**Ask A Root - Q+A With Taproot Employees**

Speakers:

* Dana Yellin, Senior Consultant at Taproot Foundation
* Jeff Brady, Accounts Director, Taproot Plus at Taproot Foundation
* Cameron Barnes, Director, Strategic Partnerships at Taproot Foundation

All right. Welcome back everyone. I am here to welcome you to our final session of this years us pro bono Summit, though also with the.dot.to, follow that thanks to the hybrid format, it also means that we get to share and reshare this content looking ahead. So as a reminder for folks, especially those that are joining us virtually, you can access the shareable slides already on the Excel events platform, and taproot will be sharing this out as we look forward and connecting other opportunities for us to continue these conversations. But in the spirit of that, as you heard me, foreshadows slash Warren slash invite you all to consider at the top of the summit, we have the chance now to pose questions to Roots to practitioners in the field of pro bono serve as a cross sectoral experience across positions and experience within the organization and across their own personal lived experiences.

So I am thrilled to set us up for this session today and get to play moderator as a route myself. What I want to do is introduce or leave the space for my fellow Roots to introduce themselves. But I want to introduce the Roots that you don't see here as well. So I have the esteemed pleasure of being joined by three other Roots on this panel. But these are three of 40, some Roots right now, of the 200. Some professionals that have been Roots at some point during their career. And the 20,000 Plus pro bono consultants are skilled volunteers who are out there doing the pro bono work. And I want to extend that metaphor again that some of you heard me referenced the other day about why we are called the Taproot Foundation, and why we call our employees Roots. It's not just for a nice name and evocative picture, it's because we do from a mission perspective, truly view our role in this space as being the tap root as being the root that can help feed and nourish the plants and grow. And so that's why we have our Roots within the organization. And as we like to say, once a root always the root, amazing folks out there in the field in so many different sectors now, so many different organizations, bringing this pro bono ethic with them, bringing everything they've had the chance to experience and learn and be a part of into their next chapters and moments as well.

But in this moment, we get to pick the brains of three of our many route experts. So you've heard me introduce myself before Lindsay Gruber. She her president and CEO of the Taproot Foundation, you heard about my springy hair as my daughter referenced, and I'm going to turn it over for a moment for each of my fellow Roots to introduce themselves. And in addition to introducing themselves sharing their role in the organization and the team on which they sit, and then I'm going to pepper them with some questions. So Cameron, I'm going to start with you, folks. My name is Cameron Barnes. He him I am a brown skinned sis male with shoulder length dreadlocks and a blue suit. Also a little tight. It's been a it's been a crazy wedding circuit this year. I work on the strategic partnerships team. So if you remember Carlton who was with us earlier, he is our fearless leader and I work with him. Look forward to the conversation.

15:14:27

Jeff. Thanks. Hi, everybody in the room and I everybody online. Hi, Dana. I'm Jeff. I'm your accounts director with the taproot. And I am white, and male. I wish I had spring hair or dreadlocks wearing a blue dark suit and thrilled to be here. I oversee corporate and philanthropic investment in taproot plus, this is an online technology that empowers nonprofits to seek and recruit and engage how are we using it? Excellent. Okay, I know there's some taproot Plus users here. And thank you for that. But this is an opportunity for nonprofits, small businesses and schools to seek help from skilled volunteers and engage them in more than 24 countries. And all of that is for free.

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Dana, great. Can y'all hear me? All right, excellent. Hi, everyone. My name is Dana Yellin, I use she her pronouns. I'm a senior consultant on the advisory services team at taproot. I'm a white woman with shoulder length, brown hair and a purple shirt. And the advisory services team creates opportunities for nonprofit organizations to access professional pro bono services by partnering with our corporate partners to create programs that leverage the skills of their employees and meet the capacity needs of nonprofit organizations. So looking forward to being here, and thank you all so much for how for me.

15:16:03

So I'm going to make it an easy question first, but one that I think really speaks to everything else that you'll have the chance to share with us this afternoon, which is that each of you play overlapping, but also distinct roles in bringing this incredibly important mission to life and bringing pro bono service to the organizations out there doing great work. But you each work exceptionally hard in doing that. And I'd love to hear from each of you. What gets you excited about doing this every day. I'm going to hot potato, the microphone and you get to pick who starts first or Dana, you're welcome to jump in. I don't actually want to break AI G's microphone,

I don't mind breaking the ice and perhaps putting my foot in the mouth. But this phrase, so hopefully, we'll get become clear. But I do this work to get high. Emotionally high, I imagine that most of us are coming to this face now. Or if you're online, or if you're here, at the end of the day, you like getting that emotional high as well. But not always high highs. Because we're working in really tough areas that bring us to tears that make us motivated and just want to experience life. And so the opportunity to connect volunteers with nonprofit organizations to improve lives of humans of animals of the planet on really hard topics is something that keeps you alive every day. And that is what keeps me working late and working early. And just working to get things done.

