



Campaign Toolkit Overview

Thank you for participating in The Chicago Bar Foundation's [17th Annual Investing in Justice Campaign](#). Your leadership is essential to the success of this year's Campaign and to ensure that pro bono and legal aid organizations in Chicago can continue their vital work.

We know your time is valuable, and we want to make your job as easy as possible. In this toolkit, you will find all the items you need to run a successful Campaign. Running the Campaign in a hybrid format presents some new opportunities, and we are confident that creative strategies, a committed team, and a strong follow-up plan can ensure your Campaign is more successful than ever to meet the needs of our community. Of course, please feel free to adapt these strategies to the unique culture at your firm, company, or organization.

Included in the Campaign toolkit, you will find the following documents:

- [Campaign Execution Checklist](#)
- [Setting Expectations for Success](#)
- [Sample Communications Timeline](#)
- [Ideas that Work: Proven Campaign Techniques](#)
- [Incorporating Social Media Into Your Campaign](#)
- [Sample Emails](#)
- [Facts, Statistics & Stories](#)
- [Donation Tracking Worksheet](#)

On the [toolkit and materials page](#) on the CBF website, there are also other materials available that you may find useful, including: an electronic version of the Campaign brochure, artwork, and videos from pro bono and legal aid organizations supported by the Campaign.

The CBF staff is ready to assist you whenever and wherever needed. Our contact information is provided below. Please reach out to us anytime. Thank you for your leadership and partnership in this critically important time. We look forward to working with you!

Campaign execution:

Sang Yup Lee
Director of Development
312.554.8303
slee@chicagobarfoundation.org

Online donation support:

Emme Veenbaas
Manager of Development & Communications
312.554.1247
evenbaas@chicagobarfoundation.org

CBF mission and grant strategy:

Bob Glaves
Executive Director
312.554.1205
bglaves@chicagobarfoundation.org



Campaign Execution Checklist

The following six steps have proven critical to running a successful Campaign:

Identify a Campaign Team

Your Campaign team will handle the internal administration and implementation of your Investing in Justice Campaign. For larger firms or organizations, putting together a team of partners and associates (or the equivalent positions in your corporate legal department or organization), including members of your Pro Bono Committee, has proven to be more successful than relying on a single volunteer. Vice Chairs, Campaign Captain(s), and others serving on your Campaign team will need to determine how to conduct your internal Campaign. You can find effective execution strategies in [Ideas that Work: Proven Campaign Techniques](#).

Determine Your Campaign Communications Strategy

Determine the internal Campaign communications strategy that will work best for you and the culture at your law firm, corporation, or organization. Some participants choose a five-day Campaign strategy with daily communications with their attorneys. Some choose to spread out the Campaign communications over a longer period, e.g., two weeks. In this toolkit, you will find sample emails to send to your attorneys that highlight the importance and impact of the Campaign. Some participants use or adapt these samples; others prefer to create their own communications. We've also provided you with facts, statistics, and stories you can use to create your own personal messages. **Whatever you choose, the important thing is to motivate participation and communicate the opportunity to make an impact on the most vulnerable people in our community.**

Create Your Campaign's Personal Outreach Strategy

In addition to your communications plan, personal outreach will be key to your Campaign's success. One example of an effective strategy involves sending Campaign communications to your entire team during the first week, followed by individual follow-up in week two. **Having a motivated Campaign team in place to send personal emails, knock on doors, and follow up with calls on a peer-to-peer basis will produce the best results for your Campaign.**

Choose a Start and End Date for Your Campaign

Once you have determined an effective communications plan, decide which days in April or May you will run your Campaign. The enclosed [Sample Communications Timeline](#) can be useful for planning out your communication dates.



Campaign Execution Checklist

Obtain Assistance from Your Administrative Staff

A person should be assigned to keep track of all contributions in the [excel spreadsheet file](#) included with these toolkit materials. This information should be reported to the Campaign Vice Chair and Campaign team leaders daily or in regular intervals so it can be included in follow-up communications to your attorneys.

Online Contributions. Contributions can be made securely online at chicagobarfoundation.org by credit card or electronic check. Attorneys making contributions online should forward to the Vice Chair the email reply they receive after making their online donation. For online donation support, please contact Emme Veenbaas, CBF Manager of Development & Communications, at evenbaas@chicagobarfoundation.org.

