



CENTER FOR
**Legal Aid
Education**



Y E A R E N D R E P O R T

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The Center for Legal Aid Education is central to our quest for equal justice because it rests on the sacred principle that the poor and vulnerable members of our society should not be relegated to unequal, less-prepared, and second class representation. . . No major law firm in this country would rest on or limit their lawyers to the training they received in law school. Firms invest millions of dollars in the development of their attorneys. For they understand that the practice of law is not generic or static, and they want their advocates prepared for the unique challenges that their clients face.



We must have a similar understanding about the role of lawyers who represent the poor. . . The work they do is not static and the arena in which they work has its unique challenges to master. The Center provides them with the skills, insights and values which will not only allow them to master the challenges, but transform our understanding of the work. (It) is a vision whose time has come. But it will take all of us in this room to usher it into its full potential. This I know we will do.”

— Excerpt from keynote address presented by
Professor David Hall, Northeastern University
School of Law and Chair of the Legal
Services Corporation Provisions Committee —
Justice on the Harbor
Oct. 2007





MESSAGE FROM THE BOARD PRESIDENT

The Center for Legal Aid Education is just over two years old, and already it is an extraordinarily successful and vital part of our community. In this report you will read about its award-winning programs, geographic breadth, prolific schedule of events, the variety of its course and program offerings, and many new initiatives. These impressive achievements are reflected in CLAE's expanded staff of extremely experienced advocates and specialists, its new headquarters, and its growing and stellar national reputation.

This rapid growth and warm reception by the community of legal advocates is exciting and challenging, but it is not by happenstance. CLAE grew out of the vision that quality, professional training is essential to the fight for justice; the early daring and idealism of New England legal services programs; and the current desire of leaders and programs countrywide to invest more fully in their staffs. To me, CLAE's success is a testament to the strength and vitality of our community. But there can be no doubt that its success is due as well to an incredible staff and truly exceptional once-in-a-lifetime leadership. If you are not among the growing number of programs and staff who have used CLAE for staff development, I hope you will consider doing so in the near future.

Willard P. Ogburn
President, Board of Directors



MESSAGE FROM THE EXECUTIVE DIRECTOR

This annual report provides a context for understanding CLAE's recent and upcoming work, why the work is so important and how it is already making a significant difference in the lives of equal justice advocates and their clients across the country. In doing so, it highlights a number of our 2007 activities: Summer Institutes in Seattle; Advocacy Symposia on Structural Racism; equal justice consulting and training; web-based courses; the first delivery of our cutting edge year-long Leadership Institute; and establishment of a new campus in Florida. It also describes our vision for rebuilding a national training structure that supports high-quality, high-impact advocacy; extraordinary partnerships with such organizations as Seattle University School of Law, Practising Law Institute, the American College of Trial Lawyers, and most recently, the National Institute of Trial Advocacy; and our rapid emergence — in just a few years — from a fledgling organization into a vibrant, national center.

We are endlessly appreciative of the support we receive from our partners and colleagues across the country. We look forward to another exciting and productive year working with all of you.

Ellen Hemley
Executive Director

COMMUNITY AT A CROSSROADS



ressing challenges command the attention of the national equal justice community: problems with recruitment and retention; a dearth of aggressive affirmative advocacy; and the impending retirement of the founding generation of legal aid leaders. These challenges are the context for our 2007 Year End Report; we outline our direct responses to them in summary form on the next page, and detail them throughout this report.

Recruitment and Retention

The results of studies by several state funders to analyze legal aid programs' problems with staff recruitment and retention are very disturbing. A 2007 report prepared by the Florida Bar Foundation¹, highlighting "abysmally low salaries," "crushing" educational debt and "burn out," finds that new lawyers stay an average of only twenty-three months, and that one in five legal aid attorneys leave their programs each year. The report finds that while economic considerations and workload are critical, lack of professional development, leadership opportunities and training significantly contribute to this exodus.

