

KAREN J. SARJEANT
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PROFESSIONAL EXPERIENCE

Consultant

March 2002-Present

Providing nonprofit organizations with a variety of consulting services to enhance their effectiveness in achieving organizational goals and programmatic objectives. Areas of expertise include program development and evaluation; supervision and management coaching; organizational planning and capacity building; and coalition development.

Examples of current and recent consulting activities:

- Led team of legal services professionals for on-site evaluation visits and preparation of reports on program effectiveness and efficiency in the delivery of legal services to low-income communities. Major focus on assessing management/leadership issues and the impact on organizational operations.
- Led team of attorneys in an assessment visit at a fifteen-county regional integration and merger venture of several legal services organizations.
- Developed a comprehensive evaluation plan and process to review the operation of a foundation-supported national elder law grants program.

National Association for Public Interest Law, Washington, D.C.

1999-2002

Deputy Director

In partnership with the Executive Director provided leadership and management of the organization. Primary responsibility for the overall strategic direction of programmatic initiatives related to student and national service programs, and the nation's largest post-graduate legal fellowship program.

- Established effective communication procedures to improve departmental achievement of objectives.
- Established systems and protocols for programs' accountability.
- Restructured and redesigned departments to support new membership focus of organization.
- Significant responsibility for redesign of performance evaluation system.
- Achieved increased efficiency of fellowship program through use of technology and development of improved application and review procedures.

Legal Services Corporation, Washington, D.C.

1998-1999

1) Vice President for Programs

Supported the President in providing leadership and management of a nonprofit corporation established by Congress to ensure equal access to justice for low-income persons. Primary responsibility for direct supervision of three departments: Program Performance, Information Technology, and Compliance and Enforcement. Activities included strategic planning, budget development and systems implementation for a national grants program that disbursed approximately \$300 million in federal funds.

- Achieved effective communications with multiple external national constituencies on substantive delivery issues and legislative and political issues.
- Reorganized existing program departments to enhance capability to provide improved services to national constituents.
- Consistently met all funding deadlines.
- Provided effective leadership and inspired distinguished performance in a team of department directors.

2) Managing Program Counsel

1997-1998

Responsible for fifteen-person staff within the Competition/Program Performance Unit, which included the ongoing administration of a national competitive grants process, automation of that grants process, implementation of a new state planning initiative, and related program performance activities.

- Led successful team of legal services attorneys in refinement and implementation of Congressionally mandated competitive grants process.
- Created evaluation and site visit protocols for grantee and applicant evaluations.
- Participated in numerous on-site program evaluations in several states.
- Developed structure for an emerging state planning initiative that required extensive collaboration with national partners.

3) Program Officer

1995-1997

Substantial responsibility for the conceptualization, development and implementation of a Congressionally mandated competitive grants program, which changed significantly a system of national grants distribution that had existed for over twenty years.

Legal Aid Bureau, Silver Spring, Maryland

1991-1995

Chief Attorney

Supervised a fourteen-person office of a statewide organization in the direct delivery of legal services to low-income persons. Responsible for administrative and legal work oversight. Developed and maintained partnerships with public and private agencies, and state and local bar associations.

Legal Aid Bureau, Silver Spring, Maryland

1987-1991

Managing Attorney, Legal Services for Seniors Citizens

Supervised staff in the provision of legal services to senior citizens under Title III of the Older Americans Act.

Legal Services Corporation, Seattle, Washington

1982-1985

Regional Attorney

Responsible for support, technical assistance and program evaluations of legal services programs in the Pacific Northwest states, pursuant to the requirements of the LSC Act, regulations and other governing provisions of the law.

Legal Services Corporation, Seattle, Washington **1981-1982**
Regional Training Coordinator

Coordinated and implemented substantive law and legal skills training programs with legal services programs in the Pacific Northwest states.

National Senior Citizens Law Center **1979-1980**
Project Director, CAA Training Project

Implemented national advocacy training and technical assistance grant for Community Action Agencies in five regional sites.

National Senior Citizens Law Center **1977-1980**
Staff Attorney

Responsible for support activities in research, litigation, training, and legislative advocacy on elder law issues, including the development of funding sources for legal services programs for the elderly.

Monroe County Legal Assistance Corporation, Rochester, New York **1975-1977**
Reginald Heber Smith Community Lawyer Fellow

Provided legal services to eligible clients in the following priority areas: housing, consumer, public benefits and family law.

EDUCATION

Juris Doctor, The Ohio State University, Moritz College of Law
Bachelor of Arts, Elmhurst College

BAR ADMISSIONS

Supreme Court of Ohio
Court of Appeals, Maryland
U.S. District Court of Maryland

AWARDS and ACTIVITIES

Maryland Legal Services Corporation, Distinguished Service Award, 1995
The Ohio State University Moritz College of Law Alumni Public Service Award, 2000
The Ohio State University Moritz College of Law
National Alumni Council and Moritz Scholar Mentor
Maryland State Bar Association
Section on Delivery of Legal Services, member
Subcommittee on Law and the Elderly, former member and chair
Section Council on Elder Law, founding member
Maryland Volunteer Lawyers Service, Board of Directors
American Bar Association, Commission on Legal Problems of the Elderly, former member
American Bar Association, Commission on Homelessness and Poverty, former member

OTHER ACTIVITIES

Frequent speaker on access to justice issues. Information on recent presentations and other former professional affiliations is available upon request.