



**HELPING THOSE IN NEED:  
BAR FOUNDATIONS AND OTHER LEGAL FOUNDATIONS  
ARE MAKING AN IMPACT NATIONWIDE**

***National Conference of Bar Foundations  
Report on “The State of Bar Foundations” Survey  
Part II – Successes and Challenges***



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## I. EXECUTIVE SUMMARY

### A. Overview

From March to July, 2008, the National Conference of Bar Foundations (NCBF) distributed Parts I and II of the National Conference of Bar Foundations Survey on the “The State of Bar Foundations” (Survey). The Survey, the first of its kind, is intended to gather comprehensive data related to the work and overall impact of bar foundations and other legal foundations nationwide.

269 foundations<sup>1</sup> received the Survey in March, 2008. Part I assessed the cumulative value and impact foundations have on communities and society at the local, state and national levels. Part I showed the significant impact legal foundations have on their communities. Respondents to the Survey distributed over \$210 million in 2007, primarily to support access to justice efforts to provide civil legal aid for those who cannot afford legal representation. NCBF released its report on Part I of the Survey in August 2008. The report is available at [www.ncbf.org](http://www.ncbf.org).

The data compiled from the questions in Part II of the Survey is the subject of this report (see Appendix 1). This data focuses on donor impact, the diversity of foundation work, and other information to help build capacity within the foundation community. In Part II, respondents described their revenue streams, delineating specific types of lawyer giving, earned income, fundraising, and IOLTA funds. Part II respondents provided information about foundation expenses by type and amount, including expenditures related to fundraising. The data generated detailed information about dues check-off programs, board giving, Fellows Programs, and IOLTA enhancement activities.

Seventy-two, or 27% of 269 foundations completed the bulk of Part II of the Survey (see Appendix 2).<sup>2</sup> **Generalized statements about foundations are limited by the depth and reliability of the data collected.<sup>3</sup> Therefore, the report that follows outlines data and trends among Survey respondents, but does not extrapolate or generalize based on those data or trends.**

The National Conference of Bar Foundations and ALPS Foundation Services express sincere appreciation to foundations that gave their valuable time and information in responding to Part II of the Survey.<sup>4</sup>

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<sup>1</sup> For the purposes of the NCBF Survey, “foundation” is defined as a bar foundation, IOLTA foundation or IOLTA program. Legal foundations formed for the primary purpose of funding internal programming (e.g. legal services foundations, legal advocacy program foundations) are not included in the term “foundation.” 300 possible foundations received the NCBF Survey, and 269 of those met the Survey’s definition of foundation.

<sup>2</sup> 18 of the 72 foundations completing the survey identified themselves as administering a portion of the state’s IOLTA program.

<sup>3</sup> For example, several foundations filled out Part II more than one time. In all cases of foundations with multiple entries, the larger value or the more specific information was retained. Also, the income and expenses questions had an average of 40 missing entries per variable. It is not possible to calculate how many foundations did not fill out the variables, despite having income or expenses in those categories.

## B. Summary of key findings

The report on Part II analyzes the successes and challenges facing foundations today. By building on the Part I report, Part II examines how differences in revenue, expenses, and governance may impact effective fundraising and giving and increase foundation value and impact in our communities and throughout the nation. The result is an in-depth assessment of foundation giving, expenses, and governance, and identification of areas of strength and areas that need further development.

### 1. Revenue streams

Overall, foundations receive the vast majority of their revenue as a result of interest on IOLTA and earned income, including interest on investments and rental income. As expected, dues check off and fundraising events are mainstays of foundation earnings. Interestingly, only 2% of foundations responded they have a mandatory dues check off; the other 98% use a positive, voluntary dues check off.

Some foundations rely on grants for a large portion of their revenue. *Cy pres* awards, though few in number, were a good source of income for those foundations receiving them, particularly state and metropolitan foundations.

Surprisingly few foundations participated in more traditional nonprofit fundraising activities. Capital campaigns, endowment campaigns, direct mail, and online solicitation were not utilized by the vast majority of the foundations responding, despite the fact that those foundations that did actively pursue these options were highly successful at doing so.

Fellows programs are generally active and thriving, with high returns and an average of 850 Fellows per program. The minimum average donation required from Fellows is \$1,300, with a majority of responding foundations requiring between \$1,000 and \$2,500.

Although few foundations report engaging in law firm campaigns or soliciting for individual donations from lawyers or law firms, these techniques are quite successful.

**Table 1**

Source	Total Revenue	Average Revenue (among reporting)	Number Reporting	Percent of Total Revenue
Law Firm Campaigns	\$648,410	\$129,682	5	0.27%
Individual Giving	\$2,618,754	\$119,034	22	1.10%
Law Firm Giving	\$241,819	\$40,303	6	0.10%
Fellows Program	\$2,512,898	\$100,516	25	1.06%
Direct Mail	\$1,456,804	\$80,934	18	0.61%
Dues Check Off	\$1,944,687	\$58,930	33	0.82%

Part II supports the conclusion found in Part I that a surprising lack of foundation fundraising is focused on the legal community. The number of foundations reporting that they actively participated in fundraising events is incredibly small (less than a third of the

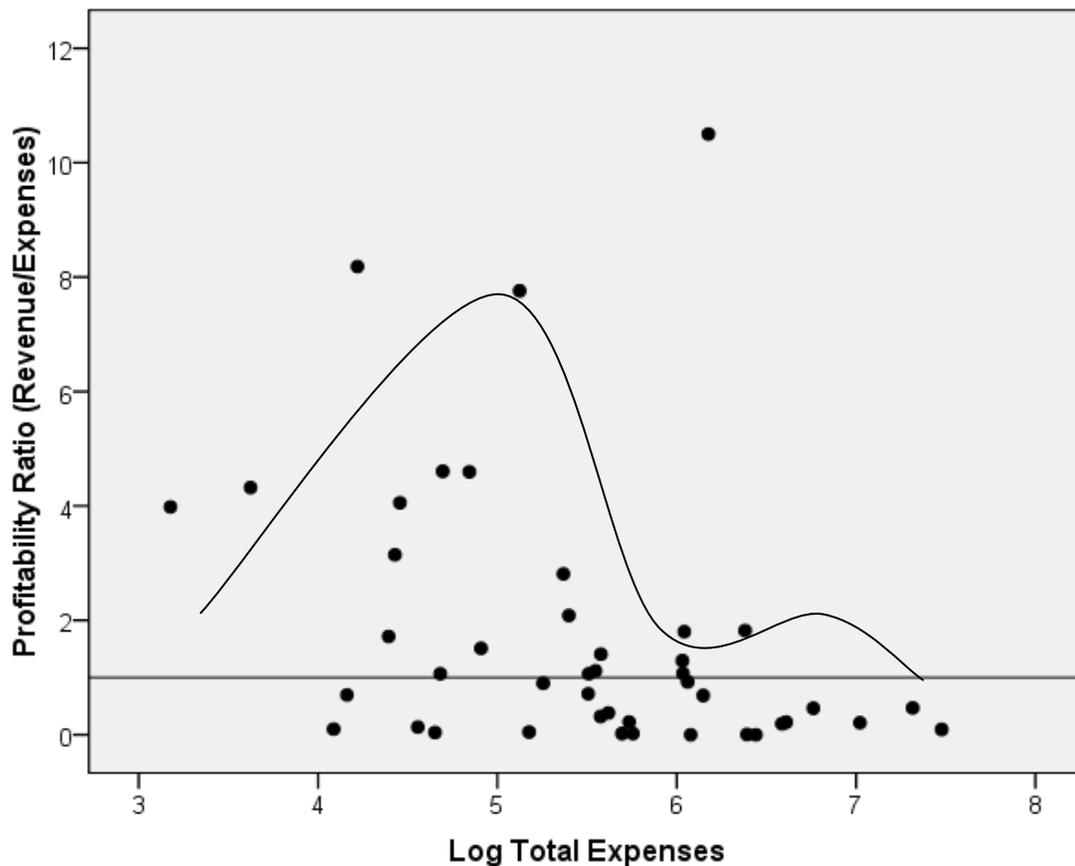
foundations surveyed overall). And yet those foundations that do engage in the techniques listed above reap an average of \$500,000 in annual revenue.

## 2. Expenses

In Part I of the Survey, we learned that foundations distribute approximately 66% of their revenue, raising concern over whether foundations should work to increase the percentage of revenue they distribute in their communities. Part II data indicates that, in some cases, foundations with higher overhead generate more funding and experience better growth. In other words, foundations investing in fund development programs and staff might be better placed to maximize their ability to generate revenue, despite their higher overhead.

Figure 1 below visually compares profitability and overhead. The curve indicates they tend to move lockstep together, until reaching a point of diminished returns at an expense total of approximately \$5,000,000. After that point the profitability slowly decreases.

Figure 1



The analysis of overhead expenses as they relate to total revenue and potential for fund development is important when foundations consider whether to hire a full- or part-time

executive director or additional staff. Currently, nearly 60% of non-IOLTA foundations and 40% of IOLTA foundations do not have a dedicated full- or part-time executive director.

### ***3. Grant-giving processes and impact***

For 60% of reporting foundations, the grant-giving process does not end when the grant is awarded. These foundations require grant reports from their grantees, and some require grantees pay back unused grant funds to the foundation at the end of the year.

Over 40% of foundations responding do not require reports from their grantees. Without a reporting system, foundations have no oversight as to the actual use of foundation funding, and, therefore, no accountability as to the use of the funds to donors, the legal community, or the general public. Furthermore, the foundation is unable to offer assistance, support, or feedback to grantees, a role taken increasingly seriously by foundations nationwide.

Perhaps the key finding of Part II of the Survey is the importance of record-keeping as it relates to those impacted by foundation grants. As noted above, 40% of foundations do not require reports from grantees. As a result, they do not have records of how many people benefit from foundation funding, and how many organizations have been improved or stay in business as a result of foundation funding. Grant reporting information dramatically shows foundation impact, both for fund development purposes and for providing increasingly important accountability to donors.

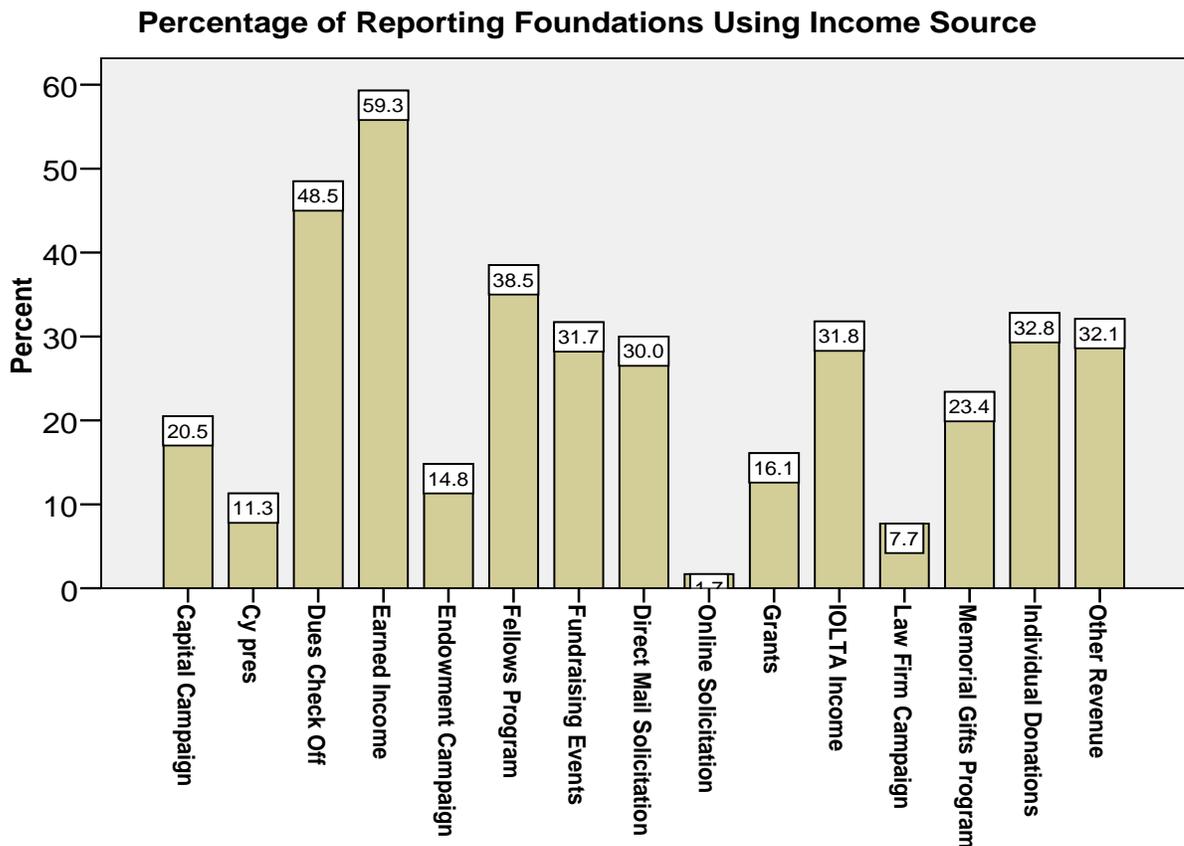
The foundations that do keep such records show a remarkable impact. Less than 10% of all foundations nationwide provided information about the number of people foundation funding benefited in 2007. Despite the small number of respondees, **foundation funding helped 535,000 people receive law-related education, 414,000 people receive legal assistance, kept fifty organizations and eighty-seven projects and programs in business, and enabled over 125 organizations to increase staff salaries or hire additional staff.**