Lack of Aggressive Affirmative Advocacy

Lack of training is also an acknowledged cause of the decline in impact advocacy. The fall of 1995 marked the final dissolution by Congress of federally funded structures to support legal aid advocacy coordination and training, and today vast regions within our national community have no formal continuing education whatsoever, while training resources on a national scale are minimal at best. Yet, the need for continuing education, especially for newer attorneys, is as urgent as ever. The recently adopted ABA Standards of Practice² expressly articulate this imperative: more than two thirds of them focus on the critical role of training in providing high quality and client-centered civil legal aid.

The Carnegie Foundation, in "Educating Lawyers: Preparation for the Practice of Law,"³ also documents significant gaps in law school education. Their report notes that "little attention (is paid in law school) to direct training in professional practice," while, as far as professional readiness is concerned, "what most students get as a beginning is insufficient." As a result, new lawyers enter the legal field, generally, and legal aid programs, specifically, with few concrete skills and little preparation for the actual practice of law.

Impending Retirement of the Founding Generation of Legal Aid Leaders

Of late, there has been much discussion about an impending non-profit leadership 'crisis,' and some reports warn that close to 75% of current leaders will retire within the next five years. Within the national legal aid community, as within the larger non-profit arena, this discussion has focused primarily on how to create a pipeline to ensure an uninterrupted flow of new leaders.

However, a 2007 report by the Annie E. Casey Foundation, "*Next Shift: Beyond the Non-Profit Leadership Crisis*,"⁴ offers an alternative perspective: it is "not so much [one] of executive

1. Read "The Quest for the Best: Attorney Recruitment and Retention Challenges for Florida Civil Legal Aid" at <http://www.flabarfndn.org>

2. Read the American Bar Association's "Standards for the Provision of Civil Legal Aid" at <http://www.abanet.org/legalservices/sclaid/downloads/civillegalaidstds2006.pdf>

3. Read a summary of the Carnegie Report at <http://www.carnegiefoundation.org/publications>

transition, but rather a crisis within the non-profit sector itself.” In particular, the report raises concerns about the structures of non-profit organizations and their failures to respond adequately to changing political and social issues; and new leaders who feel “unrecognized — almost invisible — to the Baby-Boom-age generation.”

CLAE’S RESPONSE

Our response to these challenges is **direct, immediate** and **essential**. We are committed to rebuilding a national structure that makes high-quality training resources available and accessible to equal justice advocates across the country and throughout their careers, so advocates can more effectively serve their client communities.

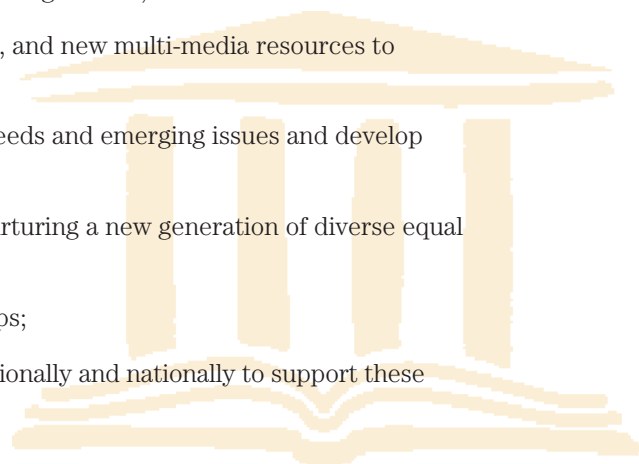
Our ladder curriculum of core advocacy skills training provides a continuum of professional learning, and our Leadership Institute is the only one of its kind in the country with a curriculum specific to legal aid advocates’ needs and opportunities. Our courses are rooted in adult learning techniques and in the experiences of legal aid advocates nationwide. Learners directly apply what they learn to their practices.

Furthermore, our courses are accessible. CLAE delivers courses through its campuses in New England, Washington state, and, beginning in 2008, in Florida. We also have an online “campus” that ensures our learning resources are available to equal justice advocates regardless of geography. Our web-based and multimedia resources can stand alone, reinforce and supplement in-person learning, and are also instrumental in fostering learning communities that continue to evolve and grow.