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I can jump in. Jeff, I love you have such a way with words. I definitely agree with the sentiment, the impact of the work excites me tremendously. The best part of our work is hearing at the end of the pro bono project, what has been accomplished for a nonprofit organization and what is now possible thanks to their pro bono support that they've received. So it's always just exciting to hear and see the results. And of course, we know and I've worked in other roles in the nonprofit sector, a lot of nonprofits have very limited resources. So the I really see pro bono as a tool for equity, and creating more access to resources. And so it excites me to know that we're spreading the love.

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I love that Dana said equity because my answer is that this work for me is equity in practice. It's the transfer of social and intellectual capital from those who have to those who need right. And so, Carlton and I and our team. While we're not the folks that are doing the programming every day, we're the ones that have the opportunity to inspire hearts and minds and be that front door for folks. So being able to, to shed light to that fact that transfer of knowledge. And social capital is what used to come in every

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day. One of the things that's amazing about being able to sit in the position that we do being within taproot is being able to interact across sectors across organizations across so many individuals and issue areas all the time, which also means we have the chance to get asked a lot of different questions. So while we can't answer all of them in a moment, I would love to ask each of you, what is one thing you wish everyone knew? Did you want me to start with you?

15:19:46

Sure. Yeah. Um, so this comes up a lot. In the context of the programs that we run with corporate partners. Often, we position, pro bono experiences as opportunities for professional development because they truly can be working across a different sector within a different type of environment can really spur a lot of learning and growth. One thing I wish I wish everyone knew is that I also think it applies equally to the nonprofit participants and the leaders who partake in these programs. It really is a growth opportunity, a learning opportunity for your own personal professional development. And so that is something if I had a big megaphone which appears I do right now, and that I would share loud and clear. There's a lot of opportunity for growth for an individual's career and for your organization through pro bono.

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I wish we got to the part where we talk about community wisdom Really quickly, right? We've talked through several folks in this in the last couple of days have talked about the what a volunteer can learn about community, what they can learn about the nonprofit need, where they can learn from the practitioners like ourselves. And so if everybody came in, you know, with that, with that understanding, we had that conversation at first, I think a lot of things would be easier not only for us, but also for perhaps the programming here and your response. I wonder if people already know this, but I don't think that they do. And I don't think that everybody knows it's worth it. It's so worth it, to be able to experience a skill based volunteer program moment, even moment or movement. It's just so worth the effort. So if anybody in the room or online in a long term committed relationship, you don't need to show hands or eye contact. But if you if you are, and you think about it, there's a lot of hard work that went into that. And so I wish that everyone knew before they dismiss that they don't have the time that they don't think they know, as much as they know that it's, it's totally worth it. Because Kathy Ann, you could probably say that it's worth it to engage and recruit your skilled volunteers. We heard from Tammy, that it's worth it, to recruit and engage and create relationships with those. And on the same token, the volunteers are able to share those same kinds of stories as well. And so I wish that everybody knew that it's worth it. And if they haven't tried it, that they should, and if they have, then they should speak out their story, because it's worth it.

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So given that it is asker rude, I'm going to make sure I'm not the only one asking Roots questions, I'm going to limit myself to one more question and keep my reserve in the back. So we can open it up to our audiences as well. as we have the chance to all look ahead, which I know we each do on our own on a daily basis and being so excited about and inspired by this work. But then also on behalf of the organization of your roles within the organization. With this summit, we've talked a lot about making sure that we're not returning to business as usual. But looking ahead and trying to push for business unusual and challenge these norms and push the dialogue forward. Well, I know it's hard to limit it to just one thing, what is something that you are particularly excited about looking ahead to the future, a possibility and idea and opportunity that really excites you about taproots future or about the future in the probono field? This one microphone thing is an interesting game.

