Videos of CLO Remarks about Pro Bono

Chapter Resource Guide

CPBO works with many of ACC's 54 chapters and their members. Chapter pro bono efforts offer the unique opportunity for ACC members to connect with other in-house counsel and increase access to justice in their communities. To better support the pro bono efforts of ACC chapters, CPBO published "ACC Chapter Pro Bono Resources," a compilation that includes:

- Best practice profiles of six ACC chapters
- Guidance on highlighting pro bono on ACC chapter websites
- Sample documents
- Pro bono guides
- Articles about replicable pro bono efforts

"We need to help [lawyers] realize that together with the tremendous *privilege* of being able to practice law comes the *responsibility* and, in fact, a *duty* to help others who need our services."

Laura Stein, EVP and General Counsel
The Clorox Company
2012 NLADA Exemplar Award Dinner

"More and more for those who operate at the intersection of law and business, *pro bono* is both a humane act and a wise investment that *strengthens our ties* to communities and consumers."

David Leitch, Global General Counsel
Bank of America Corporation
2011 PBI Annual Dinner

"By serving as the guardians of *justice* for even the most unpopular, lawyers [...] make our world and the legal profession *better*."

Brackett Denniston, Retired SVP, Secretary, and GC
General Electric Company
2010 PBI Annual Conference

"When considering candidates for our legal teams - whether for our in-house staff or the law firms who support us - I look for those with not only the best skills, but also a *deep commitment* to the world around them. I'm very proud of the wide *variety of pro bono* projects our legal teams have undertaken."

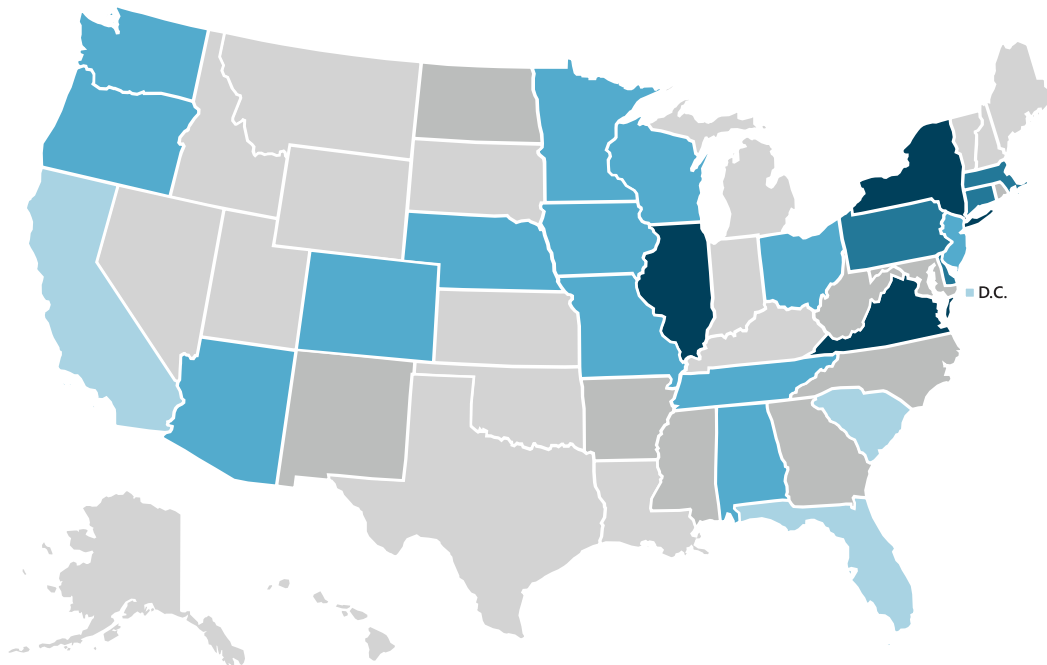
Gloria Santona, EVP, General Counsel, and Secretary
McDonald's Corporation
McDonald's Corporation - Serving Local Communities at Home and Abroad, Metropolitan Corporate Counsel

MULTIJURISDICTIONAL 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 2015, CPBO:

- convened meetings of in-house pro bono leaders and other stakeholders to develop strategies to change rules across the U.S.;
- presented biannual updates on changes in right to practice rules to the Conference of Chief Justices;
- published an updated guide covering all 50 states and Washington, D.C., on the right to practice pro bono;
- spoke at court-appointed committee meetings focused on changing practice rules; and
- worked with PBI, ACC in-house pro bono leaders, and other stakeholders to advocate for rule changes in 20 jurisdictions.