CLAE’S PROMISE

CLAE’s mission is to provide continuing education, training and professional development resources to the national equal justice community. In support of this mission, CLAE will continue to:

- Deliver core advocacy skills trainings for new and experienced legal aid staff through a combination of in-person, web-based and blended learning forums;
- Design new curriculum to respond to emerging needs, and new multi-media resources to enhance courses we already offer;
- Convene equal justice advocates to examine unmet needs and emerging issues and develop new strategies for addressing them;
- Develop replicable mechanisms for identifying and nurturing a new generation of diverse equal justice leaders;
- Encourage, foster and utilize collaborative partnerships;
- Build the capacity of legal aid programs statewide, regionally and nationally to support these critical functions on an ongoing basis.



4. Kunreuther, Frances and Patrick A. Covington, Next Shift: Beyond the Nonprofit Leadership Crisis (Baltimore, MD: Annie E. Casey Foundation, 2007)

DELIVERING CORE COURSES

“Training is an essential vehicle for ensuring the effective operation of a legal aid provider and its provision of high quality, effective assistance that responds to the needs of low income communities. [Effective training] promotes a culture that shares information, retains high quality staff and devises innovative methods to serve low income communities.”

—Standard 6.5, ABA Standards of Practice for Civil Legal Aid Providers

In 2007, CLAE sponsored twenty-two training events bringing together close to 550 equal justice advocates, community activists and private lawyers from over thirty states across the country. CLAE’s extensive catalog of core skills training programs addresses the full range of advocacy and leadership skills that legal aid lawyers and staff need to successfully represent their clients. Infused with the values, vision and mission of legal services, CLAE offers these courses through a variety of in-person regional and national forums and online through the CLAE online campus.

CLAE has a full-time staff devoted to the design and delivery of high-quality and replicable training programs. Working closely with expert volunteers, our Training Attorneys — all experienced legal aid lawyers themselves — distill a wealth of practical knowledge and know-how into an extensive course development process. Best practices in adult education help to shape each course, and we create detailed curricula, learning objectives, participant manuals, and trainer manuals for each new course delivery. A brief description of each of these courses follows. See www.legalaideducation.org for a complete description of all of our courses and new course modules.

Administrative Hearing Skills

Designed as an entry-level training experience for newer attorneys and paralegals, the Administrative Hearing Skills course introduces participants to the full panoply of skills needed to prepare for and conduct an administrative hearing — from the initial client interview to case planning, witness preparation, proof of facts, direct and cross examination, and more.

Affirmative Litigation

Affirmative Litigation, offered through a combination of web-based and in-person learning activities, guides participants through an area of law that’s uniquely challenging, often complex, and, for many, somewhat intimidating. It does so, however, in a way that engages and inspires, not through oversimplifying the core issues at stake but by breaking these down into more easily digestible components. Topics covered include complaint drafting, seeking emergency relief, sovereign immunity, litigating in federal courts, standing and mootness, complex case analysis and planning, non-monetary relief, and damages.





Basic Lawyering Skills

Grounded in the rich history, culture and values of the national legal aid community, and offered as both an in-person and online course, Basic Lawyering Skills is, in many ways, the foundation upon which other, more advanced CLAE trainings are built. The ‘nuts and bolts’ of a lawyer’s trade — from client communication to case analysis, motion practice to counseling — are taught by seasoned practitioners, highly able and eager to impart what they have to share. New advocates are also given the tools they need to develop realistic professional development goals.

Case Planning & Discovery

Case Planning and Discovery introduces newer attorneys and paralegals to the basics of legal analysis, discovery planning and fact development. Small group sessions, interactive exercises, demonstrations and role plays all help foster active engagement and a fresh, questioning approach to fundamental skills. Participants leave with practical skills and new insights that they can apply immediately to their day to day work: case plans, written discovery methods, document management, e-discovery and more.

Community Lawyering

Promoting an expansive view of a legal aid lawyer’s role, Community Lawyering stresses the importance of thinking beyond litigation (while retaining litigation as a vital tool) in addressing the kinds of structural problems low-income communities face. Participants learn the multi-tactic tools of a successful advocacy campaign, including media and outreach skills, facilitative leadership, action research, targeted planning, and campaign feasibility. ‘Tales from the trenches’ enrich this learning experience, while effort is always made to tailor the training to different region’s particular concerns and needs. Similarly, Community Lawyering can be organized in conjunction with local community leaders, thus becoming a relationship building exercise in and of itself.



