



PRO BONO INSTITUTE
YEAR IN REVIEW 2014

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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

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.



PRESIDENT'S MESSAGE



It has been almost two decades since Pro Bono Institute (PBI) was launched, and its work to support pro bono at major law firms and, eventually, legal departments began. After 20 years, PBI could be seen as an institution — solid, reliable, and predictable. But we believe that PBI, like its animating ethos of public service, is not an institution but rather a movement. And, as a movement, we strive to be nimble, innovative, and, occasionally, provocative and controversial.

Our bread-and-butter work — rigorous research, consultative services, training opportunities — continues, but we have rethought even these basic roles and, we believe, improved them. For example, we understand so much more today about ensuring that our data is statistically reliable and a strong basis for analyzing trends and identifying issues.

For me, however, our most exciting — and challenging — work has been our cutting-edge projects — metrics and measurement and our Collaborative Justice Project™ — which have the potential to profoundly transform pro bono service just as our Law Firm Pro Bono Challenge® and Corporate Pro Bono Challenge® initiative have done. Despite the concern that some have expressed about looking too closely at the outcomes and impact of pro bono work, we believe that evidence-based data is essential. It is a starting point and a critical element in honestly and carefully assessing the value and effectiveness of pro bono work. Metrics leads to questions — important questions that must be addressed.

The collaborative justice model we are piloting is a truly innovative approach to legal services. It envisions a community-wide effort that attracts a wide range of stakeholders, skills, perspectives, and values to address a common agenda, with the goal of addressing the underlying root causes of social injustice. Metrics are a key element of this approach as well, but the key is to not view legal services as its own function, isolated from other key segments of the community; rather, its impact is heightened when it is a part of a larger set of players. Our pilot program has taught us a great deal and is an exciting and very promising effort.

Like collaborative models, adopting metrics does not come naturally to the legal community or to the public interest world, and developing resources that can be tailored to meet the needs of various firms, departments, and communities is a daunting task, as well as a time-consuming one. We have devoted substantial resources to testing, rethinking, and now implementing a metric for pro bono legal services. The current pilot project is going well, and the resulting feedback is informing improvements to our metrics collection methodology, to the reporting dashboard, and to our metric and measurement toolkit that may be tailored to the programs, the organizations' vision of success, and complexity of individual law firms and legal departments. In 2015, we will expand the number of beta sites for the metrics effort so that we are testing it in a variety of host sites, with the hope that we can make the metrics package available later this year.

We will also be ramping up our global activities. In 2014, a number of requests we received for consultative assistance focused on global or transnational pro bono, and we have broadened our knowledge base and capacity as a result. Look for some substantial global projects in 2015 and 2016 that will provide key research and guidance to legal departments and firms.

Our work is undertaken by a small and dedicated staff who “punch above their weight” when it comes to the volume and quality of the work, as this report reveals. Our ability to effectively continue our core activities, but also to be a force for innovation and transformation is reliant on the generous charitable contributions of the law firms and legal departments with whom we work, and we are so grateful for their support. If you are not a PBI supporter, we hope you will consider making a tax-exempt gift. Even a modest sum makes a great deal of difference.

A handwritten signature in black ink, appearing to read 'Esther' followed by a stylized flourish.

Esther F. Lardent
PBI President and CEO

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LAW FIRM PRO BONO PROJECT

Pro Bono Institute's (PBI) 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, philosophy, and culture of large firms so that they provide the institutional support, infrastructure, and encouragement essential to fostering a climate supportive of 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 2014, the Project recorded more than 180 hours of consultative services for law firms.

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.

In 2014, the Law Firm Project placed special emphasis on assisting firms with program assessments and pro bono strategic planning efforts. Project staff provided ongoing guidance during the planning and execution of a daylong firm retreat where pro bono leaders and committee members assembled from across the country to set goals and discuss strategies for strengthening the firm's pro bono program and implementing those goals.

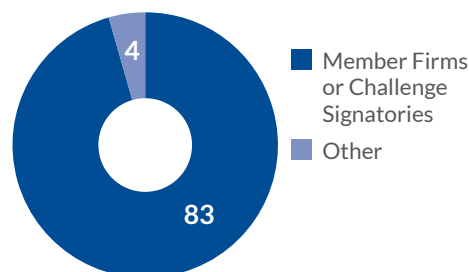
TOPICS DISCUSSED

The Law Firm Project provides assistance on a number of topics. The most frequently addressed topics this year included opportunities for transactional lawyers, partnering with legal departments, strategic planning, integrating pro bono and professional development, reinvigorating pro bono committees, updating pro bono policies, managing multi-office pro bono efforts, attorneys' fees issues, integrating laterals into the pro bono program, administratively tracking pro bono matters, and navigating leadership and structural changes at the firm, including firm mergers.

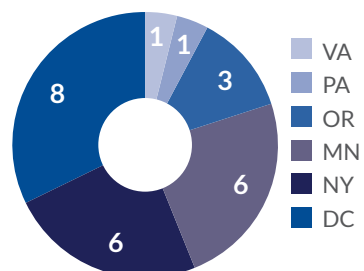
COMMUNITY REACH

The Law Firm Pro Bono Project has worked with a total of 87 firms in the past year. Below is a breakdown of the type of firms worked with and house calls made during 2014.