Since July 2012, 11 jurisdictions have made amendments to their practice rules, empowering more than 5,000 in-house counsel to engage in pro bono.



Dark Blue: These jurisdictions allow registered in-house counsel to engage in pro bono legal services broadly, subject to the local professional rules of conduct.

Medium Blue: These jurisdictions allow registered in-house counsel to provide pro bono legal services, if “associated” or “affiliated” under approved legal services organizations or with the supervision of a locally licensed attorney.

Light Blue: These jurisdictions allow registered in-house counsel to provide pro bono legal services, if “associated” or “affiliated” under approved legal services organizations.

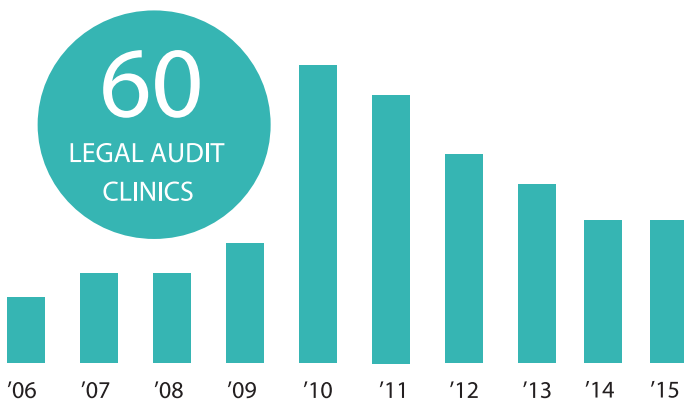
Light Blue: These jurisdictions allow registered in-house counsel to provide pro bono legal services, if “associated” or “affiliated” under approved legal services organizations and with the supervision of a locally licensed attorney.

Grey: These jurisdictions are silent with regard to registered in-house counsel providing pro bono legal services but allow out-of-state lawyers, including in-house counsel, to provide pro bono legal services subject to a number of restrictions.

Light Grey: These jurisdictions are silent with regard to registered in-house counsel and out-of-state attorneys providing legal services.

CLINIC IN A BOX® PROGRAMS

In 2015, CPBO officially launched a suite of Clinic in a Box® programs. CPBO hosted the first program, CPBO's Clinic in a Box® Program – Legal Audit, in 2001 at the ACC Annual Meeting. Since then, CPBO has hosted 60 legal audit clinics, which have engaged 1,800 in-house counsel and law department staff in pro bono and served more than 590 nonprofits and small businesses. In 2014, CPBO hosted its first Clinic in a Box® Program – Select Topic in Boston with the ACC Northeast Chapter, and its first Clinic in a Box® Program – Legal Education in Columbus, Ohio, with the Central Ohio ACC Chapter.



In 2015, CPBO hosted:

- six Clinic in a Box® Programs – Legal Audit
- one Clinic in a Box® Program – Select Topic
- two Clinic in a Box® Programs – Legal Education.

More than 165 in-house volunteers participated in Clinic in a Box® programs throughout the year, assisting 48 non-profit organizations.

In response to requests from legal departments and ACC chapters for additional opportunities for in-house pro bono, CPBO has developed and co-hosted “in-a-box” pro bono models similar to its Clinic in a Box® Program – Legal Audit.

Legal Audit

In 2015, CPBO co-hosted five Clinic in a Box® Programs – Legal Audit. Working with previous co-host Verizon Communications** in three cities and ACC Chicago for the fifth year, as well as new co-host Eisai Inc., the clinics engaged 132 members of 35 legal departments and assisted nonprofits that provide critical services such as advocating for civil rights, assisting victims of domestic violence, mentoring children, providing medical and dental care and pharmacy services, and preventing and reducing substance abuse.