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I'm really looking forward to, to pushing ahead on this idea of removing the term capacity strengthening, or I'm sorry, capacity building into capacity strengthening, where, you know, using asset based language, you know, saying that, flipping the script on on how the inherent power dynamics that are involved in the programming that we do, and bringing more folks to the table who want to challenge themselves who want to challenge their peers. And of course, you want to give back to community through pro bono, that act of again, to the previous question, having that, that initial conversation with that lens, and then seeing the ripple effects, how that's going to allow us to carry out our strategic plan. And then, you know, fast forward a couple of years, how that's gonna change community, how it's going to change the dynamic and the day to day for the nonprofit practitioners that we serve.

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Can you see me?

15:24:50

I can see you. Yes, yes. Do it. Go ahead, Jeff. To go ahead. Yeah.

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Okay, we'll close this out with this. The thing that I'm most excited about seeing is it came up this morning, I think Don had mentioned it, talking about people coming together to partner, not necessarily people coming because they need a rescue. And so I'm very eager to see more nonprofit leaders, more people with lived experience, ideas and passion, also stepped into the space of skill based volunteering, and helping each other. Just within the last session. We learned that fundraising is a really great need for nonprofits, but it's not always best served by the corporate space and others. And so who are experts in fundraising, those who are working at it? Where are a great executive leaders cut off because that's good. But it's really just a see a search for more nonprofit leaders being able to look back on I didn't I said, Maybe I did.

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Not the gun show. You're fine. Yeah.

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That's good. That'd be a new addition to the summit. But it's essentially nonprofit Lee hitters like Lindsey and others who have enormous talent. And so that is the world that I'm looking for moving ahead, and that is to see more of those exchanges from the sector.

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So I'll share so something that's really exciting that's happening at taproot right now. We have internally, an accessibility task force. And this is a cross department effort to look at our programs, the way we're showing up and become more accessible. Whether that's tactical things like making sure our PDFs can be read with a screen reader or describing when soft when you're introducing yourself on Zoom, or just incorporating it as a as a core value into our programming. And I think this area is something I'm so excited about, because we have some amazing Roots, bringing these innovations to the front, and making, bringing these these lessons and teaching folks how we can implement it in our programs. So I'm excited to implement those, and to bring them to our corporate partners, and ultimately to welcome more people into the experience of pro bono.

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Thank you, Dana. Thank you, Cameron and Jeff. So now I get to turn the microphone over to our virtual audience to folks in the room. If there are other folks that want to ask a route a question. If not, I have a few questions that were submitted from the audience yesterday. comes your mic? Oh, thank you might not need it. But thank you. So I, I was curious, you asked, you know, you talk about these pro bono opportunities. You act as advocates for your nonprofit partners, and sometimes almost as translators to, you know, talk about what corporations are looking for, and to corporations, what these nonprofits actually need. And we heard earlier today that there's not always an honest communication between those two entities. And that is something that needs work. But I'm curious, how do you as advocates for nonprofits and translators, talk about the cost of doing this work, both the opportunity cost as well as, you know, tools that you may have to help nonprofits think about this in a business capacity, which isn't always the sexiest thing, but it is something that is needed to drive that forward.

So how do you speak about that a taproot. Now I'll kick it over to my fellow Roots in a moment, but two quick related thoughts. One is that we have often said, especially in the early days of this pro bono movement, expanding outside the legal profession, to be clear that while it is free of a fee, there's no fee involved with pro bono. It is not free of cost to the organization, it takes time, which is your scarcest resource, often as an organization. And that is a really important distinction in something in our programming. We're really intentional about doing scoping and expectation setting around because it is a commitment of resources, for sure. And then the other piece just to give one very tactical answer, because it might be a useful resource to folks in our audience as well. Going back now, I think 2009 or so we partnered with CCP in order to put forward an hourly dollar valuation for pro bono service. So that ideally, if someone is coming from an industry where there is already a market rate for their services, they already operate in a professional services capacity. That market rate can be what's used also so that the nonprofit organization can quantify that as an in kind donation in their budget, can make the case internally why they should be expending the time and effort because they're about to receive a pro bono website redesign that's valued at $50,000. But also to make sure that we're being clear and intentional and transparent about the fact that there is value against this and it needs to be valued by both sides involved. But to any my other colleagues want to add to that.