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



House Calls conducted - 24



LAW FIRM PRO BONO PROJECT

PUBLICATIONS AND RESEARCH

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

- Closing Time: Practice Tips for Administratively Closing Pro Bono Matters
- Law Firm Partners and Pro Bono Data Collection
- Law Firm Pro Bono Challenge® Signatories and Law Firm Pro Bono Member Firms with Charitable Giving Foundations
- Planning for the Future: Law Firm Pro Bono Succession Management
- Pro Bono and Law Firm Mergers
- Pro Bono Partner and Coordinator Orientation Packs
- Report on the 2013 PBI Law Firm Pro Bono Challenge® Statistics

MEDIA CONSULTATIONS

The Law Firm Project promotes pro bono in a wide range of media outlets and is called on for its expertise on law firm pro bono by the media. In 2014, the Law Firm Project was selected as one of the Circle of Experts for the *Financial Times* North America Innovative Lawyers Report. PBI staff also served as key sources for a wide range of legal media, including *The National Law Journal*, *The American Lawyer*, the (San Francisco) *Daily Journal*, and a host of other publications.

SPECIAL PROJECTS

In January 2014, an amicus brief was filed on behalf of PBI in the New Jersey Supreme Court, in a matter with important national implications. The brief supported an appeal of an ethics decision that would have greatly discouraged attorneys from providing pro bono legal services to a debtor in a “no-asset” Chapter 7 bankruptcy proceeding when the attorney’s law firm represented a creditor of the debtor in an unrelated matter. The Court released its unanimous, favorable opinion in July and struck an appropriate balance that both promotes pro bono service and protects clients from conflicts of interest. The opinion is a strong statement of support for pro bono that will be a model for other jurisdictions.

MEMBERSHIP

Many of the world’s most respected law firms are Members of the Law Firm Project. Member Firms support the Project’s work through annual dues and receive a wide range of free and discounted services.

127
Law Firm Pro Bono
Project Member Firms
*As of Dec. 31, 2014, an increase of
seven firms from 2013.*

LAW FIRM PRO BONO PROJECT

LAW FIRM PRO BONO CHALLENGE®

A unique, aspirational pro bono standard developed by law firm leaders and corporate general counsel, the 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. Challenge Signatories publicly acknowledge their institutional, firm-wide commitment to provide pro bono legal services to low-income individuals, families, and nonprofit groups. To help firms honor their commitment, 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.

CHALLENGE POSTER

The Law Firm Project issued its annual Challenge poster to Challenge Signatories and career services offices at 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® REPORT

The *Report on the 2013 Pro Bono Institute Law Firm Pro Bono Challenge® Statistics*, published in 2014, examines the pro bono performance of firms that were Signatories to the Law Firm Pro Bono Challenge® during the 2013 calendar year.

