American Bar Association
Business Law Section

Leadership Handbook
Introduction

Congratulations! You have been appointed to a leadership position in the Business Law Section, the largest and most prominent professional organization of business lawyers. Many hundreds, and in some cases thousands, of practitioners look to you, and the work of the Section and its Committees, for meaningful contributions to their practices. Our tenure in our roles is short, and we have a unique opportunity to contribute to the profession. We encourage you to seize that opportunity and to engage in thoughtful contemplation about how your Committee and the Section in general can be even more effective than it is, and to ask what it would take to make it the best professional group our members have ever participated in. This is not too high a goal. Your efforts can make it possible. The purpose of this handbook is to provide a useful, go-to source of information for leaders in the Business Law Section. Among other things, this handbook discusses your responsibilities as a leader and provides other information that will be useful to you in your role. The information in this handbook will be updated periodically. We encourage you to provide feedback to the Section staff, the members of the Council Committee on Committees and the Leadership Development Committee as to how this handbook can be improved.
# Table of Contents

1. Section and Committee Structure ................................................................. 2
2. Committee Leadership and Structure ............................................................ 5
3. Committee Chair Responsibilities to the Section .......................................... 6
4. Meetings ....................................................................................................... 9
5. Programs ..................................................................................................... 12
6. Membership ............................................................................................... 14
7. Communication with Members .................................................................... 16
8. Strategic Planning; Section Business Plans .................................................. 17
9. Projects and Other Services to Members ...................................................... 18
10. Succession ................................................................................................. 19
11. Leader's Digest and Some Useful Links ..................................................... 21
12. Have Fun and Pursue Excellence ............................................................... 21

TAB 1 - Current Section Officers ...................................................................... 22
TAB 2 - Additional Information Regarding Section Officers .......................... 23
TAB 3 - Substantive Committees ..................................................................... 24
TAB 4 - Administrative Committees ............................................................... 25
TAB 5 - Section Staff ....................................................................................... 26
TAB 6 - Committee Report Review Form ......................................................... 27
TAB 7 - Program Diversity and Inclusion Requirements ............................... 28
TAB 8 - Meeting Planning/Timelines Calendar ............................................... 29
TAB 9 - Section Business Plan ......................................................................... 30
1. Section and Committee Structure

a. The Section operates largely through its Committees, Task Forces, and Working Groups (sometimes referred to simply as “Committees” in this handbook).

b. The Section Leadership consists of the Section Officers and the Section Council. The Section Leadership is dedicated to assisting you in your role as a Committee Chair or Vice Chair (sometimes referred to simply as “Chair” in this handbook). They do this by providing leadership support, by reviewing and from time to time changing the Section's Committee structure and organization, and by providing the Committees with access to technology, membership strategies, and opportunities to disseminate Committee content through programs, webinars, articles, and other activities. Information about the Section is located at the Section webpage, at http://www.americanbar.org/groups/business_law.html.

c. The current Section Officers are listed on Tab 1.

More information about the Section Officers is available at Tab 2 and at http://www.americanbar.org/groups/business_law/about_us/leadership.html

i. Section Officers serve for a one-year term. The Section Secretary is elected by the Section Council based on the recommendation of the Council’s Nominating Committee, which seeks input from Committee Chairs and other Section leaders. Generally, the leadership structure is a ladder, with the transition taking place following the Section Annual Meeting. Accordingly, each year the Secretary advances to Vice Chair, the Vice Chair advances to Chair-Elect (subject to election by the Council), and the Chair-Elect advances to Chair. The immediate past Chair also serves an officer. Each of the officer positions has certain assigned responsibilities within the Section. Among other things, the Chair-Elect serves as the Chief of Diversity and Inclusion, the Vice Chair serves as the Editor-in-Chief of The Business Lawyer, and the Secretary serves as the co-Editor-in-Chief of Business Law Today. In addition to these “ladder Officers”, the Section Officers include a Content Officer, who is responsible for encouraging and supervising the development of the Section’s content and facilitating delivery of the content to Section members and others, and a Budget Officer, who is responsible for the financial affairs of the Section and for recommending to the Section Chair and the Council financial policies for the Section.