## II. FOUNDATION REVENUE

The data in this section provides a detailed analysis of the activities foundations rely upon to generate revenue. Foundations utilize multiple revenue-generating tools. The chart below indicates that the most popular tools are earned income, dues check-off, Fellows programs, individual donations, IOLTA income, fundraising events, and direct mail solicitation.

Foundations rely less on memorial gifts, capital campaigns, grants, and endowment campaigns. And fewer than 12% of foundations rely on *cy pres* awards, law firm campaigns, or online solicitation. This is surprising because, as indicated in Figure 2 below, *cy pres* awards and law firm campaigns generate significant revenue for those foundations that do actively seek out or engage in those revenue-producing activities.

Figure 2



### A. Non-IOLTA foundation revenue

Given the different fund development of foundations that receive and distribute Interest on Lawyer’s Trust Account (IOLTA) funding and those that do not, this section excludes data dealing specifically with IOLTA income from this section so as not to skew the results.

Sections A.1.-A.11 below highlight non-IOLTA foundation revenue streams. Sections B.1.-B.3 below highlight IOLTA foundation revenue streams.

Figure 3

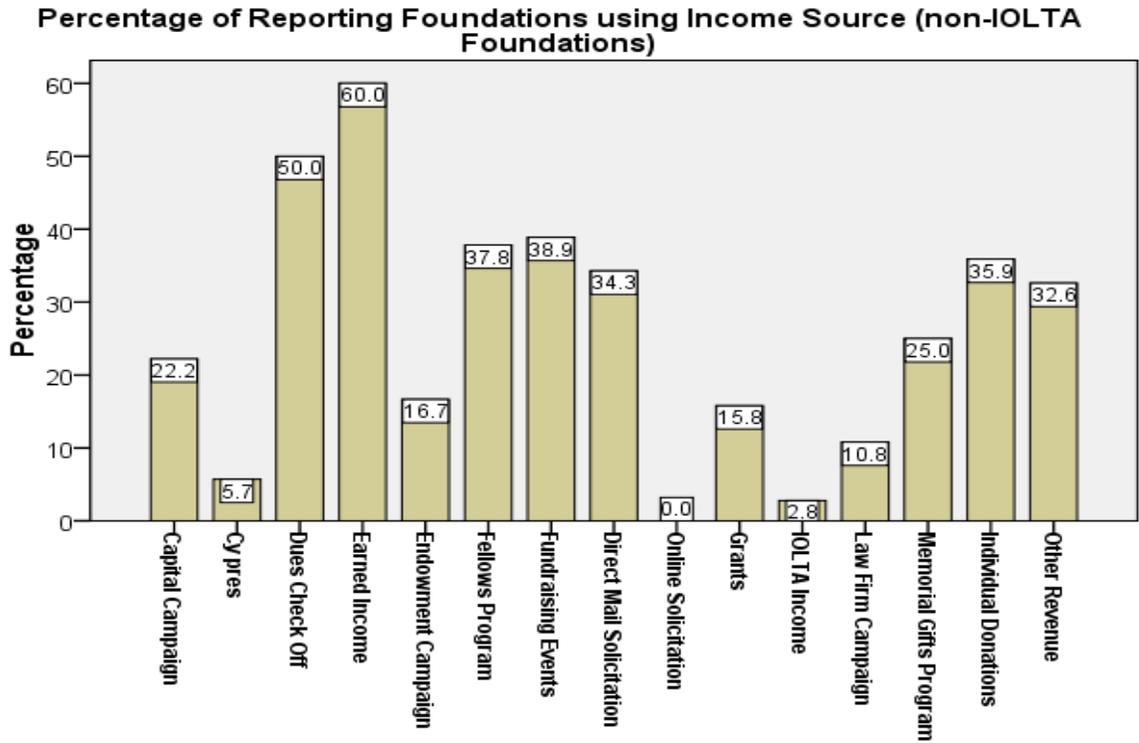
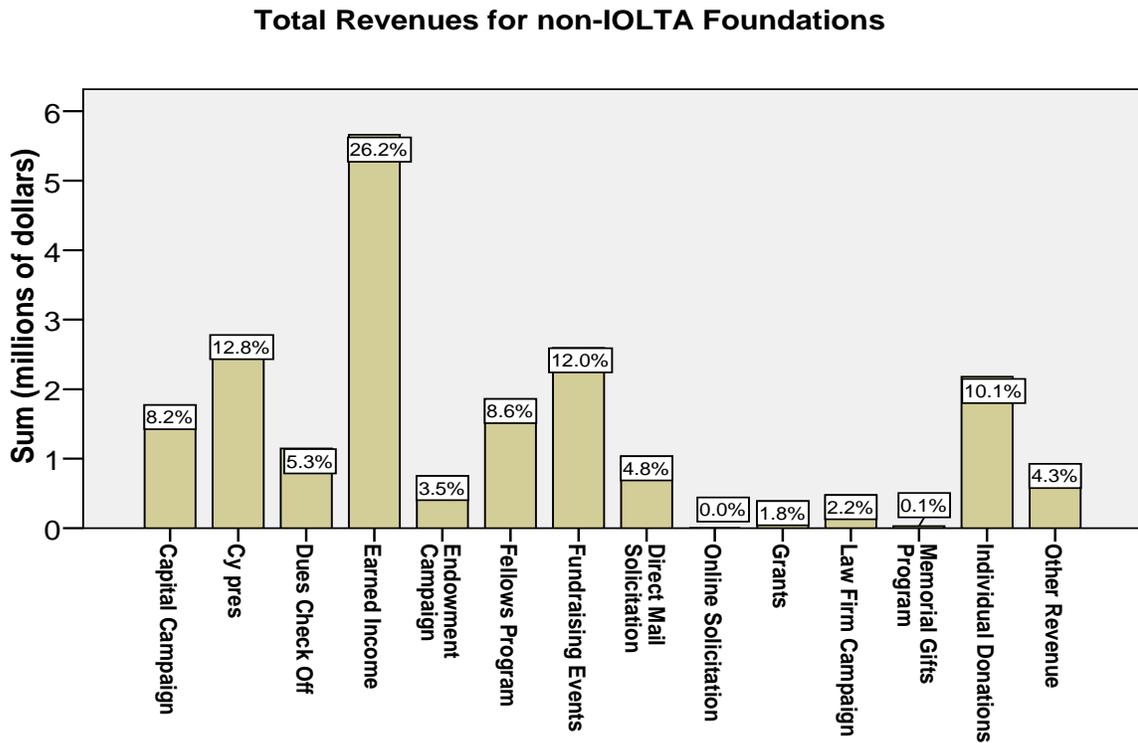


Figure 4



**1. Earned income**

Most (60%) foundations rely heavily on earned income to generate revenue. For purposes of the survey, earned income was broken down into two categories: investment income and rental/lease income. Investments account for the bulk of foundations’ earned income as it was defined within the survey, with respondents reporting a median of approximately \$369,413 in investment income in 2007. Although investment income varies from year to year, this revenue tool appears to be a valuable source of income for foundations with investments.

Rental income on the other hand, accounts for less than 6% of the earned income total, with a median of around \$23,000 in 2007. Just over half of the foundations with earned income cited rental income<sup>5</sup> as a source of revenue. However, it is worth noting that metropolitan bar foundations<sup>5</sup> generated substantial sums (in some cases, over \$300,000) from that source alone. Like investment income, rental income can provide a significant revenue source for those foundations able to utilize this revenue-producing tool.

**Figure 5**



**2. Dues check off**

Other than investments, dues check off is foundations’ other most common vehicle to seek revenue. Half (50%) of non-IOLTA foundations received funds from the related bar

<sup>5</sup> For purposes of this survey, metropolitan bars are defined as those with 1,000 or more in the related bar associations.

through a line item on bar members' license statements either mandating or allowing a donation to the foundation. Interestingly, only 2% of foundations responded that the bar solicits a mandatory dues amount that is provided to the foundation. The other 98% have a positive, voluntary dues check off. The revenue earned from these dues check offs vary by the size of each bar's constituency; overall, foundations averaged \$28,598 per year from this source of income.

The majority of foundations receive 4% or less of their income from dues check off. One foundation reported receiving 100% of its revenue from dues check off. Several other foundations indicated they receive the majority of their income from a combination of earned income and the dues check off.

Respondents answered additional questions about dues check offs, with the following results:

- ◆ 60% of the bars recommend a specific amount for bar members to donate to the foundation through dues check off.
- ◆ 38% do not provide a recommended amount.
- ◆ 2% of the bars require members to donate to the foundation.

Interestingly, although dues check off is a very popular tool for foundations, the income generated from this source is only 5% of total foundation income nationwide. Although the Survey did not delve into the recommended amounts, one obvious avenue for additional funds through this source is first to indicate a recommended amount, and second to raise the recommended amount.

It is worth noting that the Survey indicated no statistically relevant relationship between the dues paid by bar members and the likelihood of attorneys to contribute on an individual level above and beyond the dues check off.

### ***3. Fellows programs***

The third most popular mechanism used by foundations to generate income is a Fellows program. 38% of foundations receive funding from their Fellows programs. For non-IOLTA foundations, Fellows programs produced 8% of the total income, with a mean contribution of \$105,000.

Fellows programs became increasingly popular in the mid-1980s and early 1990s, although several respondents have had programs for over fifty years. While every Fellows program is different, generally Fellows become members of the foundation through an initial and/or ongoing investment in the foundation.

80% of foundations that have ever had a Fellows program continue to solicit members. The most common installment period is five years, and almost every foundation follows up with its fellows to solicit additional donations. 92% of foundations reporting a Fellows program are state and county bars.

The number of Fellows ranges from 50 to 3,000 with an average of 850 fellows per program, and a total number of fellows reported closer to 18,000. The minimum average donation to become a fellow is \$1,300, with the majority of foundations asking between \$1,000 and \$2,500. The average amount actually donated per Fellow is \$235 per year.

Fellows programs have much potential, both to encourage higher level individual donations and to separate major donors from the general pool. Many foundations with existing Fellows programs appear to be expanding their membership and encouraging donations from those members. Those foundations not currently maximizing their existing Fellows programs may consider the high potential for revenue from this area of fund development. For foundations, whether large or small, without Fellows programs, this might be a tool to consider.

