



## DIRECT MARKETING FUNDRAISERS ASSOCIATION

SPRING 2022  
NEWSLETTER



Jaime McQueen, Production Solutions

The labor market is in a state of recalibration which has been forecasted for many years and has accelerated at an unprecedented scale due to pandemic-driven market, government, and cultural forces. **The reasons “why?” are myriad, but let’s focus on the vital question of “what now?”**

The successful execution of any complex direct mail campaign is intrinsically linked to the manufacturing labor force. Many of the jobs at printers, mailshops and more are highly skilled and require years of experience to properly develop talent. In addition, nonprofit organizations, fundraising agencies, consultancies, and partners are struggling to attract and retain talent. To answer this moment, it is imperative for organizations and companies to challenge themselves to adopt a human-centered approach which puts people at the center of every decision. This transformation is critical to keep pace with the demands of the workforce of today and tomorrow. The lesson is this: **breakthrough results come from inspired people.**

**Change your focus.** Shift your perspective from short-term goals such as profit margins to long-term goals like employee wellbeing. Move towards creating rewarding environments which are rich with meaning, purpose-driven, and diverse in your talent pool.

**Embrace long-term goal setting.** Rethink your Key Performance Indicators with a focus on people. If you have inspired, engaged employees, then you will retain those employees. Those long-term employees will be even more firmly committed to executing their work with dedication and care, which will lead to greater productivity.

**Inspire your people.** Clearly communicate your organization’s mission and vision. Then, take it a step further to ensure that your people and the work they do are connected to that greater purpose.

**Give them autonomy.** Thanks to technology, work and life are inseparately enmeshed – we now work everywhere we are physically located. Embrace that shift and empower your people. They are up to the challenge of creating solutions and processes which not only achieve productivity goals, but also achieve a quality work/life experience.

**Invest in their success.** Provide mutually beneficial opportunities, growth, and challenges which fuel their development and further your organization’s goals. This can take the form of training, coaching, shadowing, mentor programs and/or paid apprenticeships. In addition to the opportunity, it is crucial to give them the bandwidth to prioritize their professional development as well.

**Recognize and promote value.** Now your team is fired up and ready to achieve big, bold goals, so it’s vital to recognize and promote that growth. Challenge the notion that growth is only vertical by providing career mapping which considers lateral and even diagonal ways to add value. Growth is not a straight path – there are dips and turns in the journey. It is critical for your team to know they are adding value and are recognized for the fact that their value has now been amplified.

Leaders looking to build strong organizations which attract and retain highly engaged employees that don’t turnover should consistently, intentionally, and actively foster an environment that inspires and empowers those employees to do their best work every day. By investing in your employees, you create a virtuous cycle where they will be inspired to invest further in your mission. Those inspired people will then help your organization achieve breakthrough results! 🍌

## Message from the President

Hello fellow DMFA members,

As you'll see throughout this issue, 2022 marks an important occasion for the DMFA—our 50th anniversary!

Over the last five decades, the DMFA has provided networking and educational events for the direct marketing community, striving to enhance the skills, knowledge, and expertise of those in our industry. But it's also done so much more.

When I reflect back on my first DMFA meeting at the Boston Lenox Hotel, I always remember the immediate sense of community with everyone I met. As my first true industry event, that meeting solidified my passion for fundraising—and for the DMFA.

Over the years, I've been to many more meetings, served as a board member and now have the honor of serving you as President. Through it all, that sense of community has only strengthened, and I have begun to consider this group of people like a built-in family. I know many of you feel the same.

Need professional development? Attend one of the many webinars or events. Run into a problem in your program? Pick up the phone and call a fellow member. Looking for career advice? Visit the career page or connect with one of many DMFA colleagues.

For the past five decades, the DMFA has always been there for our community and

will continue to be for many days, months and years into the future.

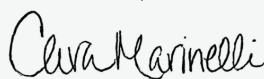
Today, in this edition of our newsletter, we share articles from industry experts on professional development. From learning how to be someone to root for, to inspiring your people, to embracing a learning culture, we cover a wide range of topics targeted at making you a better fundraiser and an even better leader.

In the coming months, we're excited to get back in person. On June 7, we're gathering in NYC for the 2022 DMFA Awards Celebration and Annual Membership Meeting. I hope to see you all there! For those who prefer to gather virtually, we'll continue to host webinars on the issues impacting our industry the most.