Essential Skills for Non-Attorney Advocates

This course provides a solid foundation for paralegals and other lay advocates who represent clients on behalf of legal services programs. Recognizing, as its starting point, the vital role that non-lawyer advocates perform in our community, this course includes skill-building and practical tools in key areas of legal aid practice — client interviewing and counseling, case planning and preparation, administrative hearings, fact development — and is a welcome chance to learn, refresh and practice critical skills in a hands-on and supportive environment.



Negotiations Skills

Understanding an opponent’s position, dealing with difficult negotiators, measuring potential outcomes and ‘leveling the field’: by tackling these and other topics, Negotiation Skills enables legal aid advocates to become more effective and confident negotiators. A two week online course, this is yet another CLAE training that emphasizes concrete strategies and structures over

theory and dogma. In preparing for and conducting carefully chosen mock negotiations (some developed by the Harvard Program on Negotiation), learners participate in a secure and supportive network — with faculty always on hand to offer constructive advice and feedback.

Training of Trainers

By design, Training of Trainers is flexible enough to accommodate different local specifications and needs. It is, however, like all CLAE courses, premised on the belief that teaching others — whether community members, lay advocates, or peers — is an essential facet of effective advocacy. In addition, Training of Trainers recognizes, and demonstrates, that learning is most potent when interactive and reflective of participants’ experience and goals. Upon these foundations, and always while working toward a concrete training goal, this course helps to identify the learning characteristics of audiences, the instructional methods most suited to meeting different ends, and the implications of using a range of teaching techniques.



Trial Skills

Co-sponsored with the American College of Trial Lawyers, Trial Skills places the know-how of exceptional faculty within a supportive and technologically sophisticated learning environment. Utilizing trial simulation packages (developed by the National Institute of Trial Advocacy) specially chosen by CLAE for their relevance to legal services practice, participants develop key skill areas — opening statements, direct and cross examination of lay and expert witnesses, introducing evidence, and closing statements — through an ongoing cycle of discussion, demonstration, practice, and feedback. Meanwhile, videotaped practice sessions and one-on-one feedback and critique, help ensure that participants leave the training with heightened skills and confidence in their abilities as trial attorneys.



Whole Client/Whole Advocate

Whole Client/Whole Advocate systematically promotes a holistic approach to legal services advocacy — one that regards clients not as “poor people” with legal problems or, worse still, as simply “legal issues,” but as “whole people” with many and varied circumstantial needs to be met. In an exploratory and non-judgmental atmosphere, participants examine the real-life professional challenges they encounter, while learning the skills and tools that make a difference. A set of discrete modules that can either be delivered together as a unified training or deployed separately to meet specific needs, Whole Client/Whole Advocate pays particular attention to: Clients with Learning Disabilities or Mental Illness; Clients with Chemical Dependence; Clients from Diverse Cultures; and, Clients with Limited English Proficiency.

New Course Designs

CLAE is committed to ongoing evaluation and refinement of our existing curriculum and to development of new curricula in response to emerging issues and needs. In 2007, CLAE developed a number of new course modules and learning resources. Several designed for use within the Leadership Institute (read more on page 10) can also be offered individually on a program, state or regional level. These include modules on:

- **Meeting Planning and Facilitation:** Participants learn and practice essential meeting planning and facilitation skills whether in the context of in-house staff meetings, task forces or community-based networks or coalitions.
- **Systems and Strategic Thinking:** Introduces tools for problem-analysis and strategy development using a systems thinking perspective.
- **Outcome Measures and Evaluations:** Provides a basic overview of outcome measurement and evaluation techniques in a legal services environment.
- **Difficult Conversations:** Introduces the Difficult Conversations framework, developed by the Harvard Program on Negotiations, allowing participants to conduct and analyze difficult conversations.

“To be honest, I tend to be hesitant about training courses, believing that there is nothing like the actual experience. This course offers some of the most helpful concepts and information I have received from any training course.”