Coordinate with Your Marketing Department

Please enlist your marketing department to help promote the Campaign internally to increase participation among your attorneys (See [Ideas that Work: Proven Campaign Techniques](#)).



Setting Expectations for Success

Ask Amounts

While we recognize and encourage everyone to contribute at a level that is personally meaningful, giving guidance on what is expected is a proven strategy for increasing contributions. Two different strategies have proven effective for presenting a suggested donation amount to your colleagues.

Contribution Ranges

While some firms and companies have set higher ranges for more established lawyers there, the contribution ranges below have been established based on suggestions from past Campaign participants. Recognizing that many will give more and some less than the ranges presented, these suggested contribution levels that most participating firms and companies have found work well for them and that you can share as appropriate:

- Associates (or equivalent) \$100 - \$250+
- Of Counsel/Counsel (or equivalent) \$250 - \$500+
- Partners (or equivalent) \$500 - \$1,000+

As a Percentage of Base Salary—1/10th of 1%

An alternative to contribution ranges is using a small fraction of the participant's income as a guide. Some firms and companies have requested that everyone consider making a gift equal to *at least* 1/10th of 1% of their annual income. For example, an attorney with an income of \$100,000 would contribute \$100, while someone making \$250,000 would give \$250. This has proven effective because it means everyone is being asked to support the Campaign at the same level based on their personal circumstances.

Honor Roll Recognition and Year-over-Year Goals

You can motivate participation by setting a goal based on one of the levels recognized on the Campaign Honor Roll (see below). Additionally, as a repeat participant, you can build on your success by establishing a manageable increase in your year-over-year goals, either through the percentage of individuals participating in overall contribution, or average individual gift.



Setting Expectations for Success

Overall Participation

One overarching goal of the Campaign is 100% participation across all participating firms and companies, and many participants of varying sizes already have been able to achieve that lofty goal. However, we understand that for a variety of reasons, 100% participation is not always an immediately attainable goal for all firms and companies. If you would prefer to establish a more attainable goal for your attorneys, we recommend you set a goal of a 10% increase in participation over last year.

- If you have reached 100% participation before or it is within reach, make that a focus in your internal messaging.
- If you haven't already hit 100% and that goal seems unrealistic based on last year's results, set a more attainable short-term goal, such as a 10% increase in participation over last year and/or reaching one of the other levels of the Campaign Honor Roll.

Individual Contribution Amounts and Year-Over-Year Growth

This year's Campaign Honor Roll will again recognize the top participating firms and companies by average attorney gift and year-over-year growth.

The categories of the Honor Roll will be broken down by size (small, mid-sized, and larger firms/companies) and recognize the top 5 firms or companies in each of these categories. A firm or company must have 3 or more gifts to qualify for these rankings.

A focus on Individual Contribution Amounts and Year-Over-Year Growth are excellent motivators to ensure a successful campaign and a listing on the Campaign Honor Roll. Below are proven techniques to consider:

- If your average gift amount is below the suggested contribution ranges for attorneys by position, that can be an added focus of your messaging.
- If you are motivating participation through rewards, raffles, etc., consider whether setting a minimum contribution amount to qualify for the reward can work within the culture of your firm or company.
- Ask everyone to consider a 5-10% increase in their personal contribution from last year.
- Some firms have had success in personally following up with their fellow Partners to ask them to increase their contribution from previous years' amounts. Doing so has proven successful in significantly increasing the firm's overall total.



Setting Expectations for Success

Total Dollar Amounts

Based on results from the past twelve years, these ranges provide a target for your planning purposes that have proven to be achievable for your peers in the same range of size. **If every participating firm or company reaches a fundraising goal within the range corresponding to their size, together we will exceed our overall Campaign goal!**

# Attorneys	Target Range
300+	\$120,000 – \$350,000
200-299	\$50,000 – \$120,000
100-199	\$30,000 – \$60,000
50-99	\$15,000 – \$30,000
25-49	\$10,000 – \$20,000
10-24	\$5,000 – \$15,000
<10	\$1,000 – \$10,000



Sample Communications Timeline

We encourage you to use the email communication guidelines below as a guide for your efforts.