And in the many years following that, we'll continue to serve; to build that sense of community that makes the DMFA so unique.

I can't wait to see where the next 50 take us!

Best wishes,



Cara Marinelli  
President, DMFA  
cmarinelli@rkdgroup.com



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# Embracing a Learning Culture

Erica O'Brien, Fuse Fundraising

**“An organization’s ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage.”**

— Jack Welch, former CEO of General Electric

In the US each month, 3 to 4.5 million employees quit their job (according to the Job Openings and Labor Turnover Survey). Yet one survey found that 94% would stay at their current job if their company invested in their ongoing and long-term learning.

**WOW!** Those numbers are staggering. To say it in reverse, as employers, if we invest more time and attention in creating a culture that honors and embraces ongoing learning, we are (MUCH) more likely to have a team that sticks together!

Organizations should strive to build a culture that honors this type of growth through three factors:

1. **Utter open-mindedness**
2. **Solution-oriented thinking**
3. **Ongoing professional development opportunities**

The first area of focus is the most important in fostering an environment of trust, innovation, and growth. The practice of **utter open-mindedness** is the notion that no one, regardless of hierarchy or position, has all the answers 100% of the time, AND that we can all benefit from the opinions and observations made by others in the group. This is a simple concept in theory but takes a level of humility and acceptance that can be challenging at times. Before we go too far, I want to recognize the process of advancement through failure. Through an intentional focus on being open and hearing (not just listening to) feedback, we can evolve as individual contributors, as groups and as experts in our field. And maybe most importantly, by creating space for everyone’s voice to be received with an open heart and mind, we help each other grow in a number of personal and professional ways.

The second area is **“solution-oriented thinking.”** Teaching a person to fish, so to speak, is more valuable than fishing for a



person. Using that metaphor as a guide, great value should be put on a team member’s ability to think through solutions and ideas first, following by intentional counsel on the origins and outcomes of those potential solutions. This ongoing practice enables employees to gain confidence and knowledge through their own exploration. And then when they discuss the situation with their manager, they can better learn and integrate additional information and options into their schema.

And finally, even with the two focus areas above, we must prioritize ongoing structured **professional development opportunities**—such as external conference sessions within the industry, other external videos or training, and internal training opportunities from cross-agency or department colleagues. Employees feel good when they can see their knowledge build and are given opportunities to explore new or expanded subject areas.

Employees deserve to work within a culture that embraces learning, radical truths, and critical thinking. Like so much of what we do, ‘professional development’ isn’t a singular box to check during an annual review, but rather an ongoing intentional practice of idea sharing, problem solving, and traditional learning. 🍌



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# MEET STEVE FROELICH



## MARKETER *of the* Year

Passion. Vision. Generosity. Inspirational. All qualities you'd attribute to winners of the DMFA Marketer of the Year award. And on the 20th anniversary of this prestigious award, we can't think of a better recipient than Steve Froelich—Chief Revenue and Development Officer for St. Jude Children's Research Hospital.

Steve's data-driven fundraising has enabled St. Jude to fulfill its lifesaving and life-changing mission of caring for children and families facing cancer.

In addition to St. Jude, during his more than 20 years in direct marketing, Steve has championed and furthered the missions of transformative organizations such as Greenpeace, Sanctuary for Families, Brooklyn Historical Society, and the American Society for the Prevention of Cruelty to Animals. He also helped move our industry forward while serving on the board of the Direct Marketing Association (now ANA) from 2014 to 2020, and as president of the Direct Marketing Fundraisers Association from 2011-2013.

As a visionary, frequent conference speaker, and spokesperson for our industry, Steve's motto as a mentor to future fundraisers has always been, *"We have to pass this on to the next generation who will be using it for the next 20 to 30 years."* He categorizes the rewards that come from fundraising and leadership as *"not just fulfilling, [but] addictive."*

Many of you know Steve's favorite quote is by Sir Isaac Newton, *"If I have seen further, it is by standing on the shoulders of giants."* Well Steve, brace yourself, the next generation of fundraisers will be standing on your shoulders!