#### **4. *Cy pres awards***

*Cy pres* awards result from class action lawsuits where it is not possible to determine each plaintiff's actual damages or plaintiffs fail to collect their portion of the award. The residual funds may be donated to "the next best use." Legal foundations are often deemed an appropriate recipient of these funds.

While only 6% of respondents utilize *cy pres* awards as a tool to generate revenue, for those non-IOLTA foundations that do, these awards yield the second highest percentage of total income. *Cy pres* awards were used with greater impact than several other income sources, with a median yearly amount of approximately \$73,600.

Although *cy pres* is not a constant or reliable source of income for foundations, it has a great deal of potential for state foundations and in large metropolitan areas, where foundations received as much as \$2.75 million in 2007.

#### **5. *Legal community donations and law firm campaigns***

Foundations solicit donations from individual lawyers and law firms using a variety of mechanisms. Two primary tools to solicit revenue from the legal community are individual solicitation and law firm campaigns. The Survey asked foundations to indicate donations received from individual lawyers and law firms in *either* the law firm campaign category *or* in the individual donations category.

Fewer than 11% of foundations reported engaging in law firm campaigns; however, some foundations that run successful law firm campaigns reported those numbers under individual donations. The sum total of dollars raised per foundation in both categories was \$48,900 a year.

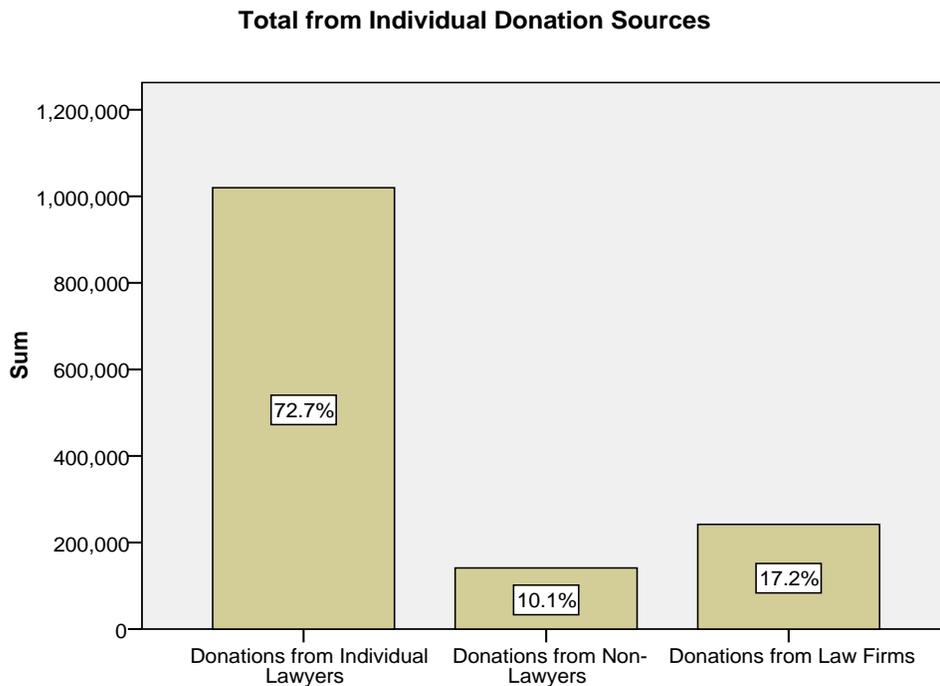
##### **a. Legal community donations**

Legal foundations, by virtue of their relationship with their associated bars, have a natural constituency of potential donors: lawyers, law firms, and the judiciary. Therefore, for many foundations, individual donations from the legal community comprise a significant portion of the foundation's actual or potential revenue.

Part I of the Survey indicated a surprising lack of foundation fundraising focused on the legal community. Part II supports that conclusion. The mean total contribution of individual donors in 2007 was just over \$39,000 per foundation. This number is skewed by the fact that two foundations reported between \$500,000 and \$1 million in individual donations in 2007. If we remove those top two foundations, the average contribution by individual donors per foundation drops to \$35,000 from the others reporting income in this category.

More importantly, only 36% of responding foundations reported that they received individual donations in 2007. These foundations were evenly mixed in size and membership of the related bar. The following chart further breaks down the amount donated into the categories: “Lawyer”, “Non Lawyer” and “Law Firm.”

**Figure 6**



Individual solicitation, especially to the legal community, is an area of potential growth for foundations. The average donation per lawyer or law firm is between \$1.60 and \$5.50 per year on the whole. Regardless of the number of members in the related bar, Table 2 below indicates that, when lawyers and law firms are actively solicited, the numbers skyrocket:

**Table 2**

Foundation	Min. Avg. Donation (Individual Lawyer)	Max. Avg. Donation (Individual Lawyer)	Min. Avg. Donation (Lawyers, Firms)	Max. Avg. Donation (Lawyers, Firms)
A	\$23.33	\$35.00	\$30.17	\$45.25
B	\$5.57	\$55.67	\$5.57	\$55.67
C	\$5.25	\$25.99	\$5.25	\$25.99
D	\$6.20	\$12.38	\$6.20	\$12.38

**b. Law firm campaigns**

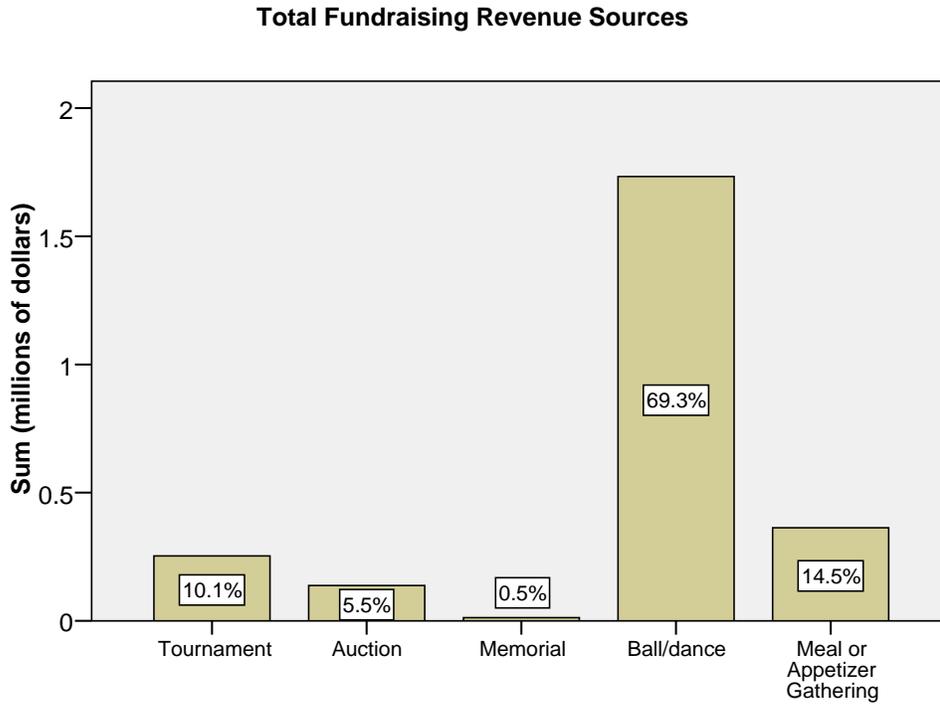
Law firm campaigns raise funds from law firms in the foundations’ locality (e.g. the state for a statewide foundation, the metropolitan area for a metropolitan foundation, the county for a county foundation). Law firm campaign methodology varies, but many campaigns are held periodically (e.g. yearly, biennially). The campaign usually begins with a quiet preparatory phase, followed by a public campaign in which law firms are asked to donate to the foundation and receive media and other publicity for doing so.

Just under 11% of foundations surveyed utilized a law firm campaign as a tool to generate revenue in 2007, and every respondent to this category was a metropolitan or county foundation. Despite the low number of foundations utilizing this fundraising tool, each foundation that engaged in a law firm campaign generated an average of \$125,000 in revenue from this source alone in 2007. For one large county bar foundation in particular, the law firm campaign revenue comprised nearly 50% of the revenue they generated for the year.

**6. *Fundraising events***

40% of foundations host fundraising events every year, including tournaments, auctions, memorials, balls and dances, and meals, generating over \$2 million in revenue in 2007. As indicated in Figure 7 below, these events *en total* produced a mean of over \$60,000 per foundation for the 2007 fiscal year.

Figure 7

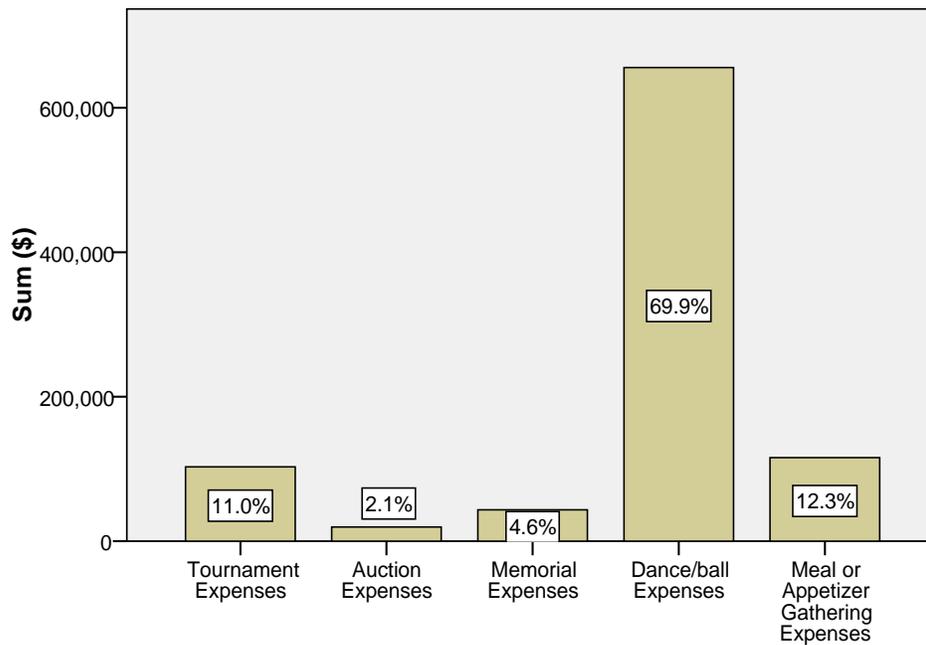


Predictably, metropolitan bar foundations are substantially more successful at using events to generate income. Larger events, like annual balls, generate more revenue, and generate the most income when they take place in large cities. This is most likely a result of factors including population density and higher standards of living.

On average, for every dollar it costs to host an event, two dollars of revenue are generated (see Figure 8). Unfortunately, when these same events are hosted by small and rural bars, they tend to generate very little income. None of the data indicates the staff or volunteer time involved to host an event.

