



Executive Director THE LAW FOUNDATION OF BRITISH COLUMBIA

Organizational Overview

General

The Law Foundation of BC came into existence in 1969 as a statutory creation of the provincial government. The mandate of the Foundation is to use the funds arising from interest paid on lawyers' pooled trust accounts to make the law and justice system accessible, particularly to those segments of the BC public who have the greatest barriers to access as a result of their economic, social, physical or mental special needs.

The Law Foundation of BC was the first of its kind in North America. Following BC's lead, every other jurisdiction in North America has now established its own law foundation.

The Law Foundation's budget has increased steadily over the years. In 2018, grants were approved totaling \$33.4 million. Of this amount \$25.4 million was allocated to 77 continuing and 42 on-track programs. The other \$8 million in grants was allocated to 99 one-time projects and other grants. The annual grants budget going forward is expected to be approximately \$26.5 million. Since its inception, grants totaling over \$598 million have been allocated to a range of non-profit organizations for law related programs and projects.

The BC Law Foundation is administered by a Board of eighteen governors primarily drawn from the legal profession. The governors include:

- The Attorney General or their appointee.
- 3 persons, not lawyers, appointed by the Attorney General.
- 12 members of the Law Society of BC or the judiciary, appointed by the Benchers of the Law Society to represent the geographical areas of the province.
- 2 members of the Law Society appointed by the BC Branch of the Canadian Bar Association.

The full Board meets three times a year, and also undertakes periodic long term visioning and strategic planning reviews. There are also a number of active sub- committees of the Board that meet regularly during the course of the year.

For more information on the Law Foundation, it's programs, staff and governors, please go to www.lawfoundationbc.org.



Mission Statement

To advance and promote a just society governed by the rule of law, through leadership, innovation and collaboration.

Vision

A society where access to justice is protected and advanced.

Values

- Integrity
- Diversity
- Respect
- Sustainability

Strategic Priorities 2016 – 2020

- Increase Law Foundation income and allocate resources prudently.
- Support effective and efficient programs that address both current and emerging needs.
- Encourage, identify and support innovation in our grant-making, our grantees and our justice system.
- Continue the ongoing evaluation of Law Foundation programs and projects.

Note: a new Strategic Plan for 2021-2025 will be developed in the coming year.

Program Recipients and Objectives

A unique characteristic of the Law Foundation of BC is its focus on funding lay advocacy as part of fulfilling its goal of making the legal system more accessible to those in need. The associated challenges include bridging the gap that can sometimes exist between the legal profession and community-based grantees.

Grants are provided to a wide range of recipients. These include the Legal Services Society; BC Courthouse Library Society; Community Legal Assistance Society; Access Pro Bono; People's Law School, Justice Education Society, Professional Legal Training Course; BC Law Institute; West Coast Environmental Law Association; BC Public Interest Advocacy Centre; several programs at UBC, the University of Victoria, and Thompson Rivers University; BC Civil Liberties Association; West Coast L.E.A.F; Disability Alliance B.C.; and a number of smaller community-based advocacy groups.



Program Recipients and Objectives (continued)

The Law Foundation seeks to ensure access to justice through its program objectives, which are:

1. Legal Education

To promote legal education programs and services in British Columbia to make the law more accessible through:

- a) increasing public awareness of the law and the justice system;
- b) providing education to groups with particular legal needs; and
- c) assisting in the academic and professional development of those providing legal services to ensure those services are of the highest quality.

2. Legal Research

To advance the knowledge of:

- a) law,
- b) social policy, and
- c) the administration of justice through the identification of areas and issues needing study and analysis and the encouragement and support of projects to address those needs.

3. Legal Aid

To assist in the provision of legal services, including:

- a) advice to and representation of economically disadvantaged persons; and
- b) support of community service and non-profit organizations that address issues that benefit groups of disadvantaged persons or the public.

To facilitate public access to the justice system. Legal aid includes the Legal Services Society, community-based advocacy, public interest law and other legal aid.

4. Law Reform

To encourage and support projects promoting changes to the law and the administration of justice in accord with current knowledge, values and technology.

5. Law Libraries

To assist law libraries and resource centres to keep their materials current.

To encourage and support projects designed to improve the utility and accessibility to both the legal profession and the public of legal and law-related materials.



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Position Responsibilities

General

The Executive Director (ED) is responsible for the successful leadership and administration of the Law Foundation of BC (the Foundation) according to the strategic direction and oversight provided by the Board of Governors. The Executive Director develops organizational strategy, sound practices and supportive relationships – both internally and externally – resulting in cooperative and effective collaborations that further the mission of the Foundation. The ED ensures the Foundation remains an active member of BC's justice system, building trust and respect while also being aware of gaps or underserved constituencies that fall under the organization's mandate. In addition to working closely with the financial institutions, the Executive Director will look at new and diverse forms of revenue that will ensure its ongoing sustainability, and therefore the sustainability of its grantees.