— Linda Samels, Legal Aid Foundation of Los Angeles

EQUAL JUSTICE CONSULTING



cross the country, CLAE's equal justice consulting furthers the capacity of equal justice providers to engage in a wide range of activities (program evaluation and planning, new strategy development and implementation, and continuing education design and delivery). The projects described below highlight some of our recent equal justice consulting work. For more information about current and upcoming equal justice consulting and training projects in 2008 — with South Carolina Legal Services, the D.C. Bar Foundation, Connecticut Legal Services, Gulf Coast legal aid providers, the New Mexico Bar Association and others — see www.legalaideducation.org.

Mississippi Call Center

In 2007, CLAE continued its work with the entire Mississippi equal justice community to help develop a state-of-the-art call center system. With just one call, Mississippi residents will be able to access all of the state's legal assistance resources. CLAE's consulting includes developing systems for managing the flow of client calls and intakes; protocols for ongoing evaluation of the system's effectiveness; and training of call center staff on client communications, interviewing and counseling.

Designing and implementing a project that involves and benefits a large, diverse community requires excellent decision-making skills. CLAE has taken a decisive role in facilitating the decision-making processes related to this system's overall operation, and its role in Mississippi legal services. Over the last year, CLAE facilitated a Call Center Steering Committee made up of representatives of all of the LSC and non-LSC equal justice organizations in Mississippi, together with state volunteer lawyers, project and private bar leaders. CLAE helped these groups determine the common values and goals on which the project is based. All involved expect that the partnerships formed through this Committee will affect positive change in 2008 when the call center goes 'live,' and for many years thereafter.

Medical Legal Partners for Children

In 2007, CLAE worked with two medical/legal partnership programs: the Boston-based Medical Legal Partners for Children (MLPC), and the Rhode Island Medical Legal Partners for Children (RIMLPC), housed at Rhode Island Legal Services.

The Boston-based MLPC engaged CLAE to help them develop curriculum on various aspects of medical/legal partnerships for use by the burgeoning number of legal aid and other providers around the country hosting such partnerships. This new curriculum will be deliverable in multiple formats depending on the audience, existence of local program champions, and the time and forum available for the presentation. Plans to grow a multi-component training program for existing and emerging partnerships nationwide are already well underway.

During the first half of 2007, CLAE worked with the Rhode Island MLPC to design and conduct a strategic planning process. One of the earliest medical/legal partnerships in the country, the RIMLPC was facing issues of growth and sustainability so common to organizations engaged in innovative delivery methods. Drawing from extensive planning and facilitation experience, CLAE helped the RIMLPC members reach agreement on several core issues needed to move into the next phase of their important work together.

CONVENING EQUAL JUSTICE ADVOCATES

At CLAE, we believe that fulfilling the legal aid community's promise for achieving genuine equal justice requires us to re-engage in the process of thinking deeply about the conditions and causes of poverty in America and our role in attacking them. To this end, a critical part of CLAE's mission is to convene legal aid advocates, academics and other opinion leaders to examine both new and long-standing poverty-related issues, learn from others' experiences in addressing them, and develop new strategies for tackling some of the most intractable problems facing our communities.

CLAE's **Advocacy Symposia** are at the forefront of our efforts in this area and, we believe, play a vital role in promoting new advocacy approaches that revitalize our community's work. Together, they also form a potent illustration of what we mean by "action learning," i.e. learning that is based on the relationship between reflection and action. Please read on for an excellent example of what can be achieved.

Symposium on Structural Racism — March 2007

During an intensive three day program, CLAE brought together many of the preeminent experts on the subject of structural racism, more than sixty legal aid advocates from across the country. "Structural racism" refers to a framework for understanding the institutional and public policies that, whether intentionally or not, create fundamental barriers to economic and social equality for persons and communities of color. As a group, we identified and explored policies, institutions and practices that result in economic and social inequalities for communities of color; shared practical tools and approaches for addressing and overcoming these; and, made great strides toward further intellectual and community consensus.