## FUN FACTS ABOUT STEVE

### **Favorite Movie:**

The Shawshank Redemption

### **Favorite Getaway:**

Camping on the Neversink River  
(*Who knew?*)

### **One Famous Person Steve Would Invite to Dinner if He Could:**

Barry Bonds

### **Deserted Island Soundtrack:**

22-minute loop of 1010 Wins ...  
*"I don't listen to music."*

### **Favorite Book:**

1776 by David McCullough

### **Favorite Teams:**

Pittsburgh Steelers, Pittsburgh Pirates,  
Pittsburgh Penguins, Pitt Panthers and  
American U. Eagles

### **Favorite Hobby:**

Experimenting with marinated chicken  
recipes ... (*and when are you inviting us  
over for dinner, Steve?*)

## MEMBERS-ONLY ACCESS TO ALL PAST WEBINARS

As a member, you have access to over 40 past recordings and presentations that can be reviewed at any time convenient for you. At [www.dmfa.org/events/past-events](http://www.dmfa.org/events/past-events) or by logging into [dmfa.org](http://dmfa.org) you can see the most recent topics on our past event page and click resources for the full selection. Key topics include:

- ▶ Copywriting, Messaging and Voice Basics    ▶ Donor Data
- ▶ Donor Advised Funds    ▶ Crisis Fundraising
- ▶ Privacy and Legislative Update    ▶ Speed to Second Gift
- ▶ Sourcing Sustaining Supporters

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GO TO RESOURCES TODAY!**

# Welcome to Camp Lasso:

## Ted Lasso's Twin Helps You Be a Better You



Stephen Godbout, CDR Fundraising Group

Well, come on in y'all. How ya doin'? I've been waitin' for you. Have a seat and take a load off. Would you like a biscuit?

No ... sure? They're awful good.

Now, I have to say, you must feel like you just fell out a lucky tree and hit every branch on the way down to have landed yourself here at Camp Lasso.

Especially, after spending years dealing with the stress of a global pandemic, shutdowns, school-from-home-insanity, supply shortages, longer lead times for anything paper. Why I do believe any one of those things could irritate a statue.

But now that you're here, let me tell you the first rule of Camp Lasso: we're all part of the team. And everyone matters. No matter what position they play.

Because you never know, you could be a rooster one day and a feather duster the next. Either way, you're serving a purpose.

Next rule, attitudes are contagious.

You can be madder than a three-legged dog tryin' to bury a bone on an icy pond. But you ain't gonna get very far. Just a lot a slippin' and slidin'.

And let's face it. Life is gonna happen no matter how you feel about it. Especially, change. So, go with it. Resistance is far more painful than acceptance.

My rule is no matter what happens, be someone the world loves to root for.

We got ways to help you deal with stress. Even if you're as nervous as a cat in a room full of rockers.

You could take one of our yoga classes. I don't know how twistin' yourself into a pretzel works. But it made Roy Kent smile so there must be somethin' to it.

Or you could take a walk around our beautiful lake and gardens. Just being outdoors is magical. Breathin' nature's medicine. Air. Just a few minutes can do you a world of good. And remember God's sun may shine outside. But your sun shines from the inside.

As my momma used to say, "If you're workin' on the good inside you, and forgivin' the not-so-good, you'll focus on the good in others, and forgive the not-so-good."

"Except for the haters," she would always add. "F the haters."

And if fortune is smilin' on you, the company you work for may just reimburse you for your time here at Camp Lasso. Or any other activity you do to take care of yourself. Within reason, of course. I'd check with HR first, before turning in receipts from your trip to Aruba.

If your company doesn't offer personal development assistance, speak to your boss. "Personal development is professional development," I always say.

After all, everywhere you go, you can't help but bring yourself with you. ■■



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# The Challenge of “Sensitive Data”

## The Nonprofit Alliance Policy Team

A significant challenge facing the nonprofit sector is how to address the use of sensitive data in the best interest of donors/consumers, nonprofits, and the greater good.

When dealing with data including such categories as racial or ethnic origin, religious beliefs, sexual orientation, or citizenship or immigration status, naturally there is need for proper handling of information. Will this data be used to harm people, to discriminate against them based, for example, on their race or sexual orientation? Given social and cultural history, the question is more than understandable—it’s front and center. Our sector should do its utmost to see that such misuse does not happen.

Let’s turn to the political arena where our sector engages with legislators at the federal and state levels. It is often in vogue to take shots at legislators for not doing their homework to better understand various sectors of the economy, including ours. But the concern of legislators on the issue of sensitive data is understandable and laudable. It is important to drill down into the intricacies of our sector’s data uses to understand how this important personal information is handled.