142

Law Firm Challenge Signatories

As of Dec. 31, 2014



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	Nutter McClennen & Fish
Alston & Bird	Fried, Frank, Harris, Shriver & Jacobson	O'Malley & Myers
*Arent Fox	Fulbright & Jaworski	Oppenheimer Wolff & Donnelly
Armstrong Teasdale	*Garvey Schubert Barer	*Orrick, Herrington & Sutcliffe
Arnold Golden Gregory	*Gibbons	Patterson Belknap Webb & Tyler
*Arnold & Porter	Gibson, Dunn & Crutcher	Patton Boggs
Baker & McKenzie	Goodwin Procter	Paul Hastings
Baker Botts	Goodson & Stotts	*Paul, Weiss, Rifkind, Wharton & Garrison
Ballard Spahr	Graves, Dougherty, Heaton & Moody	Pepper Hamilton
Barnes & Thornburg	*Hogan Lovells	Perkins Cole
Beveridge & Diamond	*Holland & Hart	Phillips Winthrop Shaw Pittman
*Bingham McCutchen	*Holland & Knight	*Priskauer Rose
Blank Rome	Hollingsworth	Quarles & Brady
Brady Arent Bouk Cummings	Hughes Hubbard & Reed	*Reed Smith
Briggs and Morgan	*Hunter & Williams	Robins, Kaplan, Miller & Ciresi
Brown Rudnick	Husch Blackwell	Robinson & Silver
Brownstein Hyatt Farber Schreck	Irwin & Manella	Rodriguez, Dickason, Sloan, Akin, & Robb
*Bryan Cave	*Jenner & Block	Saul Ewing
Buchanan Ingersoll & Rooney	K&L Gates	Schiff Hardin
*Carlton Fields Jordan Burt	Keyes Scholer	Schnader Harrison Segal & Lewis
Carrington, Coleman, Skuman & Blumenthal	Kilpatrick Townsend & Stockton	Seyler Shaw
Chadbourne & Parke	King & Spalding	*Shearman & Sterling
*Cherry Gottlieb Stoen & Hamilton	Washington, D.C. Office Only	*Shipman & Goodwin
Coblentz, Patch, Duffy & Bass	Kirkland & Ellis	Sidley Austin
Cohen Milstein Sellers & Toll	Kramer Levin Nafellis & Frankel	Simpson Thacher & Bartlett
Cockley	Latham & Watkins	*Skadden, Arps, Slate, Meagher & Flom
*Covington & Burling	Lindquist & Vennum	Snell & Wilmer
Coxen O'Connor	Linklaters	*Stephens & Johnson LLP
Crowell & Moring	New York Office Only	Stinson Leonard Street
Davis Wright Tremaine	Loeb & Loeb	Strasburger & Price
Day Pitney	Lowenstein Sandler	Sutherland Asbill & Brennan
*Debevoise & Plimpton	Manatt, Phelps & Phillips	Thompson Coburn
Dechert	Mason Edelman Borman & Brand	Trotter Sanders
*Dentons US	Mayer Brown	Van Cott, Bagley, Cornwall & McCarthy
Dickstein Shapiro	McCarter & English	*Venable
*DLA Piper (US)	McDermott Will & Emery	Vinson & Elkins
*Dorsey & Whitney	McGuireWoods	Vorys, Seter, Seymour and Pease
*Drinker Biddle & Reath	McKenna Long & Aldridge	Weil, Gotshall & Manges
Dykema Gossett	Michael Best & Friedrich	White & Case
Edwards Wildman Palmer	Milbank, Tweed, Hadley & McCloy	Willey Rein
Epstein Becker & Green	*Miller, Canfield, Paddock and Stone	Williams & Connolly
Washington, D.C. Office Only	Miller & Chevalier	*Wilmer Cutler Pickering Hale and Dorr
Ferguson Baker Daniels	Miller Nash	Wilson Sonsini Goodrich & Rosati
Fennell Braun + Martel	Mintz, Levin, Cohn, Ferris, Glovsky and Popeo	*Winston & Strawn
Fernick & West	Morgan, Lewis & Bockius	Womble Carlyle Sandridge & Rice
Finnegan, Henderson, Farabow, Garrett & Dunner	*Morrison & Foerster	Zuckerman Spader
Foley & Lardner	*Munger, Tolles & Obion	
Foley & Mansfield	*Nelson Mullins Riley & Scarborough	
Foley Hoag	Nixon Peabody	

* Denotes Charter Signatories to the Challenge. List current as of April 2014.

For a copy of the Challenge or additional information, please visit our website at www.probonoinst.org.
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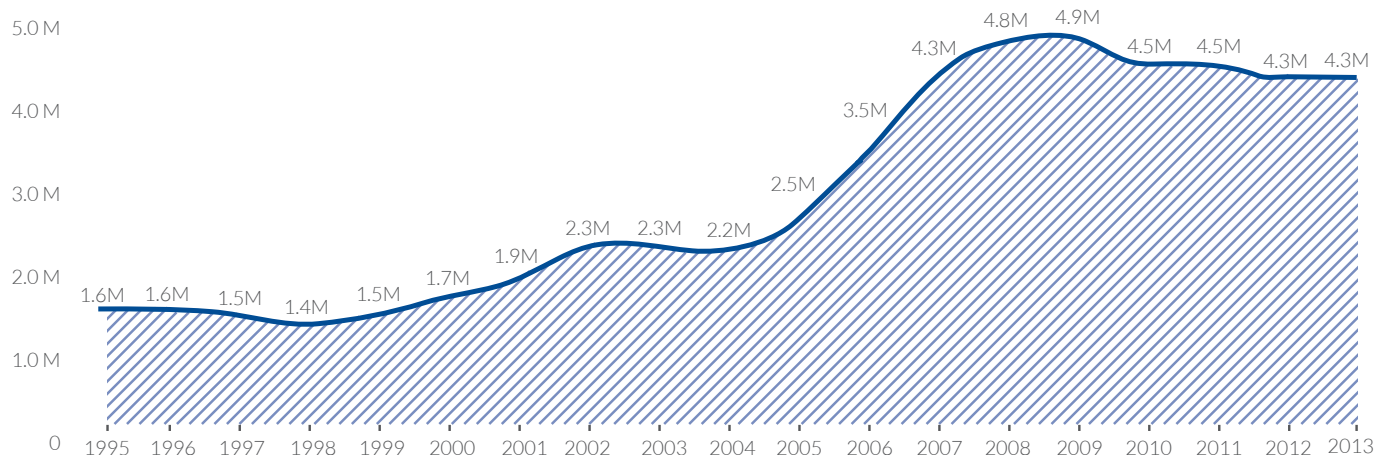
LAW FIRM PRO BONO PROJECT