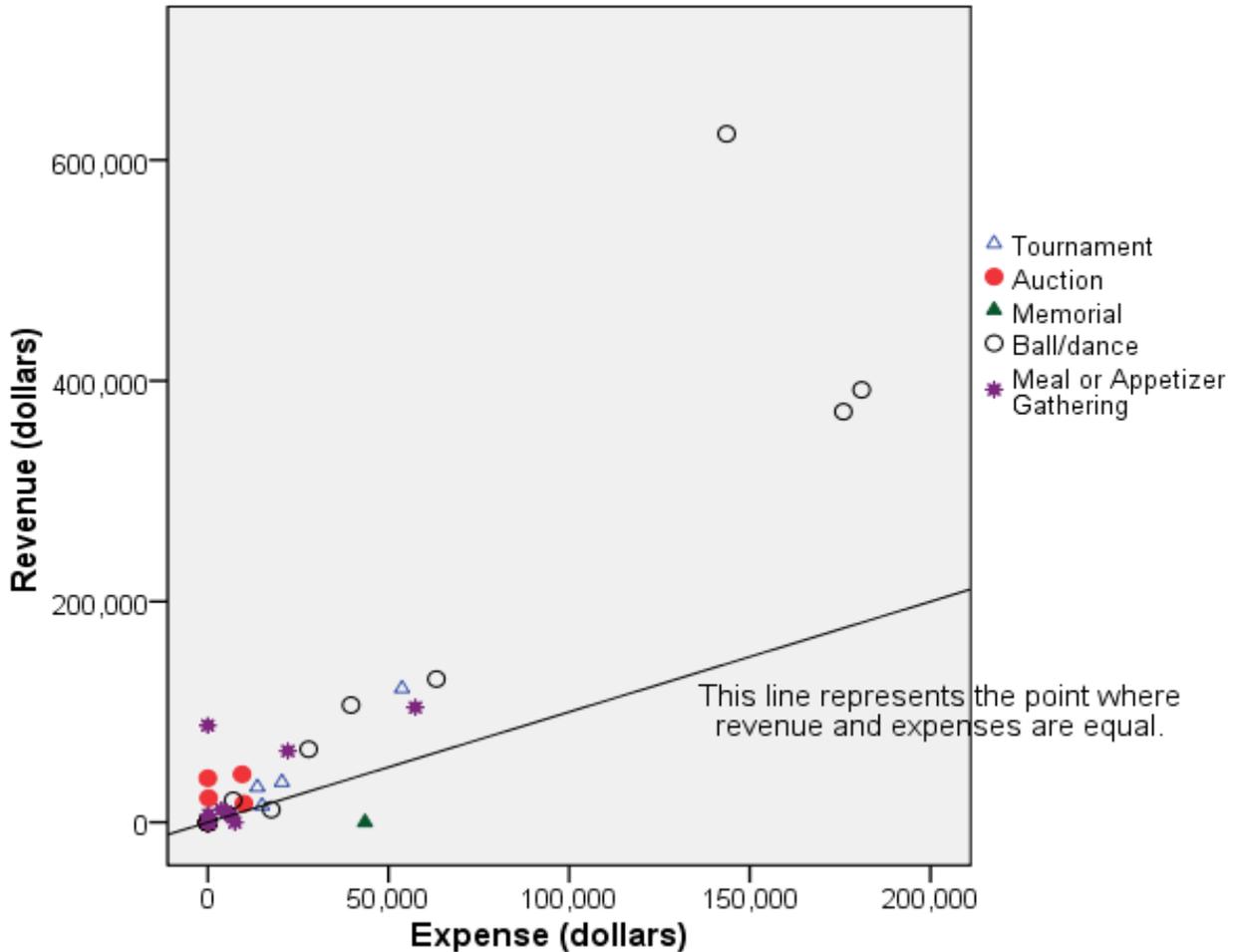
Figure 8

Total Fundraising Expenses Sources



Except for memorials, every type of fundraising event is effective when we look at net yield. As a general rule, balls and dances generate the most profit, followed by auctions and tournaments. In the scatterplot in Figure 9, events are noted on the chart. Events plotted below the line had a net loss, events at the line broke even, and events above the line saw a profit.

Figure 9



**7. Grant income**

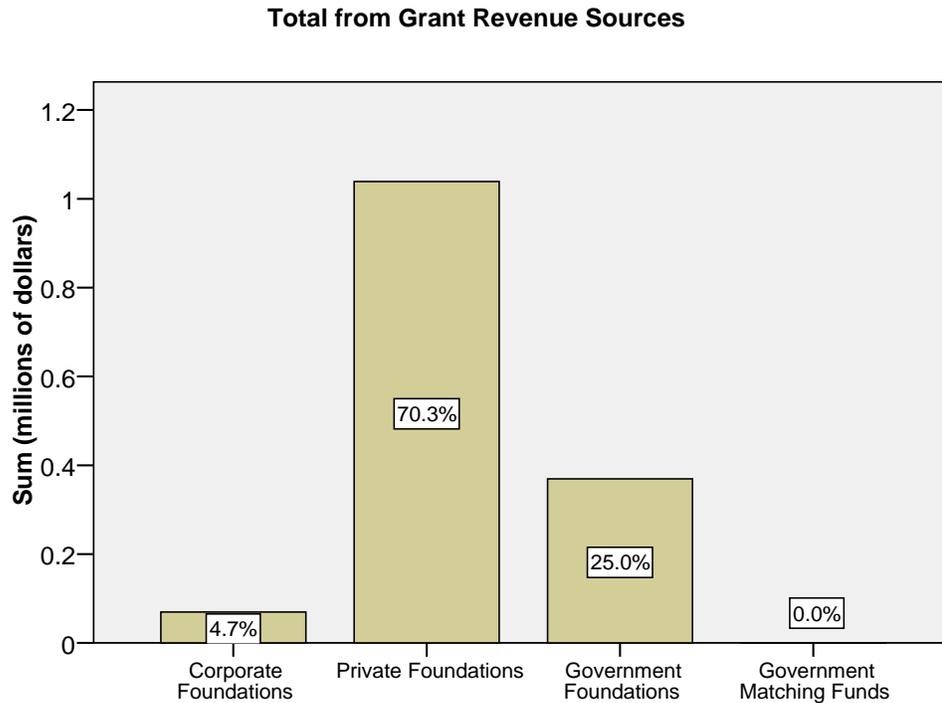
Just under 16% of foundations rely on private, government, or corporate grants as a source of revenue. One-third of those foundations (all smaller local/county foundations) rely on grants for over 50% of their total revenue. The remaining two-thirds were state and metro foundations. With the exception of one state foundation that received \$2 million in grant funding, the size of the foundation (state, metro, or local/county) did not affect the amount of funding the foundation received in grants.

Grants, for foundations that utilize them, generated a mean income of just over \$46,000 in 2007. Grant funding as part of foundations’ income streams can be broken down as follows:

- ◆ 70% Private foundations
- ◆ 25% Government
- ◆ 5% Corporate foundations

Given the current economic environment, it is plausible to suggest that government grants will decrease in the near-term, and competition for private foundation grants will increase. Foundations that rely heavily on grants may consider diversifying their funding streams in the near future.

Figure 10



**8. Capital campaigns and endowment campaigns**

**a. Capital campaigns**

Capital campaigns are focused efforts by the foundation to raise significant dollars in a specified period of time. Usually the money raised is to acquire, construct, or renovate a building. In some cases, campaigns are initiated to fund extraordinary expenditures of a capital nature, such as a new legal education center.

In 2007, 22% of foundations conducted capital campaigns to generate some portion of their revenue. For those foundations engaging in capital campaigns, the mean income derived was approximately \$189,000. Interestingly, county bar foundations and small state bars were just as successful (in fact more so) than metropolitan and state bar foundations at this type of fundraising.

**b. Endowment campaigns**

Like a capital campaign, an endowment campaign is intended to raise funds for an organization, but instead of spending that money for a specific need, the funds are invested. The proceeds are placed in an endowment fund, and the interest income goes towards the

organization's ongoing expenses, capital expenditures, grants program, and special projects and programs

Endowment campaigns generated an average of \$15,304 in 2007, and 17% of the foundations reporting relied upon them to any extent. There was no consistency in terms of the revenue generated or the type of foundations conducting such campaigns. This is not particularly surprising, however, as endowment campaigns are not usually conducted on a regular basis.

## ***9. Direct mail and online solicitation***

### **a. Direct mail solicitation**

Over 30% of foundations sent one or more direct mail pieces to potential donors in 2007. With a median revenue of only \$24,690, and taking into account the cost of postage, paper, printing, and time, this fundraising tool was not among the most successful for foundations in 2007. However, many organizations likely send direct mail as both a fundraising and marketing effort.

### **b. Online solicitation**

Not one foundation reported soliciting for donations online in 2007. Given the effectiveness of online fundraising, and recent studies showing that the majority of major donors and the near-majority of all donors prefer online giving, online solicitation is a potential area for substantial growth in the years to come. Data shows that attorneys usually lag about five years behind the curve in regard to the latest industry trends, indicating that many attorneys are just now beginning to donate as a result of online solicitation. For more information on the state of the legal industry and technology, review the 2008 ABA Legal Technology Survey Report<sup>6</sup>.

## ***10. Memorial gifts programs***

In contrast to "memorial events", during which foundations honor a deceased donor, member of the bar, or member of the judiciary, memorial gifts are bequests left by donors for the benefit of the foundation. 25% of foundation utilized this tool in 2007, for a mean income of \$2,200 per foundation.

## ***11. Other revenue***

Foundations listed several other sources of revenue, including CLE presentations, corporate sponsorship, and affinity credit cards. Of note, two foundations received significant revenue from a portion of the filing fees paid by attorneys to the courts in their area.

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<sup>6</sup> American Bar Association, "Legal Technology Survey Report," 2008, *available at* <http://www.abanet.org/abastore/index.cfm?section=main&fm=Product.AddToCart&pid=2680086PDF>.  
National Conference of Bar Foundations  
The "State of Bar Foundations" Survey

Successes and Challenges 8  
Report on Part II

## **B. IOLTA foundation revenue**

### ***1. Overview***

Interest on Lawyers Trust Accounts (IOLTA) funds are the single most influential source of revenue for foundations today. A lawyer who receives client funds must place those funds in a separate interest-bearing account. In most cases, the interest generated from the clients' funds is remitted to the clients. However, in some cases, the funds are held for a short period of time, or are nominal in nature, and would not earn enough income to remit to the client. In those cases, the funds are placed in an IOLTA, a pooled account that generates interest income.

The interest generated from IOLTAs is remitted to IOLTA foundations designated by state statute for use in their mission. IOLTA funds are generally granted by foundations to organizations that support the foundations' mission. The Survey results in Part I showed that over 70% of IOLTA foundations grant funds to organizations supporting access to justice efforts as their primary mission.

The basic IOLTA framework is enhanced by whether a state has a "mandatory" or "opt out" IOLTA rule. In mandatory states (such as the majority completing survey Part II), every attorney with a private practice of law must participate in the IOLTA program (with limited exceptions). In an opt out state, attorneys may opt out of participating in IOLTA.

In addition, a growing number of states have a version of a "comparability rule." In states without a comparability rule, IOLTA institutions may choose the interest rate to pay on IOLTAs. Comparability rules require financial institutions that hold IOLTA funds to pay interest at a rate that is comparable to that paid on other interest-bearing accounts that the institution offers to non-IOLTA customers. A comparable rate is often set according to a percentage of recognized federal index (e.g. the Federal Funds Rate).

Part II of the Survey asked foundations to report on revenue and expenses in 2007. Since 2007, most IOLTA foundations have experienced a dramatic decrease in income. In 2007, interest rates were relatively high. In economic hard times, IOLTA funds tend to decrease. At present, federal indices are at an all-time low. As the interest rate environment declines, IOLTA remittances in states with and without comparability rules decline as well.