Select Topic

The Clinic in a Box® Program – Select Topic was designed to create a unique pro bono opportunity to meet the needs and interests of in-house counsel. In 2015, CPBO, the ACC Northeast Chapter, Mintz Levin, and the Lawyers Clearinghouse co-hosted its second such clinic at the ACC Annual Meeting. The clinic focused on anti-discrimination issues and the following important policies for nonprofits: Equal Employment Opportunity Policy, Non-Discrimination and Anti-Harassment Policy, Sick Leave Policy, and Parental Leave Policy.

Legal Education

CPBO developed this model to provide in-house counsel the opportunity to educate nonprofits or small businesses on select topics, answer questions, and provide brief advice. In Columbus, Ohio, CPBO, the ACC Central Ohio Chapter, Barnes & Thornburg*†, and United Way of Central Ohio hosted programs for local United Way agencies in 2015:

- April 2015: Real Estate and Leases
- October 2015: Employees, Contractors, Volunteers and Interns

CORPORATE PRO BONO



ACC Annual Meeting

CPBO attends the ACC Annual Meeting every fall to provide information, resources, and guidance to the thousands of attending in-house counsel from around the globe. At the 2015 ACC Annual Meeting in Boston, CPBO met with dozens of in-house counsel interested in learning more about in-house pro bono, both in the Exhibit Hall and at the following CPBO-hosted events:

Clinic in a Box[®] Program – Nonprofit Policies

A Clinic in a Box[®] Program – Nonprofit Policies, with ACC Northeast, Mintz, Levin, Cohn, Ferris, Glovsky and Popeo*†, and The Lawyers Clearinghouse focused on anti-discrimination issues and the following important policies for nonprofits: Equal Employment Opportunity Policy, Non-Discrimination and Anti-Harassment Policy, Sick Leave Policy, and Parental Leave Policy. Twenty-two in-house attorneys from the Boston area, around the country, and Argentina assisted nine nonprofit organizations.

Clinic in a Box[®] Program Training

For the second year in a row, CPBO provided detailed instruction on hosting a Clinic in a Box[®] program, reviewing dozens of form documents used to support the off-the-shelf clinic model and covering numerous tasks – from the selection of co-hosts to post-clinic evaluation.

CORPORATE PRO BONO CHALLENGE[®] INITIATIVE

As the industry standard for in-house pro bono, the CPBO Challenge[®] initiative enables legal departments to identify, benchmark, and communicate their support for pro bono service. By signing the CPBO Challenge[®] statement, chief legal officers commit to encourage at least 50 percent of their legal department staff to engage in pro bono service. In 2015, 13 legal departments joined the CPBO Challenge[®] initiative, raising the total number to 146 signatories at the end of the year.

Fifth Annual Pro Bono Breakfast

The breakfast was an informal opportunity for in-house counsel with varying degrees of experience with in-house pro bono to come together with CPBO to share best practices, challenges, and successes. The conversations covered a number of topics, including insurance, starting a pro bono program, current projects, increasing participation, and methods to overcome real and perceived challenges associated with engaging in pro bono.

The Chief Legal Officer's View of In-House Pro Bono

The general counsel of Hertz Global Holdings, Inc.**, Massachusetts Mutual Life Insurance Company**, and Pebble Technology Corp. discussed the role of chief legal officers and other leaders in supporting pro bono efforts. They also addressed the growth and importance of in-house pro bono within legal departments, companies, and the communities in which they work.

New CPBO Challenge[®] Signatories

Archer-Daniels-Midland Company • Assurant, Inc. • Entergy Corporation • Factset Research Systems, Inc. • FedEx Ground System, Inc. • Hertz Global Holdings, Inc. • LyondellBasell Industries N.V. • The PNC Financial Services Group, Inc. • Qualcomm Incorporated • salesforce.com, inc. • Towers Watson & Co. • Xerox Corporation • Yahoo! Inc.