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I just love it when someone is able to express exactly how you're feeling. But in such meta better words, incidentally, you did that as well. A lot of our speakers did today. But just in the terms of the cost. I'd also like to appreciate some of those early investors in a online platform like taproot plus, so this is free to use for nonprofits. It's free to use for volunteers that also came at a cost. And so groups like city and other corporate investors and some of our current partners are making that possible. In 2021, there were $6.2 million of pro bono value to nonprofits using the formulas that Lindsay had talked about 1000s of volunteer hours, hundreds and 1000s of nonprofits that were taking advantage have that and so it's like a public park or a public library where a lot of people are able to use it for free. But my comment on is, it's worth it, it's worth it the time that your most valuable of all commodities, the one that is finite, it's worth it when it's thoughtful.

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Sure, I can add to that. So I think Jeff and Lindsey spoke really well to, you know, how how we talk to nonprofits about the why it's worth their time and why it's worth their experience. I think you're spot on. And in pointing out, we're often translators. And I find a lot of my time spent in translating what the nonprofit experience is what it's like to work in a nonprofit organization to corporate audiences, it's kind of the other way around. I often talk about the concept of overhead, how there's kind of within the United States, at least, there is a cultural understanding or expectation that the lower they are, the smaller the overhead, the more impactful the organization is. And I talk about to this corporate audiences, what that means. And it means of course, fewer resources and means folks wearing multiple hats having less and less time. So we're often in this position of trying to translate what it's like to work in both sectors. And hopefully, we you know, we do we do work hard to make sure that folks are empathetic, understanding the contexts that their partner is in, just to even out that that dynamic a bit.

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I love this question, because it gives me the moment to sing the praises of our program team. Whenever questions like this come up, I always say something along the lines of this type of programming is different through taproot. Many of us as nonprofit practitioners or leaders, we have experiences where maybe a board members cousin knows how to do graphic design, and they do your poster, and it's great, and they had the best intentions in the world, but maybe wasn't exactly what you needed at that moment. The difference between that, and this is that you have staff who are going to help you out, you have staff who's going to help you scope your work. And then you also have that same staff that's also working on the volunteer and to train and to support them. And to provide the context, the framing, and the perspectives to best allow that engagement to go well. And so that add those added layers of support makes what we do at taproot that much more exceptional.

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So I just want to thank Dana for raising up the ad to money isn't all that that's set out to be. And that is nonprofit organizations. But as volunteers when we show up, we have to be careful what we think is a good story. But I'm intrigued about the future. And I'm a lawyer. And so we are trained that pro bono is required. And so I do think that that helped me going into my professional career because it was unknown. So I'm intrigued about how taproot might be thinking about or tapping into universities. And really, how do you plant that seed of capacity strengthening as part of what you do want to leave school? And so what other fields do you feel like are catching on more like beyond accounting, maybe are others that this should be part of who you are, and that you're not hearing about it when you get to Citigroup, for your first job. So I'm intrigued us about the future because I don't know if I've seen that as much on the website and the things that you're doing, but I know you're working on it. So when I hear Roots, so accounts is a scary race. I love that question, in part because it allows me to kind of bring things full circle a bit to which is our very first pro bono Summit. We had I mean, laughable now in here, I'm about to say, but we'd begun discussing a vision of pro bono 2020.

But it was back in 2013. And we were initially largely doing it in partnership with professional associations, knowing that in the really rapid adoption of the pro bono ethic in the legal profession, while technically it began as a call to service from the president at the time, it was really when two things happen, then it took off and we were trying to spread this through and we now have a chance to do it again largely through our corporate partnerships and relationships. It was one when the main journals in the industry began ranking and comparing law firms based on the hours of pro bono service, because what drives competition better than competition And the second was having the additional incentives and requirements through the other institutions that are part of this capital P profession. So, unlike other many other professions and industries, you have to go to a certain type of school, you have to register and take classes after the fact. And a lot of other professions don't have that to be a marketer. Well, some of us who've maybe had the board members cousin do some graphic design would have hoped that there was a graphic design certification in order to establish a bar. That's not universally the case. And so instead, we began focusing on groups like AIG began focusing on professional associations where we see now I think an even greater opportunity is in graduate schools, and undergraduates, we had a road show with our founder back about 12 years ago, where he went to a variety of MPa and MBA programs around the country, in order to put the pressure on their future employers to make pro bono happen. Years later, I've had many different folks come up to me saying that they were in the audience. And when they began working at fill in the blank institution, they asked where their pro bono program was. So that's just one little tiny nugget. But I want to give each of you to as audience members, for us today, that little sign of hope as well, because it started in a conversation like this. And it's one of the reasons why adding our work with companies is a really valuable additional inroads to all of the ways that we're trying to spread the pro bono ethic. Because there is so much opportunity for scalability, when you think about employees going from one company to the next to the next to the next, and bringing the pro bono ethic with them, which is a little different than law school being the place to ingrain it in every lawyer to how does that marketing professional who goes from city to Cisco to wherever else, you know, take that ethic with them. So I stole the mic, fellow Roots.