OVERALL PERFORMANCE

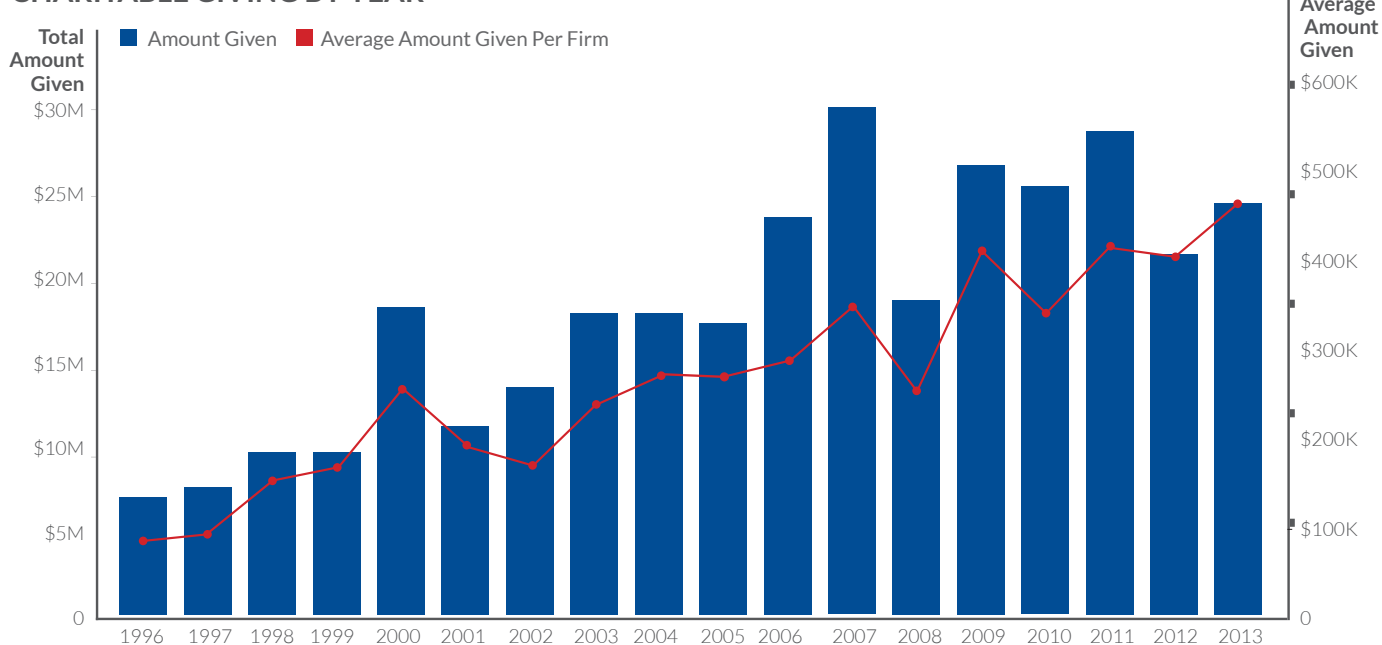
One hundred twenty-eight participating firms reported their pro bono hours in 2013, performing an aggregate total of 4,335,429 hours of pro bono work. This is the fifth highest annual total since the implementation of the Challenge in 1995. In 2013, Challenge

Signatories maintained their pro bono commitment, culture, and infrastructure, despite a fragile economic recovery, major shifts in demographics and client demand, and continued uncertainty about future directions.

TOTAL NUMBER OF PRO BONO HOURS BY YEAR



CHARITABLE GIVING BY YEAR



LAW FIRM PRO BONO PROJECT

HOURS PER ATTORNEY INCREASE

Average pro bono hours per attorney increased in 2013 to 65 hours per attorney, from 62.2 hours per attorney in 2012.

MEETING THEIR CHALLENGE GOAL

Seventy-six firms met or exceeded their stated Challenge goal in 2013, an increase of 22.6 percent over the 62 firms that met or exceeded their Challenge goal in 2012.

CHARITABLE GIVING NUMBERS INCREASE

Although fewer firms reported their donations to legal services organizations in 2013, the total amount of charitable giving increased to \$24,500,422 from \$21,402,171 in 2012. This represents a 14.5 percent increase over 2012 giving, with an average firm donation of \$471,162.

CONFERENCE CALLS

The Law Firm Project periodically hosts brief conference calls which provide timely insights on hot topics in law firm pro bono. These programs are now available on-demand as podcasts to Member Firms and Challenge Signatories. The Law Firm Project's most recent conference call was on succession management planning.