d. Section Council

i. The Section Council is the governing body of the Section, and consists of twenty (20) members. Five Council members are elected each year for a four-year term based on recommendations from the Council’s Nominating Committee, which seeks input from Committee Chairs and other Section leaders.
ii. The Section Council meets in person three times a year: at the Section Annual Meeting, at the Midwinter Leadership Meeting, and at the Section Spring Meeting. The Council may also meet by conference call from time to time during the year to conduct Section business.

e. Section Committees

i. The Section has both substantive and administrative committees. Substantive committees address substantive areas of law and are generally open to all Section members. The Section has approximately fifty (50) substantive committees. Task Forces (and occasionally Working Groups) are focused on more narrow areas and are not intended to be permanent. Administrative committees are intended to assist the work of the Section, the Council, and the substantive committees. Most administrative committees are open to all Section members.

ii. The substantive committees are listed in Tab 3. The administrative committees are listed in Tab 4.

iii. A small number of Committees, as well as the Editorial Boards of *The Business Lawyer* and *Business Law Today*, are open by invitation only. All other Committees are open to all Section members.

iv. Section members may join any and all open membership Committees they choose to join – no additional fee is charged for Committee membership. The easiest way to join a Committee is through the Committee page on the Section webpage.

v. There is often some degree of overlap in the substantive Committees’ areas of focus. Committee Chairs are encouraged to identify other Committees that may have a similar or overlapping area of focus, to get to know the Chairs of these other Committees, and to work cooperatively with other Committee Chairs regarding both these overlap areas and areas of mutual interest to both Committees. This may include the joint presentation of programs, collaborative efforts regarding content, and ongoing dialogue and communication. Committee Chairs are encouraged to find ways to minimize unintended overlap, particularly at Section meetings, and avoid duplicative programming wherever possible. If the overlap results in two Committees covering substantially identical subject matter, the two Chairs should determine which Committee is best suited to cover the subject matter, or agree to work together collaboratively, and proceed accordingly.

vi. The focus of some Committees also may also overlap with the work of ABA Sections outside the Business Law Section. Committee Chairs are encouraged to identify other Sections having a similar focus to work cooperatively with these other Sections, and to determine how to differentiate their Committees from those Sections (e.g. business/transactional focus vs. regulatory focus) in order to maximize the benefits for both Committee and Section members. Cross-selling to the other Sections may also be a worthwhile membership strategy.
vii. The Section Council also has three standing Committees, all of which address important matters affecting the entire Section. These are the:

- Content Committee
- Membership and Outreach Committee; and
- Committee on Committees

f. Other Section Leaders

In addition, the Council appoints four individuals to serve as Delegates to the ABA House of Delegates. The Delegates represent the Section in the House of Delegates and serve as liaisons between the Section and the House of Delegates.

The Section also nominates individuals that are active in the Section for appointment to various ABA Standing Committees, to committees or task forces of the ABA Board of Governors, and as liaisons to other ABA entities and to the Uniform Law Commission.

In addition, the Section annually appoints one or more legal luminaries to serve as Business Law Advisors to various Committees,

g. Staff

i. The Section has an extraordinary staff of dedicated individuals that provide exemplary support for your efforts. The Section staff is always ready, willing, and able to assist you in a wide variety of areas, ranging from meeting planning and coordination to speaker reimbursement requests, assistance with programming, key dates, and general committee support. You should contact the Section staff should you have any questions regarding your meetings, programs, strategic plan, publications, website, or other activities. A listing of the Section staff and their principal areas of responsibility is in Tab 5.
2. Committee Leadership and Structure

a. The Section Chair-Elect appoints Committee Chairs, whose terms will commence at the same time as his/her term as Section Chair commences. The appointments are generally based on recommendations from current and former Committee Chairs. Committee Chairs generally serve a three-year term, commencing immediately following the Section Annual Meeting at which they are appointed.