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I just have one example. So my alma mater for undergrad was Northern Illinois. And so they have a great program where they're part of the undergrad program is effectively nonprofit management. And what they do is then they create a little bit of a consultancy firm within the undergrad, of course, they're getting support by alumni. And they're getting support by staff. But then they're supporting smaller organizations through some of their challenges, if it's the creation of a track, or if it's, you know, the helping with certain certain bits of their infrastructure. And to Lindsay's point about, you know, starting early, right, like Wu Tang probono was for the children to write like, let's, let's get as many people in this as possible and start as early as possible to just a few words, it's a thank you and celebration. No, just because it may not be said enough, but it's a thank you to everybody in the room. It's a thank you to everybody online, because you're all evangelists to in the space and I couldn't possibly obviously articulate it well, but some of the conversations I've had, where I'm looking at people now that are in the room that I've had conversations with their evangelists for this work is well in their companies, and more broadly is as well. I feel like I want to look at everybody that I've had a conversation with about that very topic, but it's a thank you and a celebration for everybody who's doing this work with us, but great, mind blowing suggestions.

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We have about two minutes left, if there's anything you want to add or if we have any remaining questions. Would you have one question in the room?

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Hello, everyone. My name is Nancy sigh and the pro bono coordinator at New York legal assistance group. My question for you today.

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What advice do you have in handling situations where pro Bono's are fearful and hesitant on taking matters in my role? I have always tried to connect pro Bono's to where our clients need the most help. And right now is housing. And what I'm finding is that pro Bono's, and these are very talented, very skilled Pro, Bono's are scared to take on housing because for most of them is outside of their skill set and your wheelhouse even though we offer training, they're just you know, they don't want to step into that world. But this is what our clients need. And I'm just trying to think how can I draw them in because this will mean the world to clients because some clients have you know, phosphate does drip and brown water and they really need their resolved but we need pro bono to like jump on board to want to be part of that but they're a little bit nervous. So I just wanted to see if you had any advice about that. Thank you.

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I could offer one initial thought which is especially because you're in such great company right now, in this room and virtually online among all of your pro bono practitioner colleagues, it takes a village to it might be that referrals are the answer. Because having that core skill set, having that relevant starting place of knowledge and capability is what will best serve those organizations, individuals that need the pro bono. And that can be a hard answer. It's the strategic No, in a way. But the difference is, rather than needing to say, no, it's saying no, and let me introduce you to. And that's where we tried to create this community, this broader community of folks in this pro bono space. So that folks who do have that exact right match an area of expertise on a matter where it might turn out to be essential, you can make those connection points and bring referrals back was a different kind of answer. But when I wanted to offer anything else for my colleagues,

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I can jump in, I love that question. Thank you for asking it. Because I think it's it's very common to feel nervous to embark on a different type of project where you may not have the expertise, whether you need to make the referral or if it's something that they could do. They're just, you know, maybe a little hesitant. It's an exciting growth opportunity, as I mentioned, and something I definitely would would encourage bringing up with them, just the opportunity for professional growth, if there's any way to incorporate participation of in pro bono cases, into one's performance management, or reward it in some way, that can be a really effective motivator as well, in addition to feeling good, and giving back and helping the families that that aren't need. So I agree, I think you're in really good company. There's a lot of corporate representatives probably in the room and certainly online, who have had similar questions around how do you get folks involved in pro bono? How do you help them understand the impact that they can make, and empower them to take part of it and to spend their time in that way? You, Dana,