146 CPBO Challenge Signatories
as of December 31, 2015

CPBO CHALLENGE® SIGNATORIES (2015)

*†3M Company	Cisco Systems, Inc.	Hyatt Hotels Corporation	*†Rick Engineering Company
† Abbott Laboratories	*† Citigroup Inc.	*† Intel Corporation	† Royal Bank of Canada
† Accenture plc	*† The Clorox Company	† International Paper Company	salesforce.com, inc.
† Adventist Health System	*† The Coca-Cola Company	*† J.C. Penney Company, Inc.	*† Sara Lee Corporation
AECOM	*† Computer Sciences Corporation	† Johnson & Johnson	*† Shell Oil Company
*† Aetna Inc.	† Computer Systems Center	Johnson's Tire Service LLC	† SIMNSA Co
*† Agilent Technologies, Inc.	Incorporated (CSCI)	† Kaplan, Inc.	*† Starbucks Corporation
Alaska Airlines Group Inc.	*† Counsel on Call	† LexisNexis Group	† Starwood Hotels & Resorts
† Allstate Insurance Company	† Cox Communications, Inc.	*† LMI (Logistics	Worldwide, Inc.
*† Altria Group, Inc.	*† Deere & Company	Management Institute)	State Volunteer Mutual
† American Airlines Group Inc.	*† Dell Inc.	LyondellBasell	Insurance Company
† American Electric Power	† Deloitte	Industries N.V.	† Symantec Corporation
Company, Inc.	DHL Express (USA), Inc.	† Marathon Oil Corporation	† SYNEX Corporation
*† American International	Direct Supply, Inc.	*† Marsh & McLennan	† Synopsys, Inc.
Group, Inc.	Discover Financial Services	Companies, Inc.	† Target Corporation
† AOL Inc.	DreamWorks Animation	Massachusetts Mutual Life	TE Connectivity Ltd.
† Aon Corporation	SKG, Inc.	Insurance Company	† Thomson Reuters Corporation
Archer-Daniels-Midland	† Duke Energy Corporation	† Mayo Clinic	† TIAA
Company	DuPont	† McDonald's Corporation	*† The Toro Company
† Arena Pharmaceuticals, Inc.	Duquesne Light Company	Medtronic, Inc.	*† TXU Energy
† Armstrong World Industries, Inc.	Entergy Corporation	*† Merck & Co., Inc.	*† Tyson Foods, Inc.
† ARS National Services Inc.	*† Exelon Corporation	† MetLife, Inc.	† U.S. Bancorp
† Association of	FactSet Research Systems Inc.	*† Microsoft Corporation	† United Continental
Corporate Counsel	Federal Home Loan Mortgage	† MillerCoors LLC	Holdings, Inc.
Assurant, Inc.	Corporation (Freddie Mac)	MSA Safety Inc.	*† United Parcel Service, Inc.
† AT&T Inc.	† Federal National Mortgage	MVG Development, Inc.	*† United Technologies
*† Automated Financial	Association (Fannie Mae)	† National Life Insurance Company	Corporation
Systems, Inc.	† Federal Reserve Bank	(National Life Group)	† UnitedHealth Group
*† Bank of America Corporation	of New York	† Nationwide Mutual	Incorporated
The Bank of New York	FedEx Ground Package	Insurance Company	*† The Vanderbilt University
Mellon Corporation	System, Inc.	† The New York Times Company	† Verizon Communications Inc.
† Best Buy Co., Inc.	† The Finish Line, Inc.	† Office Depot, Inc.	Viacom Inc.
† BlueCross BlueShield	*† Fireman's Fund Insurance	† The Pep Boys-Manny,	*† Vulcan Inc.
of Tennessee, Inc.	Company	Moe & Jack	† Wal-Mart Stores, Inc.
† Boehringer Ingelheim	*† Fisher Healthcare	*† PepsiCo, Inc.	Walgreens Boots Alliance, Inc.
Corporation	† Ford Motor Company	† PETCO Animal Supplies, Inc.	*† The Washington Post Company
Boston Scientific Corporation	† The Gap, Inc.	*† Pfizer Inc.	West Monroe Partners, LLC
† Bristol-Myers Squibb Company	*† General Electric Company	The PNC Financial Services	† The Williams Companies, Inc.
*† CA, Inc.	General Mills, Inc.	Group, Inc.	Willis Towers Watson
Capital One Financial Corporation	*† General Motors Company	*† PPG Industries, Inc.	WPX Energy, Inc.
*† Cardinal Health, Inc.	† Golden State	Prudential Financial, Inc.	Xerox Corporation
*† Caterpillar Inc.	Foods Corp.	Qualcomm Incorporated	Yahoo! Inc.
CBRE Group, Inc.	*† Hasbro, Inc.		
† CBS Corporation	Hertz Global Holdings, Inc.		
Churchill Downs Incorporated	† Hewlett Packard		
† CIGNA Corporation	Enterprise Company		