Specific Responsibilities

1.0 Board of Governors

- Ensures that members of the Board and its committees have all the information necessary to exercise their responsibilities. Upon the appointment of each new Board governor, coordinates a program of orientation ensuring governors are equipped with the tools required to be effective and contributing members of the Board.
- Ensures that all grant applications are analyzed, summarized, and recommendations are made for the Board in a timely fashion for their tri-annual grants meetings. Provides briefing notes for Board members as required.
- Reports to the Board, on a timely basis, all relevant information regarding Law Foundation operations and critical issues facing the Law Foundation. Develops and presents alternatives and recommended courses of action to the Board for its consideration.
- Ensures the flow of accurate and timely communications to and from the Board and its committees that enhance the operation and coordination of these bodies.



1.0 Board of Governors (continued)

- Supports the Committees of the Board in their work. Committees currently include:
 - Class Actions
 - Fellowship and Research
 - Finance and Administration
 - New Grants
 - Policy and Planning
 - Special Needs

2.0 Planning and Performance

- Supports the Board in the development of the Foundations 2020 – 2025 strategic plan and subsequently works with staff to develop plans, activities and metrics to ensure the goals of the plan are achieved.
- With the staff, key constituents, and Board members, engages in annual planning for the Law Foundation. The resulting Board Work Plan establishes the key strategic issues that must be addressed, and sets short, medium, and long-term objectives.
- Identifies and addresses potential risks to the Foundation's funding and looks for new and diverse revenue and investment opportunities that ensure sustainability in times of change or market instability.
- In conjunction with the Board Chair, establishes an annual list of performance objectives, in the context of the annual plan, to be achieved by the Executive Director in the forthcoming year.
- Develops meaningful measurements of organizational success and ensures ongoing reporting that the Board of performance results.
- Keeps up-to-date on trends and developments in the delivery of legal services, access to justice issues, granting processes, alternative funding opportunities, negotiating strategies, and innovative work conducted by non-profit organizations. Integrates these trends into planning activities, as appropriate.

3.0 Organizational Development and Leadership

- Develops and maintains an effective organizational structure that reflects operational needs and resources, and defines the authority and responsibilities of staff as they relate to specific objectives and priorities. Has responsibility for staff hiring, evaluation, and termination.
- Provides strong and effective leadership to Law Foundation staff in order to capitalize on the full potential of this most critical resource.



3.0 Organizational Development and Leadership (continued)

- Ensures that all employees are stimulated, motivated, guided, and trained to contribute fully to the realization of the Law Foundation's mission, program objectives, and strategic plan. Empowers staff to identify innovative approaches to enhance organizational performance.

4.0 Policy Development

- In conjunction with staff, supports the Policy and Planning Committee in developing and recommending to the Board new and revised policies, programs and services in order to meet the changing needs of the Law Foundation.
- Ensures that Board policies are reviewed regularly.

5.0 Grants Management and Administration

- In conjunction with staff, develops, implements and maintains an effective system for assessing and administering grant requests, and for monitoring and evaluating approved grants.
- Is directly responsible for an active set of files of grant assessment and monitoring, and for overseeing all other grant files.

6.0 Financial and Administrative Management

- In conjunction with the Finance Director, supports the Finance and Administration Committee in developing and presenting to the Board an annual budget prepared in the context of the Law Foundation's annual plan. Implements effective administrative systems and investment strategies to ensure the effective utilization of the financial resources of the Law Foundation within the objectives, policies, plans and budgets established by the Board of Governors. Ensures the use of proper internal and external audits, financial management and record keeping systems.
- Works closely with the banks, credit unions, and other foundations (Notaries, Real Estate, other Canadian Law Foundations) to negotiate effective agreements.

7.0 Communications and External Relations

- Oversees the development and implementation of a communications strategy that supports the Law Foundation's overall goals, objectives and strategies.
- Develops and maintains positive and productive relationships with key stakeholders such as the Law Society of British Columbia, BC Branch of the Canadian Bar Association, the Legal Services Society, Courthouse Libraries, other legal institutions and key individual lawyers, other Law Foundations, related provincial ministries, other grant giving organizations, financial institutions, grant recipients, and the general public. Maintains a positive and visible profile in the community.



7.0 Communications and External Relations (continued)

- Maintains a strong relationship with the BC Ministry of Attorney General at both the political and staff levels. Supports the Chair of the Board of Governors in all interactions with political leadership and ensures the Law Foundation is recognized as a partner in the delivery of access to the justice system for all British Columbians.
- Acts as an advocate for the mission, vision and strategic plan of the Law Foundation.