I think that brings us to the end of our q&a window, I'm going to invite my fellow Roots to stay up here with me, as I get into our wrap up moment. But first want to give you all a round of applause for you. You represent from all of our fellow Roots current past, and also looking forward to the future, which would have been one of my last question, which is your favorite part of being a route because we're hiring nudge nudge, we're going to folks online, but I'll leave that for folks to contemplate. What I have the wonderful opportunity to do now is to tie all of this together. And I feel like actually coming on the heels of the conversation we were just able to have is a great way to do that. In part because as you've heard us referenced throughout this, this is the pro bono Summit. This is not the taproot conference, this is not the meeting of folks already doing pro bono. This is meant to be a convening to bring folks together around this shared area of passion, this shared mission that we all have in some way. And I'm going to be good about avoiding using the term capacity building. And instead use my own definition for it, which you heard me referenced before, this shared idea that greater good can be achieved in the world when we are supporting and investing in organizations out there driving positive social change. And when we do that, in partnership all together, as you heard referenced before, that's where the magic can really happen. And I think so many of the themes we've had the chance to hear about over these last two days, so many of these different threads start to come together, which is a part of why for us the privilege of summit itself, while the event might be wrapping up now, the topics and conversations are what we want to continue on in our work together.

You know, some of these themes, we heard about having a chance to hear these concrete examples of how dei can be operationalized into pro bono programming, and the bold choices that can and should be made in order to bring lived experience into that having those those core questions as examples will hopefully get at least a few people who join the summit, to bring that into their work to share it with someone else. That's where we get to begin to have the ripple effect of all coming together. That translation piece that's been coming up some folks have heard me referenced before, that in no other realm of life, it seems in no other sector. Do we expect someone to go you know, into the Doctor, let's say right and say Oh, I have a pain in my side. It's appendicitis. I need penicillin and appendectomy, and then you can send me home. No, you're supposed to just go in and say I have a pain in my side. Maybe you ask Dr. Google, but you still are meant to go in and just be able to share with the expert the pain that you weren't feeling and then be able to engage together. They need information from you and you need information from them. And you find the right solution together. But we impose these odd expectations and standards upon the nonprofit sector. And so all these examples of translation you heard of thoughtful, equitable curation with who even has access to the information and who is providing the information and how we value that and partner together with the ways that a third party partner like taproot, or many of the other wonderful intermediaries out there can be thoughtful and intentional about helping in that diagnostic process. And being the advocates between sectors or between parties in this equation as we bring proponent to life as a true partnership. These to me are all core themes, not just from the summit sessions today.

But what I would love each and every one of us to bring back as Jeff said, as evangelists in this space, to bring back at least just one thing that you're thinking about a little bit differently because of something you heard over the last two days because of a question that was asked, because of a perspective that you might not have heard or had before as you approach this work. And then I invite you to come back to us into this conversation, either in the follow up that we'll be doing with you. And going on to taproot plus.org and making sure you are a nonprofit you care about is or small business or educator is getting the promoter they need or providing the pro bono support, as Jeff mentioned, as well, about being able to start asking the questions that can make this incredibly important work happen.

And the last thing I just want to say is bring us all the way back full circle to when I kicked us off the other day, which is that a core part of our work. And our mission, as you heard is being able to make sure that organizations can get more equitable access to resources. And that also means making sure that this conversation is open and inclusive, which is why as you heard me reference, we have been able to have pro bono summits run this entire time without ever needing to charge a fee for a ticket. That way the conversation is open and accessible to anyone and everyone that should be involved in being a part of changing this dialogue. And that's thanks to our sponsors, our philanthropic supporters, who provide taproot with grants to ensure that we're able to make important work like this happen. So our leadership sponsor this year 3am, a champion sponsors Prudential and Johnson and Johnson, our advocate sponsor, Comcast, NBC Universal, and AIG for their in kind donation of this space and the technology that allowed us to as seamlessly as possible interact with Dino him looking at on the screen now, the hundreds of you who have been joining us virtually throughout, and our ability to record this going forward. All of that matters to make sure that this is not just an echo chamber, but an ecosystem that we're bringing this message out to. And we can each play our role in ensuring that the pro bono ethic is not just limited to the legal profession, but really expands across professions across industries and helping to address as many organizational needs as possible. So I want to end on the note of having you all give yourselves a round of applause for taking time out of your day to be a part of these important conversations.

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That cost free even though there was no fee for the ticket, you took your time to be able to join, to listen to ask questions. And I really value and appreciate that both myself and on behalf of the Taproot Foundation and our broader mission. And I look forward to continuing these conversations with you. So thank you, everyone. And for folks here in New York. I invite you out of this room into our lobby area and for folks online. Thank you for joining us and taking the time to join our conversation virtually. We look forward to more conversations to come. Thank you, everyone.