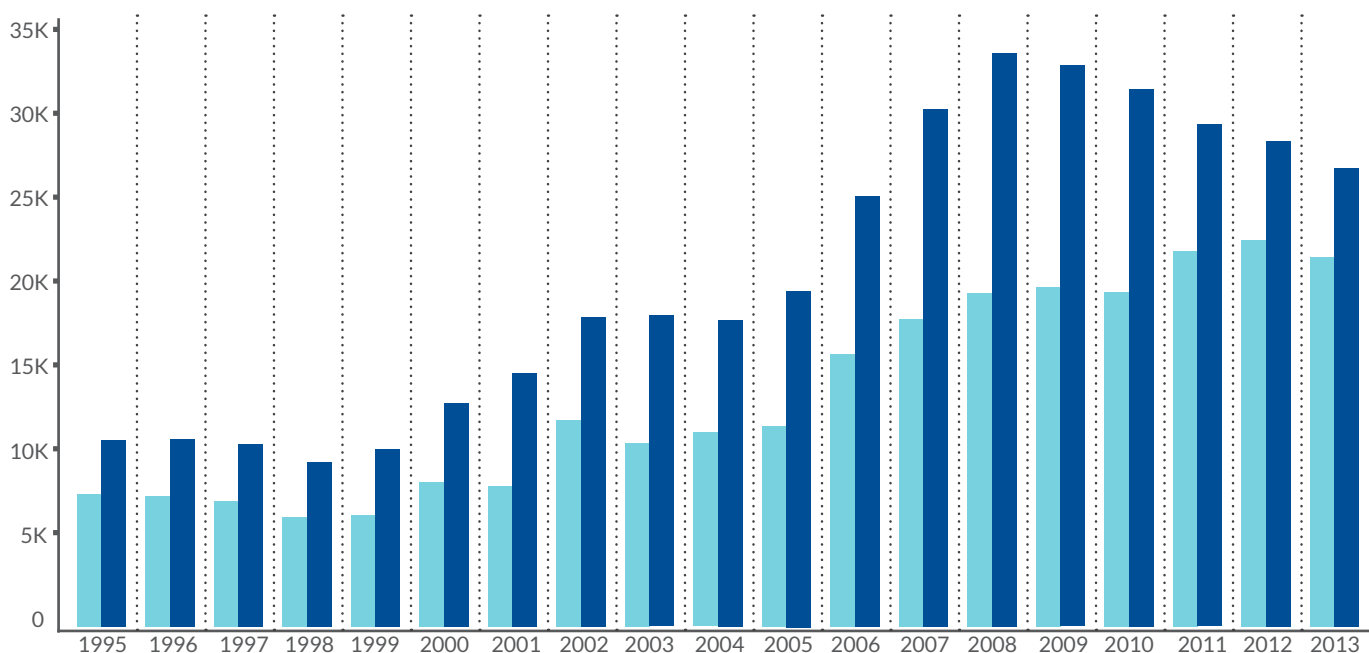
RESOURCE CLEARINGHOUSE

The Law Firm Project's Resource Clearinghouse is a one-stop, online portal that houses the project's publications and many other materials related to best practices in law firm pro bono. The continually growing catalog comprises PBI's empirical research and 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.

ATTORNEY PARTICIPATION

■ Partners Participating ■ Associates Participating (numbers in thousands)



CORPORATE PRO BONO

A global pro bono partnership of Pro Bono Institute (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 500 legal departments, including more than half of the Fortune 100 and nearly half of the Fortune 500. In 2014, CPBO recorded more than 300 hours of consultative services to more than 90 legal departments and ACC chapters.

ACC CHAPTER PRACTICE PROFILES

CPBO publishes a number of resources in support of ACC chapter pro bono programs. In 2014, CPBO profiled five ACC chapter pro bono programs, highlighting examples of methods, tools, and policies to use in developing and expanding an ACC chapter pro bono program.

- Chicago ACC Chapter
- Houston ACC Chapter
- Minnesota Chapter of ACC
- Northeast Chapter of ACC
- San Francisco Bay Area ACC Chapter

ACC ANNUAL MEETING

In addition to staffing a booth in the exhibit hall, CPBO hosted three in-house pro bono events at the ACC 2014 Annual Meeting: a session titled “In-House Pro Bono: How to Start;” a Clinic in a Box® training program; and breakfast for in-house counsel interested in pro bono.

CLINIC IN A BOX® PROGRAM

The Clinic in a Box® program is an off-the-shelf, half-day clinic model hosted in partnership with legal departments or ACC chapters, law firms, and public interest organizations. It provides pro bono opportunities for in-house counsel and other legal department members to conduct a legal audit for nonprofit organizations or small businesses while earning CLE credit. 2014 was the second year CPBO has offered a license to legal departments and ACC chapters to secure the Clinic in a Box® program. In 2014, CPBO hosted six licensed Clinic in a Box® programs including its 50th clinic. More than 185 in-house volunteers participated in Clinic in a Box® programs throughout the year.

In addition, CPBO hosted its first training program at the ACC Annual Meeting in October 2014. CPBO provided participants detailed instructions 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. As a result of attending the program, legal department and ACC chapter participants are now able to access a license to host a Clinic in a Box® program at a reduced price.

185+ in-house
volunteers

50TH Clinic in a Box®
program hosted

6 licensed
clinics

CORPORATE PRO BONO

CPBO CHALLENGE® INITIATIVE

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 2014, three legal departments joined the CPBO Challenge® initiative, raising the total number to 133 signatories at the end of the year.