* Indicates Charter Signatory

† Indicates Challenge 100 Signatory

KEY INITIATIVES, TRAINING, AND RESOURCES

A key part of fulfilling PBI's mission is empowering its stakeholders with the resources they need to be successful in using pro bono to lessen the gap in access to justice domestically and abroad. PBI's programs deliver essential tools for building, growing, and sustaining pro bono programs and individual projects.

KEY INITIATIVES, TRAINING, AND RESOURCES

GLOBAL PRO BONO

Through its Global Pro Bono Project, Pro Bono Institute (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.

Key Activities

- Hosted a session during the 2015 Annual Conference focused on locating and vetting global pro bono projects, later reprised as a webinar.
- Hosted a meeting with an executive director from a Jordanian legal services organization, as well as a delegation from the Philippines, to discuss pro bono development in their respective jurisdictions as well as in the U.S.
- Benchmarked global pro bono engagement with legal departments of multinational companies.
- Provided services to pro bono leaders in Eastern Europe and the United Kingdom to encourage increased pro bono engagement.
- Provided consultative services to a fast-growing number of legal departments and law firms on the development of pro bono outside the U.S.
- Developed the latest edition of the Global Pro Bono Survey, in partnership with Latham & Watkins*†.
- Developed the *Global Due Diligence Manual* in conjunction with several international law firms.

2015 ANNUAL CONFERENCE

More than 300 representatives from law firms, legal departments, and public interest and legal services organizations from around the world attended the 2015 PBI Annual Conference on March 4-6. The Conference featured recurring sessions such as “Law Firm Pro Bono 101” and “Update on In-House Pro Bono” as well as numerous new session topics covering a wide range of issues and developments in pro bono.

The Conference kicked off with a Joint Opening Lunch for law firm and in-house attendees hosted by Mark Chandler, Cisco Systems, Inc.; Greg Jordan, The PNC Financial Services Group, Inc.; Kim Koopersmith, Akin Gump Strauss Hauer & Feld*†; Mark Wasserman, Sutherland Asbill & Brennan*†; and David Wilkins, Harvard Law School. The panelists provided insights about the forces and trends that will shape the future of pro bono.

The Opening Plenary featured two keynote speakers: U.S. Solicitor General Donald B. Verrilli and FSG, the leader in collective impact and catalytic philanthropy, Co-Founder and Managing Director Mark Kramer. Verrilli emphasized the importance of doing pro bono and setting an example for other lawyers. He also recounted his days working in a firm, explaining how taking on challenging pro bono cases made him a better lawyer and ultimately prepared him for his position as U.S. Solicitor General. Kramer talked about the future of pro bono and how law firms, legal departments, and public interest organizations can use the collective impact model to promote and strengthen pro bono programs and significantly increase the impact of their work and create better client outcomes.

The Conference closed with the session “Collaborative Pro Bono: Imagining the Possible,” led by pro bono thought-leaders and consultants from FSG. During this final session, attendees learned about PBI’s Collaborative Justice Project® and explored in-depth how to create and maintain successful collaborative efforts.

PBI presented the 2015 Laurie D. Zelon Pro Bono Award to William J. Casazza and the Law & Regulatory Affairs Department of Aetna Inc. during the Annual Conference Reception. The reception was hosted at the U.S. Chamber of Commerce and featured remarks from Casazza, U.S. Supreme Court Associate Justice Ruth Bader Ginsburg, and Elliott Greenleaf Chairman John M. Elliott.