### ***2. Non-IOLTA revenue***

#### **a. "Other" revenue**

IOLTA foundations listed their largest source of income, outside IOLTA, as "other income." The "other" category included the following responses:

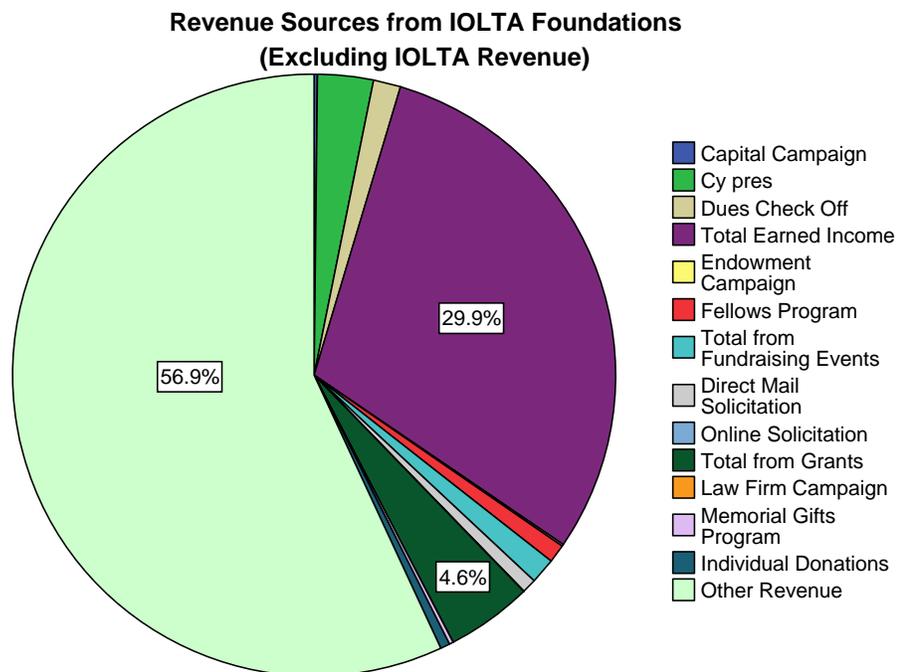
- Affinity credit cards
- State contracts
- Return of unspent funds
- Annual dinner
- Ticket sales
- Assistance programs for lawyers and judges

- Bar programs
- Loan repayment assistance for public interest lawyers
- Scholarships for children of those who have been permanently disabled or killed while working
- Funding from state budget or filing fees
- Subcontract revenue
- Miscellaneous

**b. Earned income**

The second largest category of non-IOLTA income for IOLTA foundations was earned income. Less than 10% of non-IOLTA income for IOLTA foundations came from the eleven revenue-producing mechanisms listed, ten of which are fundraising tools.

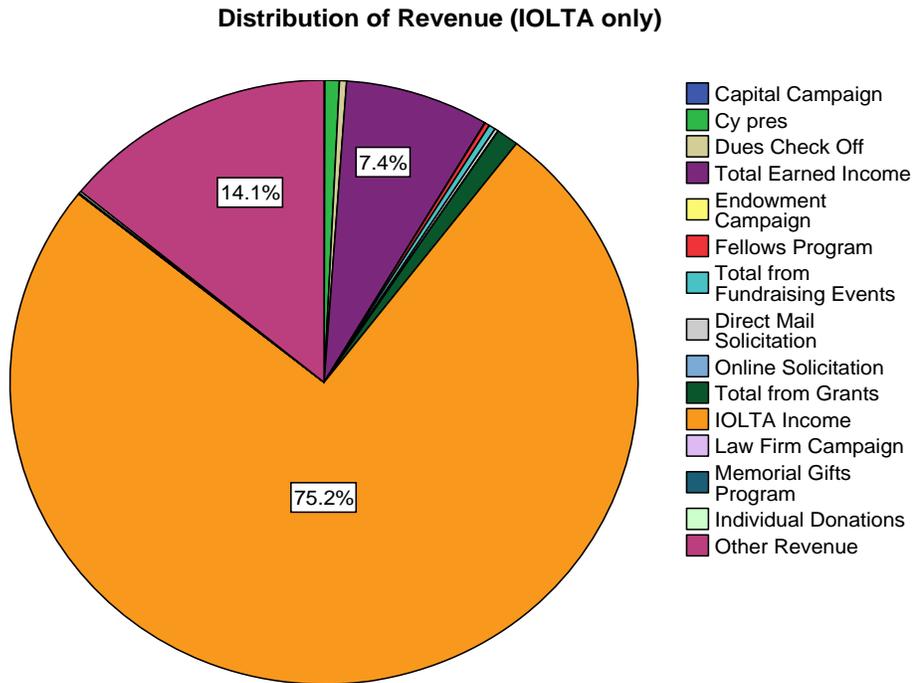
**Figure 11**



**c. Fundraising**

Over 80% of IOLTA foundations responding to Part II of the Survey report they engage in no fundraising of any kind. These foundations rely entirely upon IOLTA funding to sustain their grants programs. In economic hard times, most foundations without other funding streams will be forced to scale back substantially on their grants programs. Figure 12 below provides a visual representation of the revenue streams for IOLTA foundations.

Figure 12



Most foundations engaged in fundraising are housed in large states. Foundations that do fundraise depend in large part upon grants and *cy pres* awards. Virtually none of the IOLTA foundations responding to the Survey solicit funds from individual donors through individual solicitation, law firm campaigns, direct mail, or online solicitation. For many IOLTA foundations, especially those that are the only statewide legal foundations in their states, there is clearly room for growth in diversifying income streams and fundraising from their related bar’s memberships.

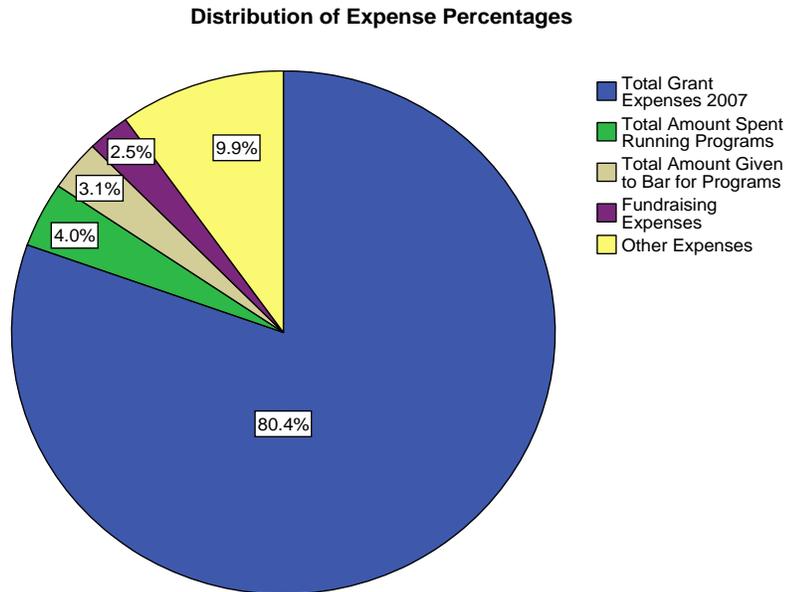
### 3. IOLTA enhancement activities

All but three of the IOLTA foundations responding acknowledged that they regularly engage in enhancement activities. Enhancement activities include, but are not limited to, increasing attorney awareness of those institutions paying the highest interest rates to encourage them to deposit their funds at the more favorable institutions; working with institution directors to ensure the highest possible rates; and regularly reviewing remittance reports to ensure financial institutions and attorneys are fulfilling their obligations. It would appear that most IOLTA foundations understand the importance of continuous monitoring to improve their effectiveness for the future of the organization.

### III. FOUNDATION EXPENSES

Part II of the Survey sought information about four broad areas of foundation expenses: grant distribution, programs run by the foundation or the related bar, fundraising events, and “other.” The cost of fundraising events was reviewed in Section II.A.6. Therefore, this section will focus on the grants, programs supported by foundations, and “other” expenses in 2007.

**Figure 13**

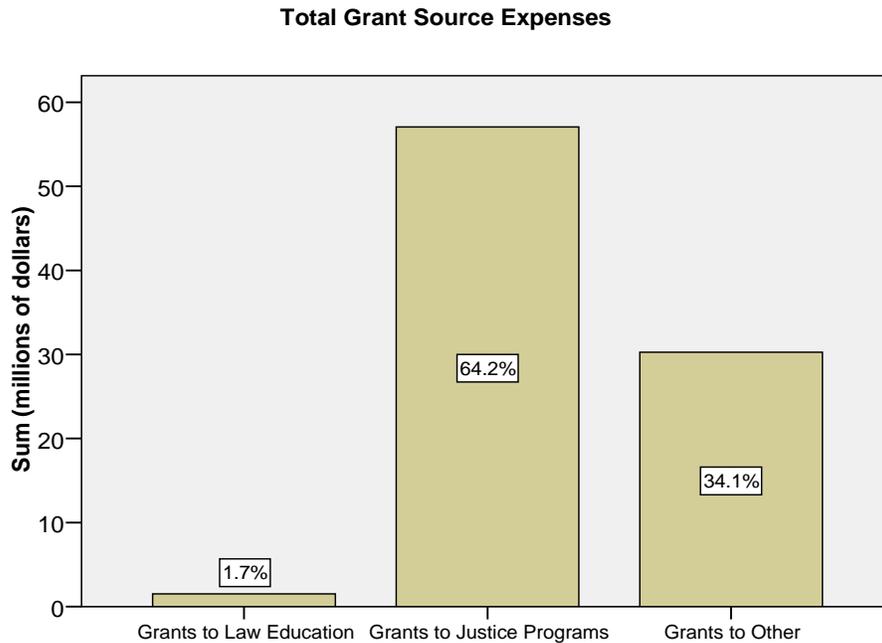


In the first part of the survey, we reviewed the various stated goals of the foundations responding. Over 50% of foundations reported that access to justice is their primary mission. 25% of foundations responded that law-related education was their primary goal.

**A. Grant distribution expenses (see Figure 14)**

The mean total of grants given by each foundation in 2007 was approximately \$1,818,000. These grants were further broken down into access to justice grants, law-related education grants, and “other” grants.

**Figure 14**



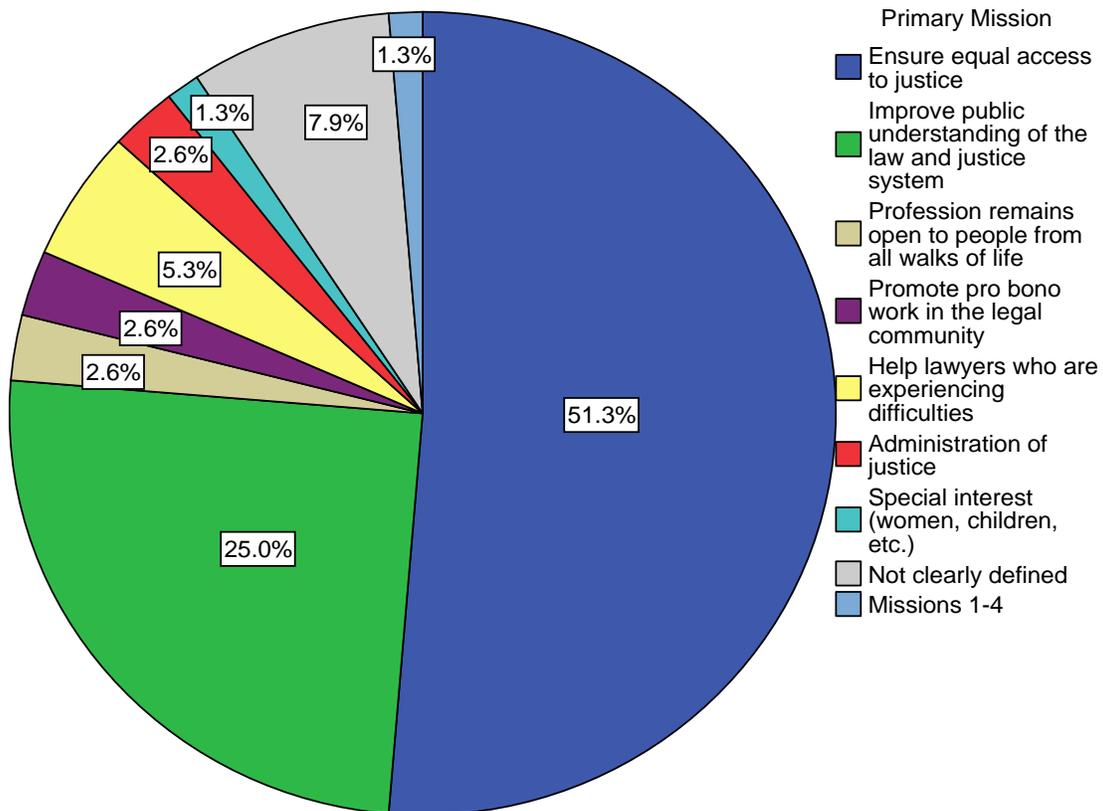
As noted in the report on Part I of the Survey and in Figure 15 below, most (51%) of foundations list access to justice as their primary mission.<sup>7</sup> In keeping with that finding, respondents to Part II of the Survey distribute over 64% of all grants to organizations that promote or enhance access to justice.