The event was not simply an academic exercise. Rather, it successfully achieved its goals of catalyzing individual self-reflection and organizational change back home and ongoing activities to support the work regionally:

- A group of advocates attending the event convened the New England Structural Racism Coalition. Through their efforts, several New England legal aid programs have since initiated race equity projects to identify particular advocacy projects appropriate for them.
- Several Coalition members helped organize a race equity track at the summer 2007 NLADA Substantive Law Conference and will present a similar track at the upcoming national Advocacy Director's conference in June 2008.
- At the request of New England project directors, CLAE sponsored a second Structural Racism Symposium in October 2007 for project directors and advocacy coordinators — a group whose commitment and buy-in are critical.
- CLAE continues to provide support for this emerging learning community. For example, we now host an active web-based discussion group through which coalition members share ideas and engage in collaborative work.
- We are also working with coalition members to design a targeted training curriculum that legal aid programs can use within their organizations to deepen staff members' understanding of structural racism issues and to reinforce the importance of this work.



SUPPORTING NEW LEADERS

CLAE's Leadership Institute

CLAE's impetus for developing a Leadership Institute predated recent concerns about the "impending retirement of the founding generation of legal aid leaders." Rather, at a time when it seemed the founding generation had no plans for moving on, the concern was on retaining young and emerging leaders, especially leaders of color, and developing a broad view of leadership, one that was community-based and advocacy-oriented, and that, critically, could be fulfilled through paths that included, but weren't limited to, positional leadership roles. And now, of course, the coming leadership vacuum has created an even greater need to identify and nurture new and emerging leaders.



Building upon CLAE's earlier Leadership & Justice curriculum, but recognizing that leadership cannot be developed through individual three or four day events, CLAE, in partnership with the Legal Services Training Consortium of New England, developed the year-long Leadership Institute. The Institute fosters fellows' growth through multiple vehicles: a relationship with a mentor outside the fellow's program; a curriculum rooted in legal aid values and vision and based on seven core competencies that effective leaders exhibit; a Leadership Development Plan through which individual fellows focus on their unique leadership development needs and goals; and a Leadership Initiative, designed by fellows in conjunction

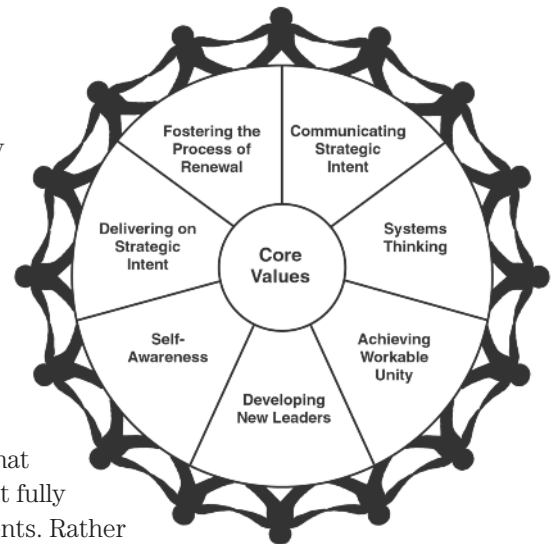
with their programs, that provides a laboratory for fellows to use their new skills and techniques to further their programs' missions. The Institute also includes four three-day in-person retreats, web-based activities during the intervening months, and specialized programming to support mentors in fulfilling their roles. In October 2007, CLAE completed delivery of the first year-long Leadership Institute with a graduating class of twelve fellows and twelve mentors.

Outcomes

Fellows uniformly found the Institute experience to be profound. It changed their attitudes toward their work in legal services and their impact on their clients and programs. While every fellow's story is different, encouraging themes emerge.

Virtually all of the initial class of fellows report renewed confidence in their ability to play a leadership role in their programs and in the legal services community. Even before the Institute ended, most fellows reported enhanced leadership in their programs — as mentors or supervisors, members of impact advocacy teams or in the management of their organizations. They also report regularly using the skills and techniques learned in the Institute, from problem solving and project management to strategic communications and feedback.

Fellows, through their leadership initiatives, developed a range of new projects. One developed a new hiring, recruitment and professional development program for her agency that has now become a model in New England. Another, following an advocacy leadership path, developed a worker justice center to pursue wage and hour claims for immigrant day laborers. Already, the clinic is serving large numbers of workers, and the fellow has secured significant private bar support and media attention.