CPBO CHALLENGE® REPORT

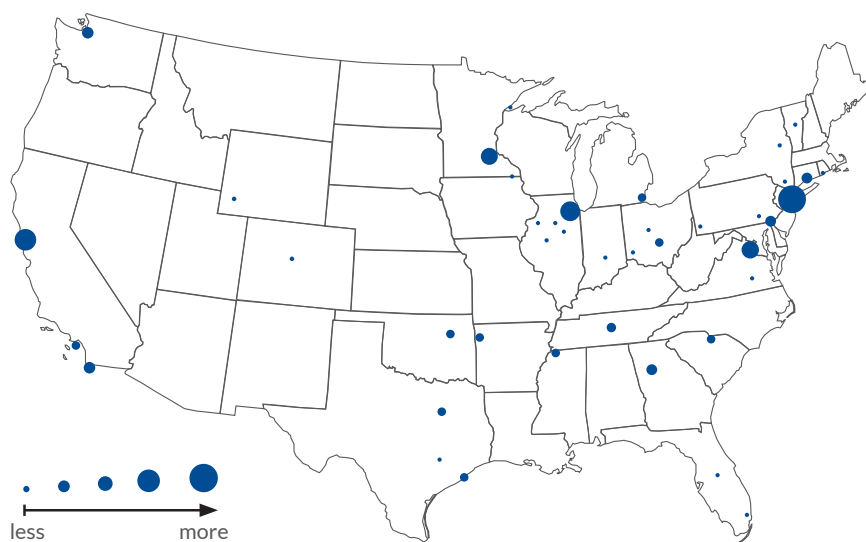
In April 2014, CPBO issued its inaugural CPBO Challenge® report, *2007-2012 CPBO Challenge® Report: The Development of In-House Pro Bono*, which summarizes data reported by CPBO Challenge® signatories from 2007-2012 and gives an unprecedented look at the culture and performance of pro bono among a broad sample of legal departments from across North America and from a variety of industries.

In December 2014, CPBO published its second report, *2013 CPBO Challenge® Report: The Growth of In-House Pro Bono*. This report examines developments in in-house pro bono by comparing the

pro bono performance of the CPBO Challenge® signatories that provided responses to annual surveys in 2012 and 2013. This is the first time the growth of in-house pro bono has been measured longitudinally. In addition, the report offers a summary of pro bono performance by all 52 legal departments that responded to the CPBO Challenge® survey in 2013. Among those who responded to the survey in 2012 and 2013, 57 percent met or exceeded the goal of 50 percent pro bono participation by U.S. lawyers in 2013, up from 50 percent who met the goal in 2012.



133 CPBO CHALLENGE® SIGNATORIES



2013

Meeting the
50% goal
U.S. lawyers

57%

2012

Meeting the
50% goal
U.S. lawyers

50%

n=30

CORPORATE PRO BONO

RIGHT TO PRACTICE PRO BONO

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 2014, 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 50-state guide including Washington, D.C., on right to practice pro bono;
- served on court-appointed committees 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, 10 jurisdictions have made amendments to their practice rules, empowering more than 4,700 in-house counsel to engage in pro bono.

MODEL LANGUAGE

These states have adopted rules that empower registered in-house counsel to provide pro bono legal services to underserved communities, free from unnecessary restrictions.



Illinois

Registered in-house counsel may provide voluntary pro bono publico services as defined in Rule 756(f) of the Illinois Rules on Admission and Discipline of Attorneys.



New York

Registered in-house counsel may provide pro bono legal services in accordance with New York Rules of Professional Conduct rule 6.1(b) and other comparable definitions of pro bono legal services in New York.



Virginia

Registered in-house counsel may provide voluntary pro bono publico services in accordance with Rule 6.1 of the Virginia Rules of Professional Conduct.

CORPORATE PRO BONO

NEW IN-HOUSE PRO BONO PROGRAMS

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.

Central Ohio ACC Training Programs

In Columbus, Ohio, CPBO and the ACC Central Ohio chapter (ACC Central Ohio) developed an educational series for nonprofits that trains and provides brief advice to executives from local United Way agencies on areas of law of vital importance to them. In June, CPBO, ACC Central Ohio, United Way of Central Ohio (UWCO), and Barnes & Thornburg*† co-hosted a free legal education program for UWCO member agencies on hiring and firing. In November, the co-hosts presented a program focused on governance issues, which included a brief advice period for nonprofit leaders to ask specific questions to in-house volunteers.

Northeast ACC Clinic in a Box® Program –Select Topics

In December, CPBO worked with the ACC Northeast Chapter; Mintz, Levin, Cohn, Ferris, Glovsky and Popeo*†; and Lawyers Clearinghouse to develop and host a new version of the Clinic in a Box® program in which in-house volunteers counseled nonprofits on best practices regarding nonprofit policies.

REGIONAL TRAININGS

CPBO continues to bring together 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 has convened regular meetings for legal departments and ACC chapters in the Chicago metropolitan area, metropolitan New York, and the Southwest.



ETHICS EVENTS

CPBO regularly hosts CLE events for legal departments and ACC chapters on the ethical rules that impact in-house pro bono. Whether it is guiding in-house volunteers at the launch of their departments’ pro bono programs or instructing ACC members on changes in rules of professional responsibility that impact pro bono, CPBO offers programming to support the ethical representation of pro bono clients by in-house counsel.

In 2014, CPBO provided ethics programming to several departments and chapters, including ACE Group Holdings, Inc., The PNC Financial Services Group Inc.**; Towers Watson & Co.**; Verizon Communications Inc.**; and ACC Chicago.