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<sup>7</sup> “Profession remains open to people from all walks of life” is a mission aimed at providing monetary assistance to those who wish to join or remain in the legal profession and who, without such assistance, would be unable to do so.

With the exception of one foundation that gave over \$300,000 to law-related education in 2007, foundations responding to Part II of the Survey distributed an average of 2% of their revenue toward law-related education programs. This finding corresponds with a key finding from Part I of the Survey: law-related education is the primary mission of one-

**Figure 15**



quarter of all foundations, and yet only 1% of total revenue is distributed in law-related education grants. This issue is addressed more fully in Section II.B below.

The last 34% of grant distributions were divided amongst several different causes, all captured under the “other grants” category in the Survey. When asked to describe these “other” programs, foundations listed such causes as administration of justice, community development, domestic violence, court house daycare, legal services, policy and lobbying activities, and children’s advocacy.

**B. Program expenses**

Approximately 65% of foundations spent funds on internally-run or bar-run programs for access to justice, law-related education, and other programming. From the data, it seems that many foundations with “supporting law-related education” as their primary mission accomplish their mission in large part through providing funds to internally-run or bar-run

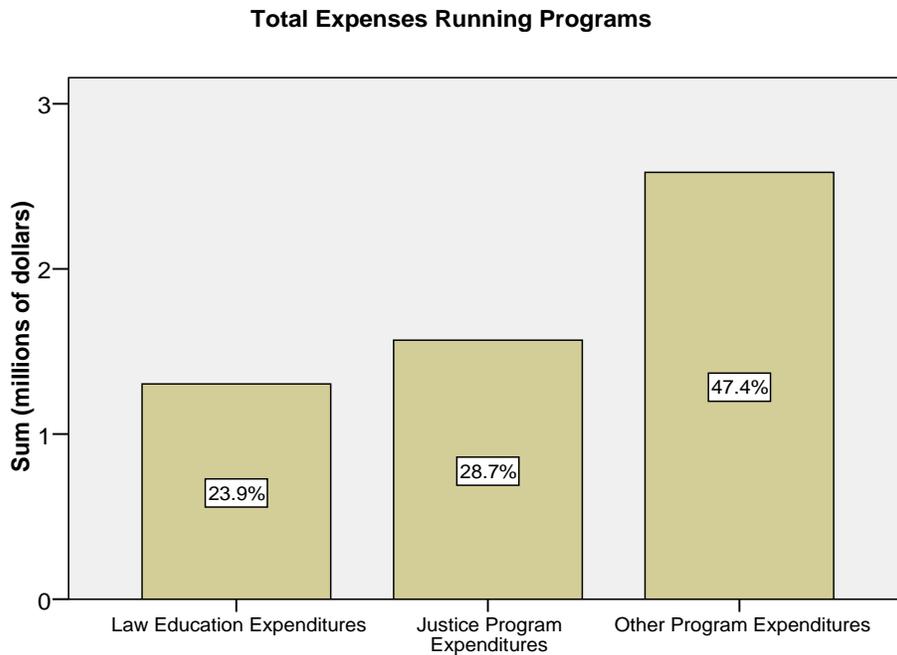
programs supporting law-related education. Law-related education programs, both internal and run by the related bar, receive a quarter of all program funding. This finding helps to answer a concern raised in Part I of the Survey that, while law-related education is the primary mission of one-quarter of all foundations, only 1% of total revenue is distributed in law-related education grants. Although grant distributions for law-related education are surprisingly low, expenditures for law-related education programs are higher than expected.

**1. Foundation programs (see Figure 16)**

One-third of foundations run programs internally, and 4% of all foundation expenses are distributed to foundation programs. 29% of internal program expenditures was spent on access to justice programs.

Interestingly, those foundations that run internal programs spend 24% of their program expenses on programs focusing on law-related education. With the exception of one very large foundation that provided over \$1 million for law-related education in 2007, responding foundation spent an average of almost \$7,000 on law-related education.

**Figure 14**

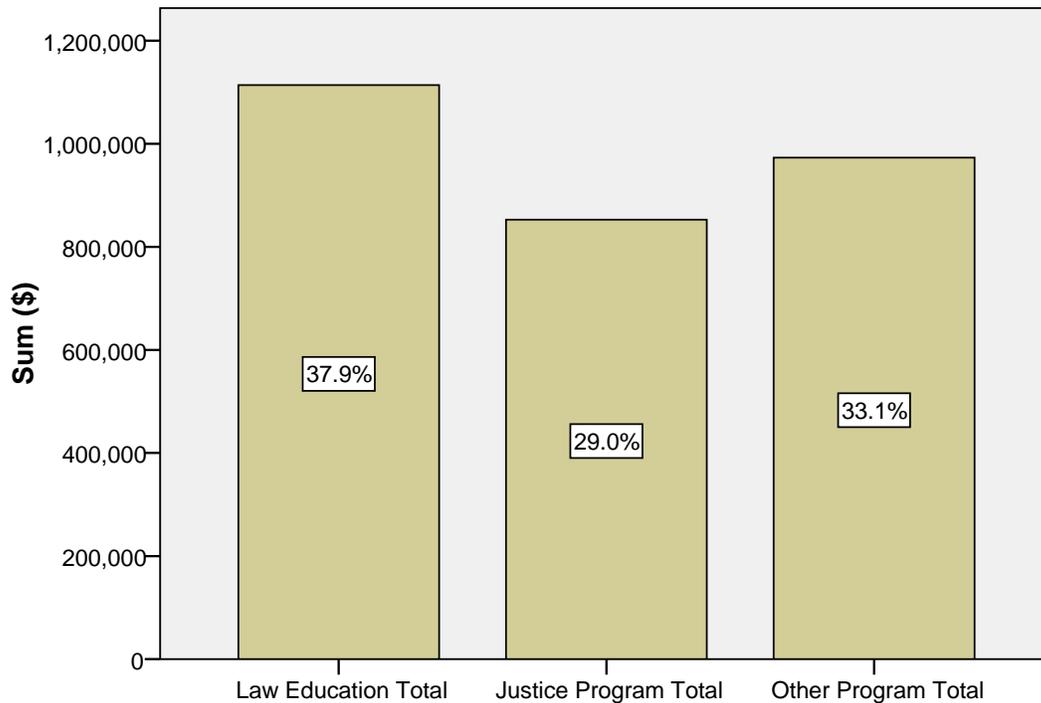


**2. Related bar programs (see Figure 17)**

Over 64% of foundations disburse funds to their related bars or bar associations for bar programming. Foundations spent just 3.1% of their total expenditures on bar programming, with a median amount of \$70,000 in 2007. This amount was split fairly evenly between the three broad categories (education, access to justice, and “other”) with legal education receiving just over one-third of the funding, and access to justice receiving just under one-third.

Figure 15

**Total Amount Given to Bar Associations to Run Programs**



**C. Other expenses**

Foundations were asked to categorize their expenses under grants distribution, programs, and fundraising events. The last category of foundation expenses was “other expenses.” Specific expenses listed here were:

- Dues and memberships
- Accounting services
- Administrative
- Developmental director salary
- General staff salaries
- Continuing education
- Office maintenance
- Building and operational
- Giveaways
- Travel expenses
- Uncategorized fundraising expenses (entertainment, awards, raffles, direct mail, promotions)

All tolled, these “other” expenses had a median cost of \$234,000 for the year.

## IV. GRANT-GIVING PROCESS AND IMPACT

### A. Process

For those foundations that distribute grants, the grant-giving process is a time-consuming and essential part of foundation activities. From the first step of advertising grant opportunities and providing applications to potential grantees, to reviewing and awarding grants to the most deserving candidates, foundation staff and board must focus considerable attention on grant-giving.

For 60% of reporting foundations, the grant-giving process does not end when the grant is awarded. These foundations require grant reports from their grantees, and some require grantees pay back unused grant funds to the foundation at the end of the year.

Over 40% of foundations responding do not require reports from their grantees. Only twenty-nine respondees required grant reports from their grantees. This lack of oversight is a key finding of this report. Without a reporting system, foundations have no oversight as to the actual use of foundation funding, and, therefore, no accountability as to the use of the funds to donors, the legal community, or the general public. Furthermore, the foundation is unable to offer assistance, support, or feedback to grantees, a role taken increasingly seriously by many foundations nationwide.

### B. Impact

Less than 10% of all foundations nationwide provided information about the specific impact of foundation funding in 2007. Foundations were asked to report on the number of people receiving law-related education and legal assistance as a result of foundation funding. Additionally, the Survey asked foundations to provide the number of legal organizations and projects and programs that would not exist without foundation funding, and the number of organizations that have increased staff salaries or have hired additional staff as a result of foundation grants.

Despite the small number of respondees, the impact is quite remarkable. The tally of people receiving law related education due to foundation grants is over 535,000. Additionally, over 414,000 received legal assistance from foundation- and bar-run programs. These foundations have kept fifty legal organizations in business. More than 125 organizations were able to increase staff salaries or hire additional staff as a result of foundation grants. And eighty-seven different projects and programs exist only through the help of foundation grants.

## V. DONOR TRACKING SYSTEMS

50% of responding foundations use a donor database to track donors. Less than half of those use databases that sort by relevant categories (e.g. sex, age, attorney vs. non attorney). Most foundations using a database rely on MicroSoft Access or some other proprietary piece of software they have designed internally. But a small portion of those tracking their donors are taking advantage of more specialized software applications such as The Associate, DonorPerfect, e-tapestry, GiftWorks, iMIS, Raisers Edge, and Sage Software Solutions to more effectively track and market directly to their donors.

Given the number of foundations that do not engage in significant fundraising efforts, the lack of those with donor databases is not surprising. However, for all foundations engaged in fundraising efforts, a good database is essential to help record donors and donations, monitor and forecast performance, focus efforts to work more strategically, and increase the efficiency of the foundation’s fundraising efforts. Prioritizing and segmenting mailing lists, managing and tracking prospects, stewarding donors, identifying future donors, managing time, and financial forecasting can all be assisted through the proper use of a donor database.

A close look at the foundations who reported using a donor database reveals a clear correlation between the size of the foundation and whether they use a database (see Table 3). 70% of foundations with 10,000 in their related bars use donor databases, while just over one third of the smaller foundations use them. Only the largest metropolitan and state foundations use their donor database for the entire suite of fundraising options available. However, every foundation that has a donor database uses the database to track at least one fundraising method, including tracking Fellows, managing direct mail efforts, and conducting targeted campaigns.

Every foundation with a donor database has at least one, dedicated, full-time staff member.