An unexpected outcome was the recognition by many of the fellows that internal program structures sometimes impeded their ability to benefit fully from the Institute, and limited their returns to their programs and clients. Rather than turn cynical and give up, as so many promising young advocates do, the fellows, with the support of CLAE and each other, determined to do something positive: they developed a written “Manifesto” that has already initiated dialogue within the national legal services community about these barriers and how they can be overcome to foster more dynamic organizations. Just as the Institute teaches, they turned from problems to solutions and from reflection to action. The fellows’ “Manifesto” will be featured in the April-May volume of *Clearinghouse Review*, with a companion piece by CLAE National Training Director, Ross Dolloff. The fellows have also been invited to lead a national online discussion of these issues. Now that’s leadership!



IN MEMORIAM: REMEMBERING UT SAUNDERS

UT Saunders, long-time consultant and mentor to countless individuals and organizations in Massachusetts and nationally, died on January 31, 2008. Over the course of a 35 year career, UT was widely known for his extraordinary intellect, incisive facilitation and keen ability to help individuals and groups successfully tackle a range of challenging issues, especially those related to race and gender. He brought all of these skills plus his rare mix of honesty, compassion, wisdom and joy in life to his work with Leadership Institute fellows and mentors.

Beginning in the summer of 2005, UT was a regular part of the CLAE Leadership Institute team, helping us design and implement Institute curriculum and tools on such topics as strategic thinking, self-awareness, and cross-cultural mentoring. He aided mentors in articulating their vision of an ongoing leadership community, and fellows in recognizing their power as individuals and as a group. He aided us all in looking more honestly at ourselves, and bringing that integrity to our relationships with others. Finally, as an African-American man and a skilled diversity consultant, he provided a level of credibility and skill that enabled us to explore the many issues of power and difference at the heart of the Institute’s mission: “to strengthen equal justice providers’ leadership capacity by creating a broader, more experienced and more diverse pool of leaders in both managerial and advocacy roles.”

UT’s contributions to our work and to the extended equal justice community are inestimable. As one Leadership Institute participant captured, “What a profound loss — for us and the world. He changed my life.” He is already sorely missed.

PARTNERS AND CAMPUSES



The Center for Legal Aid Education's state, regional and national in-person and online campuses are essential components of what we do. Building upon the earlier successes of our first campus in **New England**, CLAE now boasts a west-coast campus at **Seattle University School of Law**, an **online campus** and a new **Florida campus** beginning in early 2008.

Groundbreaking CLAE Partnership with Seattle University School of Law

To us, Seattle University School of Law (SU) is much more than just a west-coast campus. Because of SU's nationally recognized dual commitments to academic excellence and social justice, it stands out among the nation's law schools. The CLAE/SU Law School partnership, therefore, establishes an important bridge between social justice-related scholarship and equal justice work for the poorest and most disadvantaged people in our society.

Sullivan Hall, the law school's state-of-the-art teaching facility, is an excellent home for our annual "CLAE at SU Law School Summer Institute," while the beautiful Seattle University campus attracts expert faculty, trainers and participants from all around the country. We look forward to this successful social justice partnership continuing for many more years to come.

A New Training Initiative in Partnership with the Florida Legal Aid Community

Beginning in March 2008, CLAE officially joins with the Florida legal aid community to launch an ambitious Training and Leadership Development Initiative. The goals of the Initiative are to support Florida advocates' ongoing professional and leadership development, while increasing the Florida community's collective capacity to engage in high-impact, systemic advocacy.

We will be bringing our Basic Lawyering Skills training to Florida in June, with Community Lawyering (September) and Affirmative Litigation (late fall) to follow. We will also present selected advocacy and leadership skills workshops at Florida's Statewide Conference in October, and additional skills training programs, to be offered in '08 and '09, will be identified soon. Capping our Florida endeavors will be another CLAE year-long Leadership Institute, set to commence in the fall of '08.

New England Campus Enters Ninth Year of Programming

Over the last eight years, the Legal Services Training Consortium of New England has sponsored close to sixty multi-day training events, while pioneering scores of new training approaches including our cutting edge Leadership Institute. The Consortium continues to support both innovative programming and regular deliveries of the core advocacy skills courses needed by all legal aid advocates. Moreover, as CLAE establishes new state and regional campuses, a number of our most accomplished Consortium faculty are traveling with us as we help build new training teams around the country.