ETHICS PROGRAMS BY THE NUMBERS



5
events



400+
attendees



11
states



3
continents

KEY INITIATIVES, TRAINING, AND RESOURCES

A key part of fulfilling Pro Bono Institute's (PBI) 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

PRO BONO MEASUREMENT AND METRICS

In 2014, Pro Bono Institute 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 about “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 objectively respond to those questions, and anecdotal evidence is inadequate.

This year, PBI worked with one of its live labs to finalize their metrics collection system, train their employees, and implement the program. By the end of 2014, the effort provided usable data that will enable the company to tweak the existing protocol, ensure the data is accurately reported, and, most importantly, begin to look at and address the striking questions raised by the aggregated data. PBI’s second pilot is still in the design stage, but is going forward in 2015. PBI believes that the development of a framework and protocol, along with generic data collection and reporting forms and a toolkit will be a vitally important service that PBI offers to the in-house and law firm communities.

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 2014, 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.

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.

PBI launched a pilot project in Minneapolis in 2013, initially convening stakeholders from different segments of the legal community — including law firms, legal departments, legal services organizations, legal nonprofit organizations, and the courts as well as the community nonprofit sector — to map some of the most pressing legal needs in the community that may benefit from a systemic and collaborative approach. In 2014, PBI and members of the Project’s Steering Committee expanded its efforts to include stakeholders from differing sectors, identified an area of focus, and moved to develop a common agenda to address a critical need in Minnesota.

“If you want to help other people, become a lawyer. If you want to give a voice to the voiceless, stand up and go to court as a lawyer. If you want to help the helpless—if you want to give hope to the hopeless, become a pro bono lawyer.”

— Bradford L. Smith,
Microsoft Executive Vice President
and General Counsel

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 2014 Leadership Convocation was hosted in November at the New York office of Goodwin Procter*†, immediately preceding PBI's Annual Dinner. David Hashmall, Goodwin Procter's chairman, and Tammy Taylor, director of PBI's Law Firm Pro Bono Project, opened the program and introduced the Hon. Laurie D. Zelon of the California Court of Appeal, who served as the moderator of a panel discussing collaboration as a tool to close the gap in access to justice.

The Convocation addressed the importance and impact of collaboration. Panelists Eve Runyon, director of CPBO; Robert Juceam, of counsel, Fried, Frank, Harris, Shriver & Jacobson*†; and James Volling, partner, Faegre Baker Daniels*†, detailed several examples of collaboration including the Katzmman Study Group, a successful collaborative response to the massive increase in immigration cases in recent years in the New York metro area, and provided a progress report on PBI's Collaborative Justice Project™ pilot in Minneapolis.

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, some of which are derived from the most popular sessions at the Annual Conference. All programs are available on-demand.

2014 Webinars:

- Pro Bono in Practice: Immigration Update
- Best of the 2014 PBI Annual Conference Series
 - Pro Bono in Practice: Juvenile Justice
- Best of the 2014 PBI Annual Conference Series
 - Marketplace of Ideas: Transactional Pro Bono Projects
- Best of the 2014 PBI Annual Conference Series
 - Pro Bono in Practice: Human Trafficking
- In-House Pro Bono: Developments in the Right to Practice Pro Bono

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 departments to enhance their work. Due to resource limitations, PBI offers consultative services on a fee-for-service basis to pro bono and legal services public interest organizations, covering a wide range of issues related to access to justice and the delivery of pro bono services.

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 2014, PBI welcomed the fifth class of Sheehan Scholars. Bob Sheehan — head of the pro bono program at Skadden, Arps, Slate, Meagher & Flom*†, former executive partner (1994-2009) of the firm, and 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 seven additional interns throughout the year.

In 2014, PBI hosted Sheehan Scholars and interns from the following institutions:

- American University Washington College of Law
- Georgetown University
- Georgetown University Law Center
- The George Washington University Law School
- University of Michigan
- University of Richmond
- Yale University

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 two sessions on global pro bono during its 2014 Annual Conference — one focused on best practices and the second focused on projects around the world as part of the popular “Marketplace of Ideas” series.
- Presented a session at Harvard Law School on the current momentum behind global pro bono.
- Spoke on the history of pro bono to law students in Sao Paulo, Brazil, in a course organized by New Perimeter, DLA Piper’s*† global pro bono initiative, in partnership with FGV Law School, Instituto Pro Bono, and PILnet.
- Welcomed visiting officials from the Metropolitan Government of Seoul, South Korea, for a discussion on pro bono development in the U.S. and around the world.
- Provided consultative services to a fast-growing number of legal departments and law firms on the development of pro bono outside the U.S.
- Developing a global due diligence manual in conjunction with five international law firms.

EVENTS AND SUPPORTERS

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

2014 EVENTS AND SUPPORTERS



2014 ANNUAL CONFERENCE

More than 300 representatives from law firms, legal departments, and public interest and legal services organizations from around the world participated in the 2014 PBI Annual Conference. 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 closed with the session “Collaborative Pro Bono: Channeling Change and Better Outcomes,” led by pro bono thought-leaders and a consultant from FSG, the leader in collective impact and catalytic philanthropy. During the final half-day session, attendees explored in-depth how to develop an innovative, multi-institutional pro bono effort to address persistently scarce resources and shrinking legal aid budgets coupled with vast unmet legal needs.