Choose the preferred email communications or adapt a plan of your own that best fits the culture at your law firm, corporation, or organization. Sample emails as well as a compilation of key facts, statistics and stories for your personal messages are also included with this toolkit. Once you have decided on the start date of your Campaign, you can insert the corresponding dates that the various communications will be distributed. **Running your Campaign over a 2-week time period has proven to be effective for most participants.** Please conduct your internal Investing in Justice Campaign beginning on or after **April 12th and complete it by the end of May if possible.**

1st Communication _____ (distribution date)	Send the first email communication to all attorneys. See Day 1 email as an example.
2nd Communication _____ (distribution date)	Send a second email to all attorneys. Choose from the enclosed samples or customize your own. Many participants will send more than one email from the samples over the course of a few days.
Follow-up communication _____ (distribution date)	Send partner-to-partner and associate-to-associate emails. See enclosed samples.
Alternate follow-up communication _____ (distribution date)	Send emails to all attorneys who have not yet given. See the enclosed sample.
Concluding communication _____ (distribution date)	Send a reminder and/or thank you email to all attorneys. See the enclosed sample.



Ideas That Work: Proven Campaign Techniques

The following suggestions highlight several ways to successfully promote your Campaign in a hybrid working environment. These are proven strategies and techniques that have worked effectively for other participants in the past. Please consider the following best practices:

Creating a Campaign Committee

- Have at least two captains, one partner, and one associate (or the equivalent positions in your corporate legal department or organization) on your Campaign Team. Peer-to-peer outreach consistently has proven to be the most effective.
- For larger firms or organizations, appoint one or more partners and associates (or equivalent) on each floor or in each department, practice group, or associate class to personally encourage participation. **Individual outreach is the most effective strategy for inspiring contributions.**
- If you have a pro bono partner or director at your firm or company, enlist their help on the team.
- Recruit colleagues from the marketing department and human resources.
- Have Campaign team members personally reach out to their colleagues, asking for support.
 - Each team member takes responsibility for a set number of personal contacts.
 - Ensure that each individual attorney is personally contacted and asked to support the Campaign. This can be done through a phone call or personal email, or both.

Obtaining Leadership Support

- Securing support from key people in your law firm, corporation, or organization in advance of launching your Campaign is essential. Publicize their support as part of your internal Campaign kickoff.
- Having the support of staff in the Campaign can go a long way with attorney engagement.

“The key for us has been great staff and partner leadership. What got us to hit 100% was letting the staff know that if the lawyers got to different thresholds, including 100%, then the staff would reap benefits accordingly (e.g., ‘jeans day’ for the rest of the month once we hit 100%). The partners were very invested in keeping their staff happy. While ‘jeans day’ wasn’t a big incentive anymore during the pandemic, the staff were still invested in getting 100% and actively involved in getting their attorneys to give.” - Jeffrey Sharp, Investing in Justice Campaign Vice Chair at Marshall, Gerstein & Borun LLP



Ideas That Work: Proven Campaign Techniques

- Ask leaders for supportive quotes or testimonials you can use as you promote your Campaign (e.g., their personal pro bono experiences, their work with the CBF and/or CBF-supported organizations, and/or why they are personally inspired to contribute).
- Enlist one or more partners to individually or collectively make a challenge gift to inspire others to give generously or to contribute for the first time (e.g., I/we will contribute \$100 for every attorney here who gives at the minimum ask level, up to \$X,XXX.00).
- Identify associates who have credibility and influence among their peers and ask them to play a lead role on the team.

Publicizing Your Campaign

- Add an appeal for the Investing in Justice Campaign as an agenda item at internal videoconference or in-person meetings, for example partner meetings or practice group meetings.
- Ask attorneys to share their personal pro bono experiences and/or to speak about their involvement with a CBF-supported organization and why they feel the Campaign is important during a meeting.
- Share these pro bono experiences as testimonials in email appeals. Share videos from organizations supported by the Campaign (links to videos can be found at <https://chicagobarfoundation.org/campaign/materials/>).
- Invite representatives from the CBF or one of the pro bono and legal aid organizations supported by the Campaign to speak during an in-person or virtual meeting. CBF staff is also happy to assist in finding a representative from a grantee organization to speak.
- Create contribution recognition pieces for attorneys who donate with the message "I Invested in Justice Today" (e.g., buttons, door stickers, ribbons, etc.). Several firms have found putting stickers on the office doors of each person that donates (customizable artwork is available) is an easy and very successful way to recognize and motivate participation. In addition to publicizing the Campaign, this can help with knowing who has already given during door-to-door follow-up. This can also work remotely by adding the artwork to email signatures, etc.