CLAE Online Campus

Since the delivery of its first online course in 2005, the CLAE online campus continues to provide innovative and critically important resources to the national equal justice community. In addition to entirely web-based training programs that attract equal justice advocates nationally, the online campus is increasingly used as a vehicle to supplement in-person training programs and support ongoing state, regional and national learning communities.

TAKING STOCK AND LOOKING AHEAD

2007 ACCOMPLISHMENTS

In addition to the accomplishments outlined on the previous pages, in 2007, the Center for Legal Aid Education also:

- Completed our third annual AmeriCorps training program for twenty-five AmeriCorps members working in fifteen legal aid programs in Massachusetts;
- Delivered four multi-day, in-person and web-based courses for our New England members, including *Case Planning and Discovery*, *Training of Trainers*, *Basic Lawyering Skills*, and *Negotiations Skills*, plus two *Advocacy Symposia on Structural Racism*, where New England advocates were joined by lawyers from across the country;
- Piloted a new blended learning version of our successful Affirmative Litigation training with three weeks of web-based activities and four days of in-person learning (CLAE will present the ALT course in Seattle in July '08 and in Florida in November '08);
- Sponsored by the law firm of Goulston & Storrs and joined by supporters across the country, held our first national fundraising event (Justice on the Harbor) with a keynote address presented by LSC Board member and Northeastern University School of Law professor, David Hall (excerpt inside cover);
- Received a planning grant from seven IOLTA providers to research training resources and needs in their states and to develop recommendations for increasing training capacity on a national level;
- Received a grant from the Massachusetts Bar Foundation to develop a new training module on Working with Clients with Limited English Proficiency (we will present components of this new module at our upcoming Whole Client/Whole Advocate training in April '08);
- With funding from the Massachusetts Developmental Disabilities Council, completed design of a new training resource on Working with Clients with Developmental Disabilities;
- Presented the keynote address at a strategic planning conference for legal aid providers in Ontario, Canada;
- Accepted the American College of Trial Lawyer's prestigious Emil Gumpert award at the ACTL's spring conference in La Quinta, California;
- Presented plenary workshops on Community Lawyering at the Statewide Poverty Law Conference in Texas.

“Without a doubt, the Affirmative Litigation Training was the most powerful legal course I’ve ever taken. It should be a required “boot camp” for every legal aid lawyer. Participants leave it stronger, smarter, and with the tools needed to fight the war on poverty.”

—Amy Guinan, Florida Legal Services

OUR 2008 STRATEGIC GOALS

As we move forward, CLAE will continue to work closely with existing and new equal justice partners across the country to rebuild a national structure that embodies the equal justice community's core values and that effectively supports creative and affirmative advocacy on behalf of the low-income, vulnerable and marginalized communities we serve. In doing so, our work will be guided further by a vision of an equal justice delivery system that guarantees regular access to high-quality, relevant and accessible continuing education throughout an equal justice advocate's career; ensures widespread, diverse and effective leadership; and is supported by state and regional continuing education and advocacy networks in every region of the country. In 2008, CLAE will continue to expand access to training for equal justice advocates nationally by:

- Forming additional state-wide and regional partnerships that enable a consistent, ladderred delivery of courses to staff;
- Expanding our curriculum to address emerging and unmet learning needs;
- Establishing a national affiliate network of skilled lead faculty to deliver selected in-person and web-based courses;
- Building upon existing partnerships that leverage additional continuing education and advocacy support resources for the national equal justice community (while also developing new partnerships);
- Revising existing curriculum to ensure quality, national relevance and replicability; and,
- Developing a credible, achievable mechanism for sustainability.

OUR CONTRIBUTORS

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CLAE's vision and mission have struck a deep chord within the national equal justice community. Our accomplishments these past years are truly inspiring, reflecting the extraordinary talents and contributions of our staff, board members, volunteers and scores of individuals who have participated in our many training programs as participants and faculty. Our national events are taking off and we're working with more and more states to develop training programs for their staffs. We're working to design new curriculum to meet emerging needs and new multi-media resources and learning modules to enhance the courses we already offer. We're providing a vision for our learners of what aggressive, creative advocacy looks like and their role in it. And those learners consistently tell us that the trainings they attend make a profound difference in the quality of their work and their job satisfaction within the legal aid community.

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