The legal department of Microsoft Corporation** — led by Executive Vice President and General Counsel Bradford L. Smith — received the 2014 Laurie D. Zelon Pro Bono Award at the Annual Conference Reception for their remarkable pro bono contributions and founding of the nonprofit Kids in Need of Defense (KIND). Attendees at the reception heard remarks from U.S. Supreme Court Associate Justice Ruth Bader Ginsburg, KIND President Wendy Young, and Smith.



Top: (Pictured from left) 2014 Laurie D. Zelon Pro Bono Award winners Kids in Need of Defense President Wendy Young, Microsoft Executive Vice President and General Counsel Bradford L. Smith, California Court of Appeal Associate Justice Laurie D. Zelon, PBI President and CEO Esther F. Lardent, PBI Board of Directors Chair James W. Jones.

Above: Microsoft Executive Vice President and General Counsel Bradford L. Smith speaks at the 2014 PBI Annual Conference Reception

2014 ANNUAL CONFERENCE SUPPORTERS

PRO BONO CHAMPIONS



Microsoft



MERCK

Be well

PRO BONO LEADERS



Skadden

Skadden, Arps, Slate, Meagher & Flom LLP
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PRO BONO STAR



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2014 ANNUAL DINNER



Top: Jawid Shehzad spoke at PBI's 2014 Annual Dinner. Shehzad was a client of American International Group, Inc., which, in partnership with the Iraqi Refugee Assistance Project, received the 2014 CPBO Pro Bono Partner Award for their work assisting allies of the U.S. in applying for Special Immigrant Visas.



Above, left: The Brookings Institution General Counsel Ona Alston Dosunmu presented American International Group, Inc. Executive Vice President and General Counsel Thomas Russo with the 2014 CPBO Pro Bono Partner Award. Above, right: Jack Fabiano, former partner at Wilmer Cutler Pickering Hale and Dorr, presented Skadden, Arps, Slate, Meagher & Flom with PBI's 2014 John H. Pickering Award. Robert Sheehan, of counsel, accepted the award on behalf of Skadden.



2014 ANNUAL DINNER

PBI hosted its 2014 Annual Dinner, "Celebrating the Promise of Pro Bono," on November 6, at Gotham Hall in New York. Made possible by Dinner Co-Chairs Mark D. Chandler, Cisco Systems, Inc.**; Eric J. Friedman and Robert C. Sheehan, Skadden, Arps, Slate, Meagher & Flom*†; and Randal S. Milch, Verizon Communications Inc.**; and the many generous sponsors, the Dinner provided an opportunity to celebrate the pro bono achievements of our award winners and guests.

PBI presented its two annual honors — the John H. Pickering Award and CPBO Pro Bono Partner Award. The 2014 Pickering Award was presented to Skadden, Arps, Slate, Meagher & Flom, and the 2014 Partner Award was presented to American International Group, Inc.'s** (AIG) Global Legal, Compliance, Regulatory, and Government Affairs department in partnership with the Iraqi Refugee Assistance Project (IRAP).

Attendees also heard from special guest, Jawid Shehzad, an Afghan national who served as an interpreter for the U.S. military in Afghanistan and who, with the help of AIG and IRAP, successfully applied for and received his Special Immigrant Visa which allowed him and his family to safely relocate to the U.S. after repeated threats against them.

“ I want to thank the volunteer lawyers at IRAP and AIG who helped me. Without the help of IRAP and AIG, I would not be here today and my family would not be safe.”

— Jawid Shehzad

2014 ANNUAL DINNER SUPPORTERS

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WACHTELL, LIPTON, ROSEN & KATZ

SENIOR PARTNERS



2014 ANNUAL DINNER SUPPORTERS

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Debevoise & Plimpton
DLA Piper
Ford Motor Company
General Electric Company

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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

MEDIA HIGHLIGHTS AND MENTIONS

"Pro Bono Award Goes to Microsoft GC, Legal Department"
Corporate Counsel, March 6, 2014

"Pro Bono: United Airlines Inc."
The National Law Journal, March 17, 2014

"DLA Lawyers Promote Pro Bono Work in Brazil"
Legal Times, March 27, 2014

"Court Weighs Easing of Ethics Rules To Promote
Pro Bono in Bankruptcy"
New Jersey Law Journal, April 1, 2014

"Meeting the Challenge of In-House Pro Bono from the Experts"
Corporate Counsel, April 25, 2014

"BigLaw Shows Pro Bono's Not Just For Litigators"
Law360, May 8, 2014

"Letter to the Editor: Low Bono Shouldn't Be
Confused with Pro Bono"
The Recorder, December 11, 2014

THE PRO BONO WIRE

The Pro Bono Wire, PBI's monthly e-newsletter, is available to law firm, legal department, and public interest organizations. Members of the media are also eligible to receive this valuable resource.

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.

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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YEAR IN REVIEW 2014

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