PUBLIC INTEREST PROJECT

PBI’s Public Interest Project provides strategic advice, training, and tailored technical assistance to legal services organizations that address the legal problems of the poor and disadvantaged and the nonprofit and community groups that serve those populations. The Public Interest Project helps public interest organizations to most effectively leverage the resources of large law firms and legal department to enhance their work. Due to resource limitations, PBI offers consultative service on a fee-for-service basis to pro bono and legal services public interest organizations, covering a range of issues related to access to justice and the delivery of pro bono services.

KEY INITIATIVES, TRAINING, AND RESOURCES

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.

SHEEHAN SCHOLARS AND INTERNS

In the summer of 2015, PBI welcomed the fifth class of Sheehan Scholars. Robert C. Sheehan — head of the pro bono program at Skadden, Arps, Slate, Meagher & Flom*†, former executive partner of the firm (1994-2009), and former co-chair of the Law Firm Pro Bono Project Advisory Committee — and his family provided the financial support to launch this program for law students in 2010, which has been named in his honor in recognition of his extraordinary pro bono leadership. PBI also hosted six additional interns throughout the year.

In 2015, PBI hosted Sheehan Scholars and interns from the following institutions:

- Georgetown University
- Georgetown University Law Center
- The Ohio State University
- University of Michigan

PRO BONO MEASUREMENT AND METRICS

PBI continued its progress in creating a customizable framework for legal departments and law firms interested in adding an all-important metrics and measurement element to their pro bono infrastructure. Both firms and legal departments are increasingly seeking data-based information on the value and effectiveness of all of their operations — commercial, certainly, but also corporate social responsibility. The time is approaching when hard questions will be raised such as “what difference did our pro bono work make?”; “what value did that work add to the firm?”; and “how do we know we have the most effective pro bono program making the best use of our most expensive resource — the time of our lawyers?” At present, pro bono leaders and supporters typically have no capacity to respond objectively to those questions, and anecdotal evidence is inadequate.

This year, PBI worked with four legal departments to refine the framework legal departments and law firms may use to measure the social and business benefits generated by their pro bono efforts.

COLLABORATIVE JUSTICE PROJECT™

PBI established the innovative Collaborative Justice Project™ to bring together representatives from a variety of institutions to collectively address the needs of the most vulnerable in our society and provide long-term solutions. The Project aims to more effectively deploy stakeholders from different sectors to develop and implement a common agenda and measurable plan to reduce and, eventually, ameliorate a persistent and critical societal problem within the community.

In 2013, PBI launched a pilot project in Minneapolis and, working with a steering committee of 19 different organizations, identified a persistent issue for the project to address — the successful reentry of men and women from federal and state prisons in Minnesota. In 2015, the team drafted a common agenda and established working groups to focus on five key areas and develop and implement action plans that would support the project’s goal: to reduce recidivism in Minnesota.

KEY INITIATIVES, TRAINING, AND RESOURCES

LEADERSHIP CONVOCATION

The PBI Leadership Convocation is an annual invitation-only event for law firm and in-house leaders to help ensure that pro bono service effectively and strategically addresses the need for legal assistance and effects change in the justice system.

PBI's 2015 Leadership Convocation was hosted in November at the New York office of Kramer Levin Naftalis & Frankel*†, immediately preceding the 2015 PBI Annual Dinner. Eric A. Tirschwell, partner and pro bono committee chair of Kramer Levin, opened the program, which brought together prominent representatives of major law firms and in-house legal departments to discuss developments and trends in the legal profession and their impact on pro bono and access to justice.

Kim Koopersmith, chair of Akin Gump Strauss Hauer & Feld, moderated the distinguished panel comprised of Regina Pisa, Chairman Emeritus, Goodwin Procter*†; John Koneck, President, Fredrikson & Byron*†; Greg Jordan, General Counsel and Head of Regulatory and Government Affairs, The PNC Financial Services Group, Inc.**; and Laura Stein, Executive Vice President – General Counsel, The Clorox Company*. They discussed the major changes and trends in the economics of law firms and in-house legal departments, such as globalization, the increased use of technology, and shifting business and relationship dynamics between law firms and legal departments and how those trends will shape the future of pro bono.