b. The Section does not prescribe the internal structure of substantive Committees. Because each Committee is different, it is your responsibility as a Committee Chair to consider the structure that makes the most sense and would provide the greatest benefit to your Committee's members. Committees should have one or more Vice Chairs. Vice Chairs can assist you in program planning, content development, Committee events, publications, and other areas, can be assigned special responsibilities, and can assist with succession planning. Many Committees also have subcommittees dealing with specific substantive matters, and also with matters of importance to the entire Committee, such as programs, membership, young lawyers, content, diversity and inclusion, and pro bono. The Committee Chair is encouraged to consider various models, and to adopt the model that works best for his or her Committee. A successful structure encourages the greatest amount of Committee participation.

c. Committee Chairs are responsible for appointing Committee Vice-Chairs and other Committee positions, such as subcommittee chairs and Vice Chairs. The Section does not appoint persons at levels below that of Committee Chair. However, it is good practice to ask the Section to approve the appointment of each Committee Vice Chair. Vice Chairs also are typically viewed as the best (although not the only) candidates to succeed you. Your Vice Chair should be encouraged to actively assist you with the work of your Committee so that he or she will be able to succeed you (if appointed as successor Chair).

d. Given the increasing importance of content, Committees should look for ways to increase high-quality content production. By way of example, once an article, program, or webinar has been developed or produced, it may be repurposed in a number of different ways. As Chair, you should consider appointing a Committee content officer whose task will be to focus on maximizing the production of content by the Committee and its dissemination and use. In addition, appointing Administrative Directors (see Section 3.d. below) to the Content and Publications Committees and to the Editorial Board of Business Law Today can help you learn what content other Committees are creating and/or join in the creation of content being produced by others.
3. Committee Chair Responsibilities to the Section

In addition to working within your Committees, Committee Chairs have certain responsibilities to the entire Section. These include the following:

a. Attendance at Council Meetings and Other Activities

As discussed above, the Council meets three times a year. You are expected to attend all Council meetings; your participation is not only welcomed, but encouraged. Your attendance will help to assure that you are aware of “big picture” matters affecting the Section, as well Section initiatives and information about future meetings and changes to Section leadership. Because the Section Council also considers taking positions on various proposals to be considered by the ABA House of Delegates, in some instances your particular expertise may help inform the discussion by the Council. In addition, your input may be specifically solicited, such as where a proposal to the House of Delegates may appear to be within the focus of your Committee, or where another Section is seeking blanket commenting authority relating to a matter as to which your Committee may have a view. Finally, the Midwinter Leadership Meeting is intended to bring together the entire Section and Committee leadership, with sessions on leadership development, team building and other matters that will assist you in being a more effective Committee Chair. Among other things, the Midwinter Leadership Meeting is the best way for you to develop connections and relationships with other Committee Chairs and with the Section Officers. The interplay of ideas and knowledge among the Section leadership is critically important to the success of our Section.