**Table 3**

**Size of Foundation / Donor Database Crosstabulation**

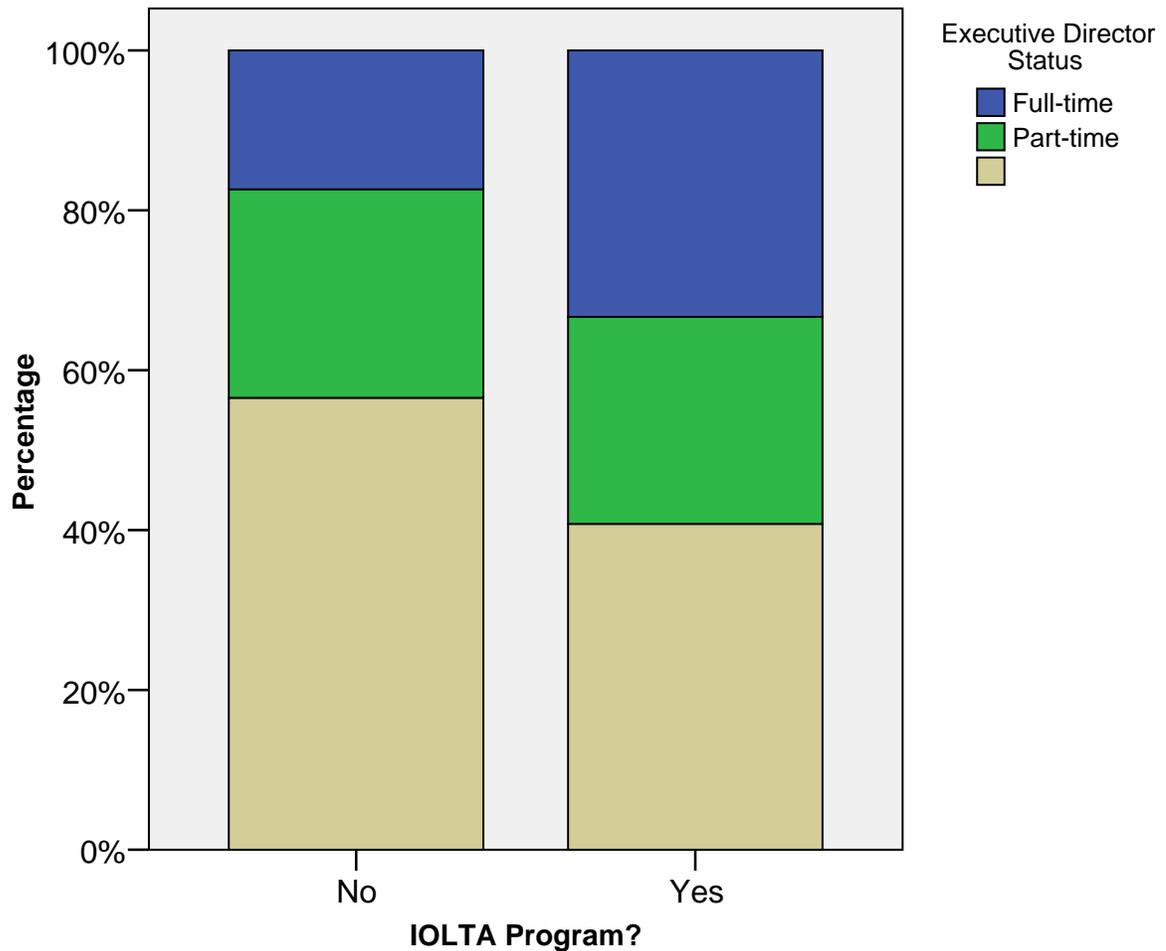
			Maintain a Donor Database?		Total
			No	Yes	
Size of Foundation	10,000 or Less	Number	19	11	30
		Percent	63.3%	36.7%	100.0%
	More than 10,000	Number	7	16	23
		Percent	30.4%	69.6%	100.0%
Total		Number	26	27	53
		Percent	49.1%	50.9%	100.0%

## VI. FOUNDATION STAFFING

When asked about staffing scenarios, foundations were given the following categories as options: 1) paid staff; 2) no staff; or 3) volunteer staff. More than 72% of the foundations reporting indicated that they had paid staff.

Nearly 60% of non-IOLTA foundations that responded to Part II of the Survey do not have either a full- or part-time executive director. About 20% of non-IOLTA foundations employ a full-time executive director, and 25% employ a part-time executive director. 40% of responding IOLTA foundations do not employ a full- or part-time executive director. Those that do tend toward a full-time executive director, with 35% employing a full-time executive director and 25% employing a part-time executive director.

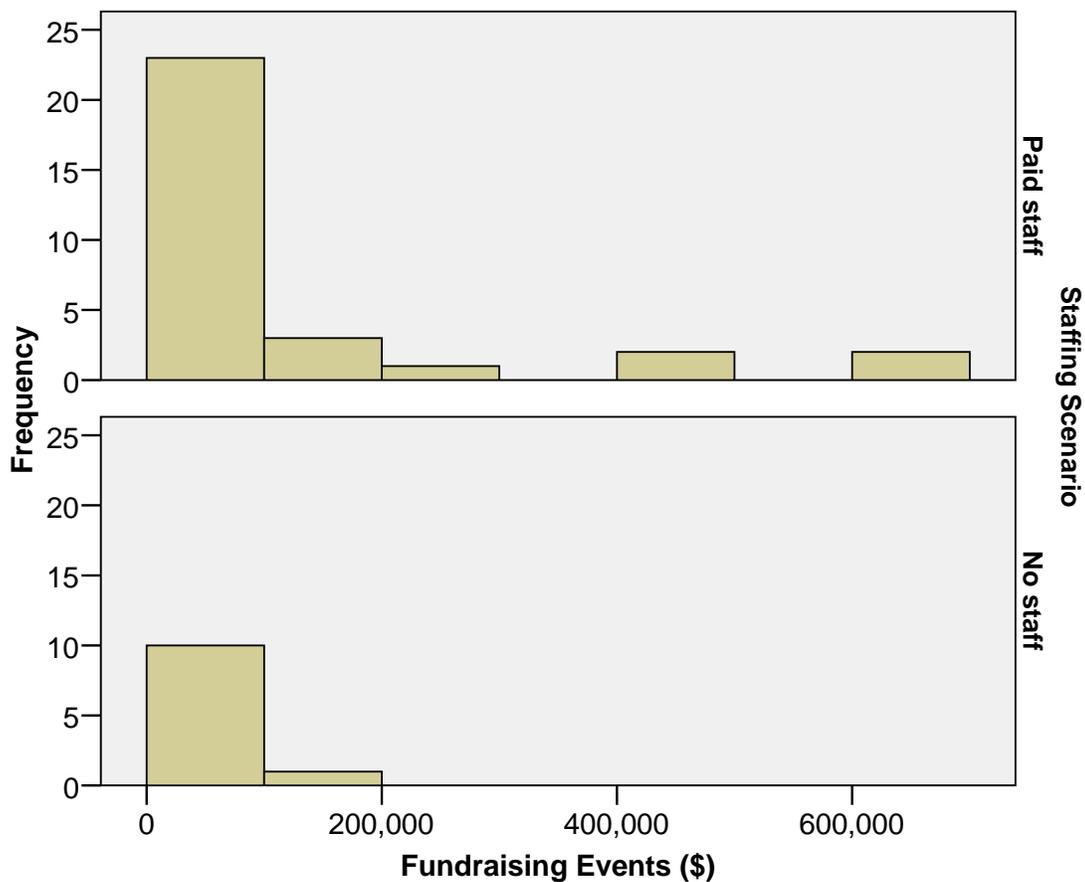
Figure 16



The Survey asked foundations to indicate if, excluding the executive director, they had one, two or three, or more than three staff members. Responding foundations that had an executive director had additional staff, fairly evenly divided between one person operations, two to three staff, and more than three. Most of the additional staff were part-time; only one-fifth of the foundations with staff have full-time staff in addition to the executive director, and all but one of those were metropolitan bars.

There was not enough data to draw any conclusions about whether the number of staff caused foundations to generate revenue. However, a trend is possible when looking solely at event-based fundraising. The foundations with paid staff both engaged in more events and raised more income at fundraising events in 2007.

**Figure 17**



## VII. BOARD OF DIRECTORS

### A. Number of board members

Foundations responding to Part II of the Survey vary in the number of board members directing the organization. On average, most boards range from eleven to twenty-one or more board members. Surprisingly, 37% of foundations reported they have over twenty-one board members.

Table 4

Number of Board Members	Number of Foundations	Percentage of Foundations
3 to 6	1	2%
7 to ten	6	12%
11 to 14	13	27%
15-20	11	22%
21+	18	37%

State laws usually dictate the number of board members required for a nonprofit organization. Regardless of the number of directors chosen by the foundation, the board should periodically assess whether the size of the board maximizes board member accountability and efficacy. The board of directors of foundations are both financially and legally responsible for the organization's actions. The Panel on the Nonprofit Sector has stated the problems related to board size as follows:

Failures by boards of directors in fulfilling their fiduciary responsibilities may arise when a board leaves governing responsibility to a small number of people ... Other problems emerge when a board disperses responsibility among many people, thereby lessening the obligations of each ...

According to the Panel on the Nonprofit Sector, boards should periodically review board size to "ensure effective governance and to meet the organization's goals and objectives."<sup>8</sup>

### B. Board policies

#### 1. Term limits (see Table 5)

Over one-third of responding foundations have no term limits for board members. Another one-third allow board members two terms. The remaining foundations split between one, three, and four terms.

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<sup>8</sup> Panel on the Nonprofit Sector, "Report to Congress and the Nonprofit Sector on Strengthening Transparency, Governance, and Accountability of Charitable Organizations," June 2005, available at [www.nonprofitpanel.org/Report/index.html](http://www.nonprofitpanel.org/Report/index.html).

**Table 5**

Maximum Terms a Member May Serve	Number of Foundations	Percentage of Foundations
Unlimited	18	36%
1	5	10%
2	17	34%
3	8	16%
4	2	4%

According to a 2007 survey, 80% of nonprofit boards now have term limits, with the majority set between two and four years.<sup>9</sup> Board limits have proved effective for some organizations, “bringing fresh energy, ideas and expertise to the board through new members.” Other boards choose against board limits for fear they may “deprive the organization of valuable experience, continuity and, in some cases, needed support provided by board members.” Regardless, the Panel on the Nonprofit Sector recommends that all nonprofits consider term limits.<sup>10</sup>

### ***2. Job descriptions and board orientation***

Over half of the foundations surveyed (55%) do not provide their board members with job descriptions to help set their role. One-third of foundations’ board members receive no orientation.

### ***3. Board fundraising***

Foundation board members are taking an active role in fundraising, with over 80% of respondents stating that their board members donate to the foundation. These donations are a major source of revenue for foundations, with an average of almost \$9,000 in donations each year coming from board members.

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<sup>9</sup> Grant Thornton, “National Board Governance Survey for Not-for-Profit Organizations,” 2007, *available at* [www.GrantThornton.com/nfp](http://www.GrantThornton.com/nfp).

<sup>10</sup> *See* Panel, n.5.

## VIII. FUND DEVELOPMENT PREFERENCES

When asked to rank fund development techniques on a scale of 1-5, with 1 indicating the technique provides an excellent return on investment of time and energy and 5 indicating the technique provides a bad return on investment, the results were as follows:

**Table 6**

Change to comparability rule for IOLTA	1.88
IOLTA revenue enhancement activities	1.94
Law firm campaign	2.00
Fellows program	2.24
Converted to mandatory IOLTA	2.33
Capital campaign	2.42
Individual donor asks	2.69
Grant writing	2.75
Memorial and/or honorary gifts	2.88
Dues check off	2.94
Fundraising events	2.95
Endowment campaign	3.22
Planned giving	3.64

Interestingly, some preferences do not match up with the revenue gained from the activity, as noted in Section II.A. For example, fundraising events, which were listed as “neutral” in terms of preference, provide a \$2 return on every \$1 invested. Fellows programs on the other hand generate almost the same net income, but are ranked substantially higher in terms of their perceived effectiveness.

Law firm campaigns are inexplicably rated very highly, despite how few foundations engage in law firm campaigns. Capital campaigns are also relatively high on the list, but are tools designed to be used sparingly for specific fundraising goals.

Quite surprising is the “neutral” rating of individual contributions, with an average score of 2.69. Relatively few foundations engage in actively seeking individual donations, which could result in a “neutral” rating. Yet, if we look at individual donations and what a large portion of those monies foundations rely upon, there is an obvious disconnect. Given the fact that the minimal number of responding foundations that are soliciting individual donations receive an average of more than \$39,000 each year from individual donors, there is a great opportunity to increase foundation earnings through individual donations that should not be quickly dismissed.