Nonprofits and their commercial partners have a vested interest in handling all data properly. This is true twice over for sensitive data. There is self-interest in this, of course, but it is also unarguably the ethical and proper thing to do.

Donor trust is foundational to nonprofits’ ability to raise funds and provide services. The need to maintain it instructs our choices in most of what we do. We know this as a bedrock principle. Our task is to convince legislators of this as well.

Then there are the subtleties ... sensitive data is critical to our sector to assess need, measure effectiveness, and better direct resources to the people and places that need it most.

### Is there a model policy we can support?

Our sector, and indeed the country, needs Congress to enact a national privacy statute for the proper handling of data to protect consumers and allow for the legitimate use of data. One national “rules of the road” for the handling of data would be far superior to our current growing patchwork quilt of varying and potentially cumbersome state privacy laws. The quilt is getting larger as you read this.

Unfortunately, it would be a great surprise if Congress were to act on privacy legislation this year. The Nonprofit Alliance has been laying a foundation with members of the House and the Senate anticipating Congressional consideration of national privacy legislation in 2023. In the interim, much of the action on the privacy front remains in the states.

The Virginia Consumer Privacy Statute, enacted in 2021 and effective in 2023, illustrates the challenge we face on sensitive

data. The statute does a good job balancing the interests of protecting consumer privacy with the legitimate use of data. However, in the area of sensitive data, the statute currently calls for a verifiable opt-in for the use of sensitive data. We all know that opt-in’s are challenging. Concerned about the future availability of such data, a number of organizations, including The Nonprofit Alliance, are working with legislators in Virginia to change this provision to an opt-out prior to the statute taking effect next year.

In the Virginia law, a number of data categories are identified as “sensitive data.” All sensitive data is subject to opt-in restraints. Below is the relevant text of a remedial bill in Virginia intended to free certain “sensitive data” from opt-in. The italicized text is the proposed new language:

**Our sector, and indeed the country, needs Congress to enact a national privacy statute for the proper handling of data to protect consumers and allow for the legitimate use of data.**

Personal data revealing racial or ethnic origin, religious beliefs, mental or physical health diagnosis, sexual orientation, or citizenship or immigration status. *However, such data shall only be considered “sensitive data” when used to make a decision that results in legal or similarly significant effects concerning a consumer.*


This category, the only one of four which has foreseeable proper use by a nonprofit, would not be subject to opt-in unless misused by the data owner and/or end user. In that event, the party or

parties misusing the data would be subject to serious sanctions.

The intent of the phrase “legal or similarly significant effects” is to embrace most third-party decision-making which might categorically disadvantage the individual. In other words, denying a gay person a mortgage because of data revealing his or her sexual preference would lead to sanctions against the data users. Mailing an invitation to a person data identified as Jewish to join activities at a local synagogue would not.

Under this structure it is worth noting that practically any outreach by a nonprofit in an honest effort to reach intended beneficiaries would be safe from sanction. Clearly, and especially in the era of COVID, unnecessary restraints on health, food, and shelter providers would not be in the public interest.

This suggested amendment in Virginia poses a much better solution than a blanket opt-in law. Making it easy for consumers to opt-out from a given data set of “sensitive data” as described here is a far better solution than effectively making salutary uses of such data impossible. An opt-out system for the use of such sensitive data would be a benefit to the nonprofit community and a general public benefit as well. As such, it could become a useful model for the upcoming (we hope) national privacy law.

For more information on this subject, contact The Nonprofit Alliance’s Vice President, Government Affairs Mark Micali at [mmicali@tnpa.org](mailto:mmicali@tnpa.org) or General Counsel Bob Tigner at [rtigner@tnpa.org](mailto:rtigner@tnpa.org). 



## Save the Date

### APRIL

- 04/20/2022, 1:00 PM - 2:00 PM (EST)  
Webinar—**Small Changes, Big Impact: Acquisition Testing for ROI**  
SPEAKERS:  
Katie Corradini, TechnoServe  
Barbra Schulman, Faircom NY  
Gwen Yi, Conquer Cancer

### MAY

- Check our website for upcoming webinars—details coming soon!