b. Committee Reports

The Council Committee on Committees is responsible for periodically reviewing the work of the substantive Committees and evaluating their strategic goals, organization, and performance. The purpose of this process is to assess whether the Committee has an appropriate strategic plan in place and is achieving its goals for the benefit of its members, to assess whether the Section is providing you the assistance you may need, and to help you to achieve your goals as a Committee. In order to ensure that the lines of communication are open, Committee Reports are prepared once a year after the Section Spring Meeting. In addition, an annual questionnaire and “Quick Check” is prepared after the Section Annual Meeting. As a Committee Chair, you are asked to complete and return the report, questionnaire, and “Quick Check” in a timely manner. Please take the time to provide thoughtful and complete answers to the questions included therein and share the report, questionnaire, and “Quick Check” with your Committee leadership for assistance in completing them. The Committee on Committees and the Section Officers will review your reports, questionnaires, and “Quick Check” and will work with you to address matters that require attention based upon your responses. In order to facilitate the review process and encourage both transparency and constructive dialogue, the Committee on Committees has developed the Committee Report Review Form, a copy of which is in Tab 6. The form will be completed by the Committee on Committees with input from the Section Officers and then sent to you
in advance of a follow-up call from a member of the Committee on Committees. The follow-up is intended to highlight the strengths of your Committee and to identify those areas where the Committee can be improved, along with sharing information and resources regarding best practices that have been used by other Committees. Every Committee can improve, and, in this spirit and through this lens, the process is designed to help your Committee achieve its short-term and long-term goals.

Please note that your Committee reports will be posted in the Leadership Portal and will be available for review by other Section leaders. You are encouraged to look at the reports of other Committees to learn what other Committees are doing and glean ideas for use in your Committee.

c. Reviewing and Revising Your Mission Statement

Each Committee has a mission statement setting forth the goals and objectives of the Committee. Committee Chairs should review their mission statements periodically and propose changes to the extent they deem such changes appropriate. Because the Section Council is responsible for reviewing and approving changes to mission statements, any proposed changes should be discussed with the Section staff and the Committee on Committees before the mission statement is changed on the Committee’s webpage.

d. Coordination with the Administrative Committees

In order to effectively use the resources of the Section, Committee Chairs are asked to designate a liaison (“Director”) to each of the Administrative Committees.

The Director serves as a liaison between the Committee and the relevant Administrative Committee, with a view to helping you, as Chair, better understand the functions and ongoing projects of the Administrative Committees and how those can help you better achieve the objectives of your Committee. Committees can “share” Directors (i.e., an individual can serve as a Director to an Administrative Committee on behalf of multiple Committees and an individual can be a Director to multiple Administrative Committees).

It is important that you periodically follow up with your Directors (or ask them to report back to you or at Committee business meetings) to identify ways in which the Committee can benefit from the information the Directors can provide.

e. Promoting Diversity and Inclusion

Diversity and inclusion are, in addition to being good goals in themselves, key to the mission of the Section. As Chair, it is both critical and expected that you will actively promote diversity and inclusion in your Committee by, among other things, outreach to diverse attorneys in the field of practice covered by your Committee to encourage membership in the Committee; appointing diverse attorneys to leadership positions within your Committee; making diverse attorneys feel welcome at your Committee’s meetings; where possible, providing mentors to diverse attorneys; and including diverse attorneys in programs and other projects. All Section CLE programs must
have diverse panels, and it is your responsibility to confirm the diversity of the panel before the program is submitted to the Programs Committee for inclusion at a Section-sponsored meeting. In addition, effective as of March 1, 2017, the ABA’s new CLE policy will have specific requirements for including diverse attorneys in CLE programs. A copy of these requirements is set forth in Tab 7. Because noncompliance with the new CLE policy will carry penalties if not adhered to, you will not be allowed to present a CLE program that does not meet the ABA CLE policy.

Should you seek to partner with a non-ABA organization relating to the sponsorship of a program, the ABA will want to confirm both that the other organization is committed to diversity and inclusion and that the program will include diverse participants.