## IX. CONCLUSION

The data from Part II of the NCBF Survey indicates that, while foundations nationwide are experiencing success in generating revenue and making an impact through fund distribution, many opportunities exist for improvement for most foundations. High revenues from earned income, dues check offs and IOLTA funds, though at risk in this economic period, are still providing a basic groundwork for foundations' granting and programmatic activities. However, as interest rates decline, two of these major revenue sources will suffer. Successful diversification of funding streams has become more important in the last year than ever before.

Those foundations that have diversified their funding sources have been highly successful at generating revenue from traditional fundraising activities. Yet surprisingly few responding foundations actively solicit donations from lawyers and law firms, either individually or through law firm campaigns, capital campaigns, endowment campaigns, direct mail, or online solicitation.

It is likely that the relative lack of fundraising stems in part from the lack of foundation staff. Many foundations function with part-time or no staff. As foundations begin to contemplate the importance of fund diversification and fundraising, foundation boards will have to be willing to incur some additional costs, particularly by way of full-time fundraising staff, with adequate training and resources to develop an ongoing program of giving. Those foundations which already have done so are experiencing some success, and much opportunity lies ahead for foundations with few or no full-time staff.

Foundations have a natural constituency, the legal community, from which to fundraise. Most foundations have not yet tapped into the potential of individual donations, from either inside or outside the legal community. As foundations strive for increased fundraising efforts, they must simultaneously modernize their marketing tools, and take advantage of free and low-cost electronic fundraising and donor tracking resources available. Additionally, foundations can reap significant rewards from outreach to the judiciary for *cy pres* awards.

While most foundations engage in grant distribution, relatively few require reports from grantees. The reports provide necessary information about how foundations resources are used. More importantly, even minimal reporting indicates that foundations are making a profound impact on our communities; increased reporting will show the true impact our nation's foundations have on those most in need.

The National Conference of Bar Foundations is dedicated to advancing the work of foundations nationwide. Parts I and II of the NCBF Survey provide a sense of the opportunities and challenges facing foundations today. Future surveys will follow up on this initial survey, providing foundations with additional data on trends and best practices nationwide.

# Appendices

## Appendix 1: National Conference of Bar Foundations “The State of Bar Foundations” Survey Questions: Part II

1. Did you complete Part I of the survey?
2. List gross revenue for fiscal year 2007 (if no revenue, please enter "0").
  - a. Capital campaign:
  - b. Cy pres:
  - c. Dues check off:
  - d. Total Earned Income:
    - Investment income:
    - Rental/lease income:
  - e. Endowment campaign:
  - f. Fellows program:
  - g. Total from Fundraising Events:
    - Tournaments:
    - Auction:
    - Memorial:
    - Ball/dance:
    - Meal or appetizer gathering:
  - h. Direct Mail Solicitation:
  - i. Online solicitation:
  - j. Total from Grants:
    - Corporate foundations:
    - Private foundations:
    - Government foundations:
    - Government matching funds:
  - k. IOLTA income:
  - l. Law firm campaign:
  - m. Memorial gifts program:
  - n. Individual donations (do not repeat amounts reported elsewhere):
    - Donations from individual lawyers:
    - Donations from non-lawyers:
    - Donations from law firms:
  - o. Other revenue:
    - Describe other revenue sources:
3. List expenses for fiscal year 2007 (if no expenses, please enter "0").
  - a. Grants (do not include grants to your related bar association):
    - To organizations for law-related educational programs:
    - To organizations for access to justice programs:
    - To other organizations:
    - Describe other organizations:
  - b. Total amount your foundation spent running programs:
    - Law-related educational programs provided by your foundation:
    - Access to justice programs provided by your foundation:

- Other programs provided by your foundation:
  - c. Total amount given to the bar association to run programs:
    - Law-related educational programs provided by the bar association:
    - Access to justice programs provided by the bar association:
    - Other programs provided by the bar association:
  - d. Fundraising expenses:
    - Tournament:
    - Auction:
    - Memorial:
    - Dance/ball:
    - Meal or appetizer gathering:
  - e. Other expenses:
    - Describe other expenses:
4. Does your foundation require grant reports from grantees? If yes, list:
    - a. Number of people who received law-related education due to foundation grants:
    - b. Number of people who received legal services due to foundation grants:
    - c. Number of organizations that wouldn't exist without the 2007 foundation grant:
    - d. Number of organizations that increased staff salaries or hired additional staff due to foundation grants:
    - e. Projects within in grantee organizations that exist due to foundation grants.
  5. Did the foundation maintain a donor database in fiscal year 2007? (If you check "No", you will skip to question 11)
  6. What data collection program does your foundation use?
  7. Indicate which categories the database will sort by (check all that apply). (If you check "None of the above," you will skip to question 11)
    - Lawyers    Non-lawyers
    - Female    Male
    - Ages 20-40    Ages 41-55    Ages 56 and up
  8. To the extent made possible by your donor database, please indicate the numbers of fiscal year 2007 donors in the following categories.
    - Lawyers    Non-lawyers
    - Female    Male
    - Ages 20-40    Ages 41-55    Ages 56 and up
  9. Describe your staffing scenario.

10. If the foundation has an executive director (or equivalent position), check all that apply below.
- Executive director is full-time
  - Executive director is part-time
  - 100% of the executive director's time is dedicated to the work of the foundation
  - The executive director splits work time between the foundation and another organization
  - If the foundation director splits time between the foundation and another organization, please check all that apply below.
  - The other organization is the bar association
  - The executive director dedicates 51% or more of her or his time to the foundation
  - The executive director dedicates 26%-50% of her or his time to the foundation
  - The executive director dedicates 11%-25% of her or his time to the foundation
  - The executive director dedicates 1%-10% of her or his time to the foundation
11. If the foundation has additional staff, check all that apply below (do NOT include the executive director or equivalent position in the numbers below).
- Foundation has 1 full-time staff
  - Foundation has 2-3 full-time staff
  - Foundation has more than 3 full-time staff
  - Foundation has 1 part-time staff
  - Foundation has 2-3 part-time staff
  - Foundation has more than 3 part-time staff
12. How many people sit on the foundation board?  
3-6; 7-10; 11-14; 15-20; 21+
13. What are the foundation's terms of office? (President / Board members) Unlimited;  
1; 2; 3; 4
14. What are the maximum number of terms for members?  
Unlimited; 1; 2; 3; 4
15. Do you provide board members with job descriptions?
16. What % of your board donates to the foundation?
17. If the foundation requires that board members donate to the foundation, please describe the requirement (amount of money required, required yearly or one time, endowment requirement, etc.).

18. Approximately what average annual amount does the foundation receive in board member donations?
19. Do you provide a board orientation for new members?
20. Does your foundation receive funds annually from the bar association's dues statements?
21. What type of funding does the foundation receive from the dues statement?
  - A portion of the dues is automatically transferred to the foundation.
  - The bar association solicits a mandatory amount from members on behalf of the foundation.
  - Members may "check off" to donate a recommended amount to the foundation.
  - Members may "check off" to donate to the foundation.
22. Has your foundation ever had a Fellows Program?
23. In what years did the foundation have a Fellows program?
24. Is the Fellows Program currently soliciting new members?
25. How many Fellows does the foundation have?
26. What donation is required to become a Fellow?
27. If Fellows may pay in yearly installments, please indicate how many installments are allowed.
28. Do you follow up with your Fellows to solicit additional donations?
29. Does your bar foundation administer any portion of the state Interest on Lawyers' Trust Accounts (IOLTA) program?
30. Check all that apply to your IOLTA program.
  - Mandatory
  - Voluntary
  - Comparability rule
  - Opt-out
31. Does the foundation engage in ongoing IOLTA revenue enhancement activities (including, for example, meeting with banks on a regular basis)?
32. Rank each fund development technique below on a scale of 1-5. 1 indicates the technique provides an excellent return on investment of time and energy. 5

indicates the technique provides a bad return on investment. Rank ONLY the techniques your foundation used in the last 5 years.

- Fundraising events
- IOLTA revenue enhancement activities
- Converted to mandatory IOLTA
- Change to comparability rule for IOLTA
- Individual donor asks
- Law firm campaign
- Capital campaign
- Fellows program
- Memorial and/or honorary gifts
- Planned giving
- Endowment campaign
- Grantwriting
- Dues check off

33. Rank each education service listed below on a scale of 1-5, with 1 being most helpful and 5 being least helpful. Rank ONLY the services your foundation used in the last 5 years.<sup>11</sup>

- NCBF annual conference
- NCBF mid-year conference NCBF listserv
- *The Complete Guide to Bar Foundations*
- Templates
- Planned giving workshops and conferences
- Capital campaign workshops and conferences
- AFP Annual Conference
- Grantmakers for Effective Organizations Annual Conference
- Marketing workshops and conferences
- Networking opportunities
- Other (please specify)

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<sup>11</sup> The answers to the final question in the Survey provided by the 31 respondees will be used by NCBF in its education efforts.



## **Appendix 2: Respondents to the NCBF Survey, Part II**

1. Alaska Bar Foundation
2. Allen County Bar Foundation
3. Amarillo Area Bar Foundation
4. Arizona Foundation for Legal Services & Education
5. Berks County Bar Foundation
6. Boston Bar Foundation
7. California Bar Foundation
8. Campaign for Equal Justice
9. Charitable Funds, Inc.
10. Clearwater Bar Foundation
11. Cleveland Bar Foundation
12. Colorado Bar Foundation
13. Columbus Bar Foundation
14. Connecticut Bar Foundation
15. Erie County Bar Foundation
16. Fairfax Law Foundation
17. Fayette County Bar Foundation
18. Florida Bar Foundation
19. Greensboro Bar Association Foundation
20. Hawaii Justice Foundation
21. Idaho Law Foundation, Inc.
22. Illinois Bar Foundation
23. Indianapolis Bar Foundation
24. Johnson County Bar Foundation
25. Kansas Bar Foundation
26. Knoxville Bar Foundation
27. Lancaster Bar Association Foundation
28. Lawyer Trust Account Board
29. Legal Foundation of Washington
30. Legal Services Trust Fund of the State Bar of California
31. Los Angeles County Bar Foundation
32. Louisiana Bar Foundation
33. Louisville Bar Foundation
34. Macomb County Bar Foundation
35. Mahoning County Bar Association Foundation
36. Maine Bar Foundation
37. Massachusetts Bar Foundation
38. Milwaukee Bar Association Foundation
39. Mississippi Bar Foundation
40. Missouri Lawyer Trust Account Foundation
41. Montgomery Bar Foundation
42. Multnomah Bar Foundation
43. New Haven County Bar Foundation, Inc.
44. New York County Lawyers' Association Foundation, Inc.

45. New Hampshire Bar Foundation
46. North Carolina Bar Association Foundation
47. Ohio State Bar Foundation
48. Oklahoma Bar Foundation Inc.
49. Oregon Law Foundation
50. Oregon Women Lawyers Foundation
51. Pennsylvania Bar Foundation
52. Pennsylvania IOLTA Board
53. Philadelphia Bar Foundation
54. Rhode Island Bar Foundation
55. South Carolina Appleseed Legal Justice Center
56. South Carolina Bar Foundation
57. Tarrant County Bar Foundation
58. Tennessee Bar Foundation
59. Texas Access to Justice Foundation
60. Texas Bar Foundation
61. The Chicago Bar Foundation
62. The Florida Bar Foundation
63. The Missouri Bar Foundation
64. Tulsa County Bar Foundation
65. Utah Bar Foundation
66. Vermont Bar Foundation
67. Virginia Law Foundation
68. Washington State Bar Foundation
69. Washoe County Bar Foundation
70. West Virginia Bar Foundation
71. Westmoreland Bar Foundation
72. York County Bar Foundation