### JUNE

- 06/07/2022, **DMFA Awards Celebration and Annual Membership Luncheon**  
Moxy Times Square, New York City
- 06/07/2022, **Member Appreciation Happy Hour**  
Moxy Times Square, New York City

**Be sure to check your email  
and [dmfa.org](https://dmfa.org) for more information.**

## DMFA Scholarship Fund

The DMFA believes that when any one of us becomes a better fundraiser, it helps lift up our peers as well. That's why the DMFA Scholarship Fund was created—to help fundraisers, and those interested in fundraising as a career, pursue education by subsidizing some of their costs. This scholarship is available to nonprofit organizations, students, and nonworking professionals.

If you fit into one of the above categories and want to further your career with a conference, webinar, or membership, apply here:

**[dmfa.org/awards/dmfa-scholarship-fund](https://dmfa.org/awards/dmfa-scholarship-fund)**

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Christian Appalachian Project

### MATTHEW WAGNER

Jewish Social Service Agency

### LAWRENCE WILCZEWSKI

Smart Circle International LLC

### KAREN WOODS

The Salvation Army, Eastern  
Territory

# WEBINAR RECAP: Personal Development = Professional Development

Stephen Godbout, CDR Fundraising Group

In case you missed the three professional development webinars the Direct Marketing Fundraisers Association (DMFA) held last summer, it's your lucky day. We have a brief recap of the entire series for you that was led by Cynthia Way of Way to Go, Inc and Valerie Lingerian, of Double Helix Learning. Professional coaches who specialize in neuroscience.

No matter where you are in your career, you'll find this informative and applicable in your professional *and* personal life.

## Retrain Your Brain

Do you ever catch yourself replaying negative thoughts in your mind? Or reliving painful events?

Did you know these negative memories can have the same impact on your emotional and psychological wellbeing as they did at *the moment* they occurred?

Cynthia and Valerie explain how negative thoughts trigger our fight or flight response—a powerful protection mechanism that's been around since humans were living in caves.

MRI's have shown that we can restrict energy flowing to this part of our brain and shift it to the part of our brain that's more evolved and regulates feel-good neurochemicals.

It all has to do with mental fitness. And Cynthia and Valerie break down three easy-to-take steps that can help you evict negative thoughts taking up rent-free space in your head.

### STEP #1

When a memory arises that triggers a negative emotion, take a moment to notice the emotion and name it. Is it anger, sadness, fear? Give it a nickname. Labeling a negative emotion automatically decreases its power over you.

### STEP #2

Once you've named the emotion, redirect your focus by quieting yourself down and performing a sensory exercise. This is any exercise that draws your attention to one of your five senses.

One easy exercise is to place one hand over your heart and another over your diaphragm and focus on your breath as it travels in and out. Another is to hold the tips of your forefinger and thumb together and focus on the sensation of touch.

**Just 10 seconds of sensory exercise  
will begin to reset your brain chemistry.**

### STEP #3

Engage with the better part of you. Make empathy and compassion your friends. Close your eyes and surround yourself with your compassion. Think about the nicest thing you could say to yourself at this moment. And what you would say if this negative experience happened to a friend?

With 15 minutes practice a day (and it doesn't have to be consecutive) you can build your inner capacity to keep negative thoughts at bay and direct your body to produce comforting feelings.

Practice these steps both in a triggered state and at peace.

## 10 Neuroscience Tips on Listening

Here's an interesting tidbit you might not know.

While light travels much faster than sound, your brain processes sound faster than sight. Faster than taste, touch or smell too. Our brains are hardwired to protect us.

Since one of the key functions of our brain is to protect us, if you're in a conversation and the other person says or does something to make you uncomfortable, the part of your brain that's in charge of your fight or flight response will be triggered.

Your brain begins sending out signals to release adrenaline and cortisol—high stress producing chemicals.

But you can change this with 10 ways to trigger feel good chemicals in your brain and help build and maintain trust with the other person.

- 1) Avoid applying what the other person is saying to you. Does, "Oh yeah, that happened to me too," sound familiar. This is self-focused listening. We're interpreting everything the other person says as it relates to our story.
- 2) Don't be distracted by checking your phone and looking around. People can even sense when you are performing another task while you're on the phone with them. It may seem like we're all capable of multitasking. But your brain is not. It can only focus on one thing at a time.