The Section also has a Business Law Fellows program, which seeks to facilitate the engagement of young lawyers, lawyers of color, lawyers with disabilities and LBGT lawyers in the work of the Section. Each Business Law Fellow is assigned to a substantive Committee. If a Fellow is assigned to your Committee, please do everything possible to welcome the Fellow and facilitate his or her involvement in the work of your Committee.
4. Meetings

a. The Section’s principal in-person meetings are the Section Spring Meeting, typically held in April, and the Section Annual Meeting, typically held in September. Each substantive, administrative, and Council Committee typically meets during each of these meetings. The Section also holds a Fall Meeting, typically in November in Washington D.C., for those Committees whose area of law involves significant interaction with Federal regulatory authorities.

b. Committees may also hold standalone meetings. These typically involve a concentrated set of CLE programs targeted to members of the hosting Committee. Standalone meetings must be coordinated well in advance with the Section staff, as they require a significant degree of planning. It is expected that standalone meetings will either generate net revenue or be revenue-neutral. Committees may also consider hosting “institutes” or similar events focused on specific topic areas or targeted to specific audiences (e.g., young lawyers). Like standalone meetings, these require advance planning and are expected to generate revenue or be revenue-neutral. Standalone meetings and “institutes” can be a very effective way of showcasing a Committee, attracting members, and building Committee spirit and camaraderie.

c. It is important that, except for emergencies, Committee Chairs participate in all meetings of the full Committee. Committee Chairs should also try to attend as many meetings of their Subcommittees as possible. If a Committee Chair is unable to attend a Meeting, he or she should enlist the help of other Committee leaders to take his or her place.

d. Planning and scheduling for meetings begins months prior to the meetings. In order to ensure that there will be adequate time to, among other things, review CLE programs, establish meeting schedules, and post meeting materials on the Section website, a series of timelines are established in advance of each meeting for submission of programs, review of meeting schedules, and the like. Committee Chairs are expected to adhere to those timelines and to coordinate with their subcommittee chairs and program planners to ensure that all needed information is submitted on a timely basis. A copy of the Section planning calendar setting forth timelines for meetings to be held during the current calendar year and the next calendar year is set forth in Tab 8. Although the Section staff will communicate with you to disseminate schedule information, you are encouraged to be pro-active, and access the Section website relating to the meetings, which includes the posted schedules. If you notice errors or timing conflicts (for meetings or programs) that may affect your Committee’s events, please advise the Section staff as soon as possible. The earlier these matters are identified, the more likely they will be able to be resolved. Also, as much as we may want to avoid all conflicts, experience has demonstrated that within the tight scheduling of our meetings, this is impossible. It is, however, possible to minimize the number of conflicts and to avoid conflicts among meetings that are likely to draw the same attendees. You, a Committee Vice Chair or the chair of your Program Subcommittee (as applicable) should take active responsibility for organizing the Committee’s meeting schedule, minimizing conflicts, and avoiding unnecessary program overlap. In addition, meetings or other
Committee events should not conflict with Section-Wide events, such as the Section Lunch, Section Dinner, or Section Welcome Reception.

e. Plan an agenda for your meeting well in advance of the meeting, and distribute the agenda, as well as any relevant meeting materials, to your members to encourage their attendance. Many Committee Chairs send reminders to their members just prior to the “early bird” registration deadline (which permits members to take advantage of the early bird registration discount) and a final reminder not less than 7 days prior to the meeting. Many Committees circulate detailed schedules showing all meetings, Subcommittee meetings and programs organized or sponsored (and co-sponsored) by the Committee. A compelling meeting agenda and a strong list of Committee events may be the determining factor in encouraging member participation and attendance.

f. If you invite guest speakers to participate in the meeting (either in person or by phone), please publicize this information to the membership to encourage attendance in person or participation by phone.

g. Sometimes a guest speaker will be forced to cancel on short notice. Committee and Subcommittee chairs should have a fallback plan regarding topics to be discussed in the absence of the guest speaker. Under no circumstances should a meeting that has previously been scheduled be cancelled.

h. Committee and Subcommittee meetings (but not CLE programs) are now accessible by dial-in. The ABA publishes the dial-in information in advance of each meeting. This information should be disseminated to Committee members, preferably as part of the schedule described above.

i. Except in certain specific instances, all Committee meetings are open meetings. If a particular matter is to be discussed that may require confidentiality, Committee chairs may request that a meeting be closed. Requests to close a meeting should be submitted to the Section staff as far in advance of the meeting date as possible, together with an explanation as to the basis for the request.