FACILITATING PRO BONO PARTNERSHIPS

PBI assists law firms, legal departments, and ACC chapters in identifying potential partners and structuring partnerships that are effective and enduring. PBI helps define expectations for partner organizations and address obstacles, discusses best practices and potential areas of focus, and offers unique resources for partnerships.

In 2015, PBI hosted several programs on fostering effective partnerships at its Annual Conference, Leadership Convocation, and at the ACC Annual Meeting, providing instruction to more than [200] law firms and legal departments on structuring successful partnerships.

WEBINARS

Produced in conjunction with West LegalEdcenter, PBI coordinates programs, which generally offer CLE credit and contain content related to current and evolving topics in pro bono and select sessions at the Annual Conference. All programs are available on-demand.

PBI's 2015 Webinars:

- [An Inside Look at In-House Pro Bono Partnerships](#)
- [In-House Pro Bono: Trends and Benchmarking Results](#)
- [Successful In-House Pro Bono Partnerships](#)

Best of the 2015 PBI Annual Conference Series:

- [Locating and Vetting Global Pro Bono Projects](#)
- [Integrating Pro Bono, CSR, and Charitable Giving](#)
- [Pro Bono for Entrepreneurial Clients: Small Businesses and Social Entrepreneurs](#)
- [Pro Bono in Practice: Criminal Justice](#)
- [Pro Bono in Practice: Education](#)
- [Best Practices: Successful Partnering](#)

NETWORKING EVENTS AND SUPPORTERS

PBI hosts two major networking events each year, bringing together leaders from law firms, legal departments, and public interest organizations.

NETWORKING EVENTS AND SUPPORTERS



2015 PBI ANNUAL CONFERENCE RECEPTION

PBI hosted its Annual Conference March 4 – 6 at the Capital Hilton in Washington, D.C. After a day filled with cutting-edge programming, PBI hosted its Conference Reception at the U.S. Chamber of Commerce on the evening of March 5. During the reception, PBI presented its 2015 Laurie D. Zelon Pro Bono Award to Then-Executive Vice President and General Counsel William J. Casazza and the Law & Regulatory Affairs Department of Aetna Inc.** Elliott Greenleaf† Chairman John M. Elliott presented the award and attendees heard remarks from U.S. Supreme Court Associate Justice Ruth Bader Ginsburg; James W. Jones, chairman, PBI Board of Directors; Robert C. Sheehan, of counsel, Skadden, Arps, Slate, Meagher & Flom; and Casazza.



From left: Then-Executive Vice President and General Counsel of Aetna Inc. William J. Casazza; U.S. Supreme Court Associate Justice Ruth Bader Ginsburg; PBI Board Chair James W. Jones; Elliott Greenleaf Chairman John M. Elliott; and Skadden, Arps, Slate, Meagher & Flom Of Counsel Robert C. Sheehan



From left: Skadden, Arps, Slate, Meagher & Flom Of Counsel Robert C. Sheehan; PBI Board Chair James W. Jones; Aetna Inc. Executive Vice President and General Counsel William J. Casazza; and Elliott Greenleaf Chairman John M. Elliott



Skadden, Arps, Slate, Meagher & Flom Of Counsel Robert C. Sheehan (left) presented Then-Executive Vice President and General Counsel of Aetna Inc. William J. Casazza with the 2015 Laurie D. Zelon Pro Bono Award.



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2015 ANNUAL DINNER



2015 PBI ANNUAL DINNER

PBI hosted its 2015 Annual Dinner November 5, at Gotham Hall in New York, during which PBI celebrated the 20th Anniversary of its Law Firm Pro Bono Challenge®, paid a special tribute to PBI's founder Esther F. Lardent, and introduced the Esther F. Lardent Fund for Innovation in Pro Bono.