We interrupt this top ten segment to bring you another interesting tidbit you may not know. According to a study conducted by Albert Moravia and his colleagues way back in the 1960s:

- 55% of the way your brain receives information from another human being is through their body language.
  - 38% is their tone of voice.
  - Only 7% comes from the words they use.
- 3) Use attentive listening. Be respectful of the person who's speaking. Make eye contact.
  - 4) Pay attention to what your body language is communicating.
  - 5) Listen attentively to what the other person is saying (not your story).
  - 6) Identify the emotion behind what they're saying.

- 7) In a calm demeanor, paraphrase what the other person said. This helps people feel heard and validated. And this shifts the brain focus to trigger a calming feeling in both of you.
- 8) Build trust with empathy, compassion, and understanding.
- 9) Be upfront if you miss something the other person said. Kindly ask them to repeat that.
- 10) Practice your empathy and compassion skills. They're like a muscle. If you work them, they will grow stronger and more dominant in your responses to outside triggers, as well as your thoughts.

## Repairing Communication Breakdown

In this webinar, Cynthia and Valerie prescribed strategies for how to optimize brain chemistry to build communication bridges to trust.

The levels of distrust or trust in any conversation depend on the chemicals being released in your brain during the conversation.

When you feel distrustful, it's because your fight or flight response is being triggered. Your brain is flooding you with stress chemicals that tell your entire body to get ready for a threat.

And when you're in conversation with someone you trust, the part of your brain that's responsible for higher levels of thinking is being triggered. Neurochemicals that calm you down and make you feel good flood your brain.

So, how do you change which neurochemicals are being triggered?

### STEP 1

Return to the three steps discussed in Retrain Your Brain. These sensory exercises re-balance your neurochemistry and they start to work in as little as 10 seconds.

### STEP 2

Rebuild an atmosphere of trust.

If you are judging, excluding, dictating, or criticizing the other person, you are triggering the chemicals in their brains that say, "I don't trust this person."



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To trigger positive chemicals and build trust, be inclusive, appreciative, understanding, and show a willingness to discover more about the other person.

### STEP 3

Make a sincere apology.

It doesn't mean you were wrong, or the other person was right. It means you recognize something went wrong and you empathize with the person's feelings.

Avoid making excuses, throwing guilt around, or saying, "I'm sorry but ..." "I'm sorry that you felt that way ..." The skirting of blame and insincerity of this type of apology is what makes it so popular with politicians.

Instead, take responsibility for your actions. Express empathy for how the other person feels. Let them know you'll take steps to avoid communication breakdowns in the future.

It's also alright to take a break from a tense conversation if you need. Go for a walk. Listen to music. Perform a sensory exercise.

Then help reset *the other person's* brain chemistry with neutral comments and statements of appreciation for that person. Focus on what is good and be willing to show vulnerability. Even a 10% increase in vulnerability on your part can have transformative impact on a relationship or conversation. ■■

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# NAACP Legal Defense and Education Fund, Inc.

Shayla L. Titley, Central Park Conservancy

Since 1940, the NAACP Legal Defense and Education Fund, Inc. (LDF) has been at the forefront of this country's long journey toward racial equality. Its early legal wins laid the foundation for some of the civil rights that many citizens of United States don't think twice about today, including the desegregation of schools, public buildings, parks and recreation facilities, hospitals, and restaurants.

LDF was founded when Jim Crow and other state-sponsored racially biased and unequal laws were commonplace across the country. Its mission then and today remains transformative: to achieve racial justice, equality, and an inclusive society.

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- Achieve full African American civic engagement and participation in the democratic process.
- Diminish the role of race in the criminal justice system.
- Increase fairness and African American participation in all aspects of economic life.
- Afford greater access to racially integrated, high quality public education for students of color and eliminate racial disparities in education.

Litigation, advocacy, and public education at the national, state, and local level are the primary methods LDF employs for tackling racism, inequality, and division in our institutions and systems. LDF's primary goal is to serve African Americans of all ages and backgrounds, however, by focusing on defending and expanding the rights of the most marginalized, all Americans benefit from LDF's work. 🇺🇸



## Did you know?

- Thurgood Marshall, who eventually became the first African American U.S. Supreme Court Justice, founded LDF in 1940.
- LDF has been a separate entity from the National Association for the Advancement of Colored People since 1957.
- LDF offers competitive scholarship, fellowship, and internship programs that help students attend and graduate from many of the nation's best colleges, universities, and law schools.
- LDF's Thurgood Marshall Institute (TMI), a multidisciplinary research communication and policy hub, houses LDF's archives which document the legal arm of the Civil Rights Movement.

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