j. Please remember that members of the press may attend or dial in to Committee and Subcommittee meetings. Nothing should be discussed at the meetings that you would not be comfortable having publicized.

k. Social events can be an important part of a Committee’s activities at a Section Meeting and can be a valuable way to attract new members, make existing members feel more at home in the Committee, and foster relationships and camaraderie among Committee members. Committee dinners, typically held on the Thursday night of Spring and Annual Meetings, are a well-established means of fostering Committee goodwill. The Section staff will assist with all aspects of organizing the dinner, from providing a list of restaurants to assisting with the selection of a menu. You are also encouraged to consider additional social activities, such as a young lawyer reception. You may also consider joining with other Committees with similar or overlapping practice areas to host “joint” Committee dinners and other social events.
I. A significant factor in the success of the Committees has been the extremely
generous participation of regulators, judges, and academics. They have taken time
from their schedules to prepare for and participate in our activities, and their
participation has been invaluable to our members. Regulators, judges, and
academics contribute both substantive information and a perspective that is critical to
our understanding of the law, and the dialogue that occurs at meetings provides us a
rare opportunity to discuss with them important and developing legal matters. As you
know, regulators, judges, and academics are careful to point out, prior to their
presentations, that the views they express are their own, and do not represent the
views of their agencies, courts, or institutions. Based on this understanding,
Committees have benefitted tremendously from their candid and insightful
comments. In the past there have been instances where participants in meetings
have publicized, shortly after the meetings, the comments of regulators, judges or
academics. Although this is fully appropriate in instances where a regulator, judge,
or academic encourages us to “get the word out” regarding a new policy, it is more
problematic if the statements are reported out of context, or if statements intended as
personal views are reported in a manner suggesting that they represent the views of
the agency, court, or institution. Because the participation and candor of the
regulators who participate at our meetings are greatly valued, each Committee Chair
is encouraged, prior to communicating any information discussed at the meetings, to
be sensitive to these concerns (and to ask those Committee members participating in
the meetings to be similarly sensitive). As a matter of respect to the regulators,
judges, and academics who participate in our meetings, in discussing the meetings
you should be sensitive to attributing any specific statements to any particular person
and, if you intend to disseminate any information that is not already part of the public
record, you should consider confirming that the person does not object to such
dissemination. It may also be appropriate to ask the person whether any qualification
regarding such information would be appropriate.
5. Programs

a. Program planning is one of the principal obligations of the Committee Chairs.

b. The planning for CLE programs to be presented at our Spring Meeting and Annual Meeting (and, if applicable, our Fall Meeting or a Committee standalone meeting) begins months prior to the meetings. Committee Chairs are encouraged to consider and discuss with others as early as possible potential CLE programs. As noted under “Meetings”, a copy of the Section planning calendar for the current calendar year and the next calendar year is set forth in Tab 8.

c. Each substantive Committee is typically allocated a limited number (which may be as few as one) of program slots at Spring Meeting and a variable number at Annual Meeting and, if applicable, Fall Meeting, and has the right to request other slots on a discretionary basis.

d. It will increase your chance of being allocated a slot if (i) you plan a program that will be of interest to the greatest number of members, (ii) you choose a proposed program topic that sounds compelling, and (iii) you provide a cogent description of the proposed program in your program request. In addition, it is helpful to seek co-sponsorship of your proposed program from other committees in the Business Law Section. It is very important that program proposals be submitted as early as possible, and before the program proposal deadline. There is no assurance that programs submitted after the deadline will be accepted or, if accepted, approved for CLE credit.

e. The program chair does not need to be (and typically should not be) the Chair of the sponsoring Committee. Asking a Committee member conversant with the topic area to chair a program, or assist with the program in other ways, is one of the best ways to encourage and recognize the involvement of the member in Committee activities. Similarly, asking a young lawyer to be a materials coordinator is an excellent way to involve young lawyers in the programming process and provide him or her with recognition and leadership experience.