PBI also presented its 2015 John H. Pickering Award to Sidley Austin*†, and for the first time, PBI presented two CPBO Pro Bono Partner awards: one for Large Law (a partnership involving a legal department of 50 or more lawyers) and one for Small Law (a partnership involving a legal department of 49 or fewer lawyers). CPBO introduced the separate categories to better recognize exceptional partnerships involving legal departments of all sizes. The CPBO Pro Bono Partner Award – Large Law was presented to BNY Mellon**, White & Case*†, and The National LGBT Bar Association. The CPBO Pro Bono Partner Award – Small Law was presented to Best Buy Co., Inc. ** and Volunteer Lawyers Network.



PBI Founder and first President & CEO Esther F. Lardent received a standing ovation following a special tribute commemorating her 45-year legal career which she devoted to fighting for civil rights and access to justice.



Then-Executive Vice President and General Counsel of Ford Motor Company** David G. Leitch with Best Buy Co., Inc. General Counsel Keith J. Nelsen. Best Buy and Volunteer Lawyers Network received the 2015 CPBO Pro Bono Partner Award – Small Law.



From left: Then-Senior Executive Vice President, Chief Administrative Officer, and General Counsel of Hertz Global Holdings, Inc. Thomas J. Sabatino; PBI Founder and first President & CEO Esther F. Lardent; and 3M Company Senior Vice President, Legal Affairs & General Counsel Ivan K. Fong.



Left: Annual Dinner Co-Chair and Executive Vice President and General Counsel of The PNC Financial Services Group, Inc. Gregory B. Jordan delivered remarks.

Center: Akin Gump Strauss Hauer & Feld Chairperson Kim Koopersmith delivered a special acknowledgment of Law Firm Pro Bono Challenge® Signatories in recognition of the 20th anniversary of the Challenge as co-chair of the Law Firm Pro Bono Project Advisory Committee.

Right: BNY Mellon Senior Deputy General Counsel William J. Perlstein played dual roles at the Annual Dinner. On behalf of WilmerHale, Perlstein presented the 2015 John H. Pickering Award to Sidley Austin. Later in the evening, Perlstein received the 2015 CPBO Pro Bono Partner Award – Large Law on behalf of BNY Mellon, White & Case, and the National LGBT Bar Association.

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COMMUNICATIONS AND MEDIA

PBI's communications team is responsible for enhancing the organization's work through a number of outreach strategies by ensuring that PBI's constituents, the media, as well as other stakeholders have quick and easy access to pro bono news and resources.

COMMUNICATIONS AND MEDIA

THE PRO BONO WIRE

The *Pro Bono Wire*, PBI's monthly e-newsletter, is available to law firms, legal departments, public interest organizations, and members of the media. Click here to [subscribe](#).

THE PBEYE

The *PBEye*, PBI's blog, contains timely information on developments in pro bono, news from the organization, coverage of PBI's events, and pro bono-related videos. Visit [The PBEye](#).

SOCIAL MEDIA

PBI uses social media to quickly and efficiently share news, learn about current happenings in pro bono, and connect with constituents and supporters from around the world.



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MEDIA HIGHLIGHTS AND MENTIONS

[“Hogan Lovells Introduces Community Service Mandate to All Employees”](#)

The American Lawyer, February 11, 2015

[“Bringing Pro Bono In-House”](#)

Lexpert, April 27, 2015

[“The Justice Gap: How Big Law Is Failing Legal Aid”](#)

The American Lawyer, June 29, 2015

[“The Rise of In-House Pro Bono”](#)

Thomson Reuters, July 30, 2015

[“Ten Pro Bono Organizations You Should Know About”](#)

Chambers Associate, August 4, 2015

[“Lifetime Achiever: Esther Lardent, Pro Bono Institute”](#)

The American Lawyer, August 24, 2015

[“Papal Visit Opens Arms at Pro Bono Clinic”](#)

Legal Times, September 21, 2015

[“PBI Offers Guidance on Pro Bono for Social Enterprises”](#)

New York Law Journal, September 29, 2015

[“Overcoming Challenges to In-House Pro Bono: Time Limitations”](#)

Thomson Reuters, September 30, 2015

[“The Power of Corporate Pro Bono: What Would Mr. Fezziwig Do?”](#)

LexisNexis, November 10, 2015

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1025 Connecticut Ave., NW, Suite 205 | Washington, DC 20036
202.729.6699 | www.probonoinst.org