"The 'I Invested in Justice' stickers really work. Tressler saw a big leap in participation with folks coming back into the office more frequently, and it helped add to the fun to have offices of participants adorned with the Investing in Justice logo. Much to our surprise, we found that even the most serious adults still like earning participation stickers." - **Anna Hanson, Investing in Justice Campaign Marketing Lead at Tressler LLP**



Ideas That Work: Proven Campaign Techniques

- Email or post on the firm intranet an “honor roll” list of those who have donated. It could be a separate email/post or you could add the list at the bottom of each solicitation email.
- Create posters for the hallways and common areas like the lunch or break rooms. Signage in the lobby or main entrance can also be a great way to advertise your firm’s leadership in this initiative to clients.
- Theme a goal around a firm anniversary or milestone.
- Establish friendly internal competitions. Highlight your participation and leadership in this community-wide effort on your website, firm intranet, social media platforms, or by floor.
- Host a CLE for attorneys in your firm, focusing on issues related to access to justice and the work that the Campaign supports. Encourage attendees to participate in the Campaign by suggesting that attendees donate. CBF staff can help you with ideas and speakers for a CLE.
- Host an event such as a trivia event, bingo night, or another social activity that might encourage competition. This event could also include a representative from a Campaign-supported organization presenting what the organization does, and how it relies on Campaign funding and pro bono opportunities.

“During the pandemic, we started having weekly trivia events to keep a sense of community across the attorneys and staff at our office, and we picked different themes each week. During Campaign week, all of our trivia questions were based on the Campaign and the impact it makes. We not only had a good time, but we also learned a lot and felt great working together to support a great cause. We had 100% lawyer participation! As we approach the third year of Willkie opening its Chicago doors, and as our Chicago office grows, we look forward to increasing our participation in this year’s Investing in Justice Campaign.” - Mallory Abel & Henry Thomas, Campaign Vice Chairs at Willkie Farr & Gallagher LLP

- Create a bracket competition where people can vote on their favorite option, e.g., attorneys submit photos of their pets and people vote on the cutest between two options, following a tournament format like March Madness – someone would have to donate to participate.



Ideas That Work: Proven Campaign Techniques

Motivating Participation

Campaigns that are fun and engaging generate the highest levels of participation. Successful campaigns directly correlate an incentive to a goal. For example, if you are looking to reach 100% participation, give them an incentive they can't resist.

- **Internal Competitions.** Friendly internal competitions that are aligned with fun “incentives” when certain milestones are hit will increase your engagement and participation. Depending on the size and structure of your firm or organization, create challenges between practice groups, associate classes, floors, or associates vs. partners:
 - By percentage of attorneys participating, average individual gift, or by money raised per group.
 - Create an Investing in Justice Campaign Challenge using financial updates during the Campaign to drive competitive spirit. Set an ambitious Campaign goal at the onset and challenge your attorneys to reach or exceed your target.
 - Several firms have been successful using visuals like thermometers to publicize progress, how much more is needed to reach the goal, and how competing groups compare.
 - Some firms have organized pop-up, or flash, competitions throughout the course of the Campaign, announcing by email a competition between two groups over a short time period (like morning or day) with a small prize for the winning group.
- **Raffles**
 - Enter everyone who donates at the minimum suggested levels into a raffle. (NOTE: You should make sure to note that contributions are not necessary to be entered into the raffle for IRS purposes. This does open the door to “free riders” but only very rarely becomes an issue as a practical matter).
 - You can also incentivize early giving by awarding more raffle tickets the earlier someone donates (e.g., five tickets for donors on Monday, four on Tuesday, etc.).
 - Encourage in-person participation by having some raffle prizes that you must be present to win
 - Announce raffle winners via email or do a live video drawing where people can contribute right up until the time of the drawing.