Opportunities and Challenges

1. The Foundation's current strategic plan runs to 2020, and there is an opportunity to shape the new direction of the Foundation in supporting the Board of Governors to build the next strategic plan.
2. There are opportunities for new funding – including new funding from government – that the Executive Director will need to steward effectively and with the most potential for positive impact.
3. Changes to the Class Proceedings Act could have a positive impact on the Law Foundation of BC's revenues, and the Executive Director will need to develop a proactive response to the changes in the Act.
4. Ongoing oversight of the Foundation's poverty and family law advocacy networks, which continue to expand across the province but must do so in a sustainable way.
5. Ongoing relationship building and maintenance with the justice sector including with the Legal Services Society and the province's law schools. The Foundation needs to continue to uphold its reputation as an innovative, responsive and sustainable member of BC's justice system.
6. Harnessing innovation, including around the use of technology in the justice sector as well as being aware of how technology changes in the financial institutions sector can affect the Foundation's funding.
7. Charting a relevant, vibrant and impactful future for the Law Foundation of BC as a funder looking forward to the next 50 years.



Reporting Relationships

Reports to:

- Board of Governors

Relates to:

- Grantee organizations
- Ministry of Attorney General leadership – elected officials and key staff
- Law Society of BC, Canadian Bar Foundation, and other key members of BC's justice system
- Bank and investment contacts
- Other Law Foundations across Canada and beyond

Direct Reports:

- Program Directors (4)
- Finance Director
- Legal Advocacy Training Manager
- Executive Assistant
- Program Assistants (3)
- Contract Staff



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Candidate Requirements

General

The ideal candidate will be passionate about the Foundation's mandate to provide access to justice for those who may face barriers and will have demonstrated their alignment with the organization's values. An experienced leader who can support and develop a talented staff group and also act as a trusted advisor to the Board of Governors, the Executive Director will be an experienced administrator with the financial acumen to oversee a significant budget and granting program. The ideal candidate will have built his or her career in the justice system, either as a lawyer or with many years of experience contributing to the justice system in a leadership capacity. The Executive Director possesses the relationship skills and emotional intelligence to work effectively and collaboratively with a wide and diverse range of partners and constituents: from the Attorney General, to the judiciary, to the Benchers of the Law Society, to the Executive Directors of justice organizations, to community leaders and legal service providers throughout Indigenous and other communities across the province.

Education and Experience

- 10 – 15 years of senior leadership experience, ideally in a mission-driven organization related to the justice system.
- Experience supporting or serving on a Board of Directors is preferred.
- A law degree is preferred. Alternatively, a university degree in a related field, combined with significant experience in the justice system.
- Demonstrated commitment to providing access to justice and the justice system, either through professional, academic or voluntary endeavors.
- Experience in a grant-giving organization would be an asset.

Specific Requirements

- Strong leadership and management skills. An organizer and motivator of people with the ability, in conjunction with the Board of Governors, to develop and impart the mission, vision and strategic plan of the Law Foundation both internally and externally.



Specific Requirements (continued)

- Excellent relationship skills. Possesses the credibility, networking, and communication skills, both oral and written, to establish and maintain effective, respectful, and collegial relationships, with the Board of Governors, staff, the legal profession, provincial ministries, financial institutions, other grant providing organizations, grantees, and the general public.
- A significant understanding of the law and the impact of the legal work carried out by non-profit organizations.
- A familiarity with the work of the critical stakeholders who seek to provide access to justice in British Columbia.
- A strategic and visionary thinker with solid analytical skills who takes a broad view of issues and encourages innovative and progressive approaches to dealing with significant issues.
- Understands the dynamics of and is sensitive to working with volunteer-led not-for-profit organizations.
- An understanding of government justice processes would be advantageous.
- A skilled administrator and manager, able to work with a wide variety of people under frequent time and budget constraints.
- Demonstrated ability to work with others in negotiating effective agreements, particularly with financial institutions.
- Solid understanding of and experience in financial management, forecasting, budgeting and investing.
- An interest in technology and the role it can play in fulfilling the Law Foundation's mission.
- Ideally, familiarity with grant processes, including the assessment of applications, preparation of succinct recommendations for Board consideration, and on-going monitoring of grant recipients to ensure the strategic and financial objectives of the grant-providing organization are being met.

Relationship Skills & Personal Characteristics

- Proven commitment to diversity and inclusion and the well-being of community.
- Has a frank, open, team-oriented, management style, as well as the ability to make tough decisions as required.



Relationship Skills & Personal Characteristics (continued)

- Enjoys people; is open, approachable, tactful and politically sensitive, while possessing the ability to lead people to achieve objectives. A good listener.
- Diplomatic; very effective in dealing with people with a wide range of backgrounds, interests, personalities, and styles.
- An effective team leader and manager who is able to recruit, develop and motivate top-caliber employees, delegate responsibility effectively, and assess performance.
- Intelligent, thorough, diligent, and well organized.
- Innovative, creative, future-oriented; focused on identifying new approaches to critical issues.
- Confident, self-assured; able to handle a range of projects and issues concurrently; sets priorities effectively; manages time well.
- Excellent analytical and written/verbal communication skills.
- A high level of personal and professional integrity.
- Patient, with good judgment and common sense.
- Ability to represent the Law Foundation at a variety of external events and meetings, including weekends and evenings. Some travel required.
- High level of personal energy and stamina; yet takes a balanced approach to his/her life.
- A sense of humour.