Ideas That Work: Proven Campaign Techniques

- **Incentives**

- Offer the winning team in an internal competition a prize. Prizes can range from morning donuts to special swag to access to your firm or company's sporting event tickets or skybox, and anything in between. You can also get creative about prizes that can still work in a virtual environment like an electronic certificate that can be redeemed.
- You may be able to obtain prizes from firm vendors (e.g., electronic devices, gift certificates).
- More personal items or experiences donated by attorneys can be very in-demand. For example, one Partner at a firm has donated a homemade, gourmet dinner party in her home as an incentive for people to contribute. Another Partner that is very knowledgeable about whiskey has hosted an evening bourbon tasting in the firm for a winning group of attorneys.
- Leverage something fun and unexpected. Examples from past participants include a music video filmed by partners about the campaign and their firm. If they reached 100% participation the video would be released for all to see, or even a partner shaving their head if 100% participation was reached.

"The increased giving last year is probably due to us re-introducing the pie throwing contest. It is always a big hit. For example, our Office Managing Partner is always willing to have a pie thrown in his face. People love to watch this event. It helps with collection/donations!" - **Rita Nielsen, Investing in Justice Campaign Administrative Lead at Locke Lord LLP**





Ideas That Work: Proven Campaign Techniques

- **Payroll Deductions.** Several firms make donating even simpler by offering donors the option to have their donations deducted directly from their paychecks.
- **Engagement.** Drum up enthusiasm and participation with events and themes.
 - Whether it is food related, a friendly competition, a cocktail hour, or another occasion, participants have found great success in events that build community and encourage people to participate.
 - Examples include:
 - Tie in existing events or holidays during the month.
 - Bingo, pub trivia, and other themed events.
 - You can find a link to April and May holidays to inspire your Investing in Justice Campaign competition or event here: <https://nationaltoday.com/national-day-calendar/>
 - Include your colleagues from outside of Chicago in the Campaign. This leads to greater participation and participants say it provides an opportunity to bond and feel connected.
- **Tell your story.** Many firms highlight compelling pro bono work their attorneys have been doing. For example, one firm asked attorneys to draft one or two sentence blurbs on pro bono cases that were then shared with the rest of the firm to demonstrate the value and importance of the Campaign. Others have had lawyers speak about their pro bono experiences at virtual firm meetings or events. See “**Why I Give...**” on the next page.
- **Show your face.** Include photos and videos in your emails with personal testimonials from recognizable people in the firm or company to grab the attention of your team.

Thanking Everyone and Wrapping Up

- Recognize the Campaign team’s contribution to your overall success (e.g., hold a results meeting/celebration, give out small acknowledgment gifts, send a firm-wide email thanking everyone by name).
- Schedule a wrap-up meeting with the internal Campaign team to discuss and document final donation numbers, strategies used, and what did or did not work.
- Invite Campaign team members to future CBF events as guests of your firm, corporation, or organization.



“Why I Give...”

Sharing *why* you and your team choose to give is an excellent tool for spreading awareness and increasing engagement. This will not only show your team the value of the work being done through the Investing in Justice Campaign, but it will also demonstrate the positive impact your firm has on the community when shared on your social media.

Fighting Inequality

“Hi, I’m _____, and I give to the Investing in Justice Campaign because as tough as the last couple of years have been for all of us, they have been particularly challenging for the people in our community who were already struggling.

Now that we have hope for better days ahead, we can help make sure everyone can share in the recovery by making it possible for more people to get the legal help they need to do so.”

Promoting Racial Justice

“Hi, I’m _____, and I give to the Investing in Justice Campaign because it is the one place I can both support organizations tackling the larger challenges of systemic inequality in the Chicago area while also supporting the legal aid groups who are helping people from communities of color who disproportionately are facing serious legal issues today because of these longstanding inequities.”

The Power of Community

“Hi, I’m _____, and I give to the Investing in Justice Campaign. It is the one place where we can come together with our peers throughout the legal community to make a bigger impact than any of us could on our own. Together, we can directly support the work of more than 30 pro bono and legal aid organizations and related initiatives and enable them to help tens of thousands of people in need.”

Mutual Fund

“Hi, I’m _____, and I give to the Investing in Justice Campaign because it serves as our legal community’s most trusted mutual fund to direct our collective resources where they can do the best. I know my money will go where it is needed most right now to help those who have been hit the hardest.

Maximizing the Bang for the Buck

“Hi, I’m _____, and I give to the Investing in Justice Campaign because I know that every dollar I contribute to the Campaign leverages even more money for critical pro bono and legal aid services. This is thanks to the Chicago Bar Foundation’s many dedicated foundation and government partners.

Just last year, the \$1.4 million that individuals contributed to the Campaign turned into more than \$2 million in CBF grants and support for pro bono and legal aid.”

Helping small businesses in a time of need

“Hi, I’m _____, and I give to the Investing in Justice Campaign because my gift not only helps people struggling with serious legal issues, but it also ensures that the small business owners in our community get the legal help they need to live their dreams that they have worked so hard to achieve and make our community a better place for all of us.”

Protecting domestic violence victims

“Hi, I’m _____, and I give to the Investing in Justice Campaign because it helps victims of domestic violence get the critical legal services they need to be safe and to protect their children.



Incorporating Social Media into Your Campaign

Social media can be a powerful tool for educating and engaging your personal networks. The following suggestions are ways to promote the Investing in Justice Campaign on social media to increase awareness and impact.

Social Media 101

- Tag the CBF in your posts: [@chicagobarfoundation](#) on Facebook, [@ChicagoBarFound](#) on Twitter, or [@The Chicago Bar Foundation](#) on LinkedIn.
- Link to the Campaign's webpage in your posts: chicagobarfoundation.org/campaign.
- Include the Campaign's hashtags **#IJJ2023** and **#ChicagoBarFoundation** in your posts and use them to track Campaign social media activity.

For Individuals Posting about the Campaign

We encourage Campaign Vice Chairs and others involved in running the Campaign at your firm or company both to (1) post individually on social media, and (2) encourage individual donors to do so as well.

- The CBF will be posting about the Investing in Justice Campaign throughout March, April, and May on [Facebook](#), [Twitter](#), and [LinkedIn](#). Follow the CBF and share Campaign-related posts.
- Share your favorite "[Campaign in Action](#)" feature.
- Highlight your involvement with one of the [pro bono and legal aid organizations](#) supported by the Campaign.
- *Example:* I support [@ChicagoBarFound](#) Investing in Justice Campaign because it helps vital legal aid organizations like [@CARPLS](#) **#IJJ2023** **#ChicagoBarFoundation** chicagobarfoundation.org/campaign
- Share a message from [Facts, Statistics & Stories](#).

Sample posts

- I support the Investing in Justice Campaign to help our low-income and disadvantaged neighbors get the legal help they need **[or insert personal reason]**. **#IJJ2023** **#ChicagoBarFoundation** chicagobarfoundation.org/campaign
- *Twitter:* [@ChicagoBarFound](#) Investing in Justice Campaign is where Chicago's legal community comes together to support 30+ outstanding legal aid organizations. Proud to be part of it **#IJJ2023** **#ChicagoBarFoundation** chicagobarfoundation.org/campaign
- *Twitter:* [@ChicagoBarFound](#) Investing in Justice Campaign—because everyone deserves access to justice, not just people who can afford it. **#IJJ2023** **#ChicagoBarFoundation** chicagobarfoundation.org/campaign



Incorporating Social Media into Your Campaign

For Law Firms/Corporations Posting about the Campaign

- The CBF will be posting about the Investing in Justice Campaign throughout April and May on [Facebook](#), [Twitter](#), and [LinkedIn](#). Follow the CBF and share Campaign-related posts.
- Highlight your involvement with one of the [pro bono and legal aid organizations](#) supported by the Campaign.
- *Example:* We participate in @ChicagoBarFound's Investing in Justice Campaign because it helps vital legal aid organizations like @CVLS_legalaid. #IJ2023 #ChicagoBarFoundation chicagobarfoundation.org/campaign
- Share a testimonial from an attorney about a meaningful pro bono experience and how one of the Campaign-supported organizations made it possible.

Sample Posts

- *Twitter:* [Firm/Company] is proud to join our colleagues throughout Chicago in @ChicagoBarFound's Investing in Justice Campaign to support vital #probono and #legalaid organizations #IJ2023 #ChicagoBarFoundation chicagobarfoundation.org/campaign
- *Facebook:* As a supporter of @The Chicago Bar Foundation's Investing in Justice Campaign, we are joining colleagues throughout Chicago's legal community to make sure help will be there for the many thousands more people who will need legal assistance this year. chicagobarfoundation.org/campaign #IJ2023 #ChicagoBarFoundation