f. If the Committee Chair will not be chairing the program, the Chair and the program chair should work together, along with the Committee’s Vice Chair for Programs or program Subcommittee, to ensure that the planning process proceeds smoothly.

g. If a program is accepted, the program chair should try to assemble a panel consisting of persons who can speak authoritatively on the subject and who would be “draws” to attendance. As noted previously, each CLE Program and each Subcommittee panel or program is required to fulfill certain diversity and inclusion requirements promulgated by the ABA. As noted previously, a copy of these requirements is set forth in Tab 7. Diversity and inclusion are key priorities of the Section, and it is the Chair’s responsibility to ensure that the requirements are met. In addition, effort should be made to invite practitioners or others from the host city to participate.

h. Panelists should be encouraged to prepare as much original and useful program material as possible. Up-to-date, originally drafted materials are the best, but
materials that are fundamental to an understanding of the subject matter, and well-written materials that may already have been published are also useful. If non-original materials are to be used, it may be necessary to obtain permission for the use of the materials. Materials must be delivered to the Section approximately one month before the program is presented, so that they can be included in the meeting app and available to be viewed online. Please pay attention to how your program materials are organized and presented. The materials for each program should include a cover page containing the Section Meeting information, the date and time of the program, the sponsoring Committee (and any co-sponsoring Committee), the name of the program and the names of the program chair, moderator and panelists; a table of contents; and the bios of each speaker. All program materials should be added to the Committee website.

i. If you believe you can add substantively to a program being presented by another Business Law Section committee (either in the planning or by recommending panelists), please let the Chair of the other committee know of your interest. In addition, if suggestions come to you from other committees, please give thoughtful consideration to those suggestions. If you agree to co-sponsor a program or hold joint business meetings with another Committee or Subcommittee, please support them by promoting these events in your e-mails to your Committee members. Even if you are not co-sponsoring a meeting or CLE program, please give thoughtful consideration to any request from another Committee chair to let your Committee members know about other meetings or programs that might be of interest to them (assuming they do not conflict with your own Committee’s meetings and programs). This can be a meaningful way to provide support to newer or smaller Committees.

j. Speakers are required to register for the meetings. Please coordinate with the Section staff to assure that they will be greeted appropriately and shown to the right program or meeting room. Under certain circumstances (typically academics or in-house counsel), the Section will cover the cost of the registration. Requests for complementary registration must be made to, and approved by, Section staff in advance of the meeting. There are a limited number of complementary registrations that are available for each meeting.

k. A description of each CLE program, Committee meeting, and Subcommittee meeting, containing a list of speakers and a brief, compelling description of the topic(s) to be covered (along with a catchy title, if possible), should be submitted to the Section approximately one month before the applicable Section meeting. This will enable the Section to include it in the overall schedule and in the meeting app. Experience has shown that attendance is higher at meetings when good descriptions have been provided, and lower when there has been little or no description of the program.
6. Membership

a. Membership numbers are often considered to be a gauge of the success of a committee or subcommittee. Although they also reflect other factors (such as how many attorneys practice in a particular area), the numbers are important for a few reasons. They let the Council and the Section staff know how many practitioners are interested in the work of the Committee or Subcommittee, and thus how many practitioners to whom we are providing service through our meetings, programs, content, and projects. Also, the trends are important - an increase in membership is a strong indicator that you are being successful in your efforts to provide value to the members of your Committee.

b. Given the prominence of the Section Committees, and the important things we do, we believe that every practitioner in your Committee’s focus area should want to be a member of your Committee and its Subcommittees. We encourage you to consider various initiatives to increase your Committee’s membership. These include the following:

i. Encouraging members of the Business Law Section who are not Committee members to join the Committee, and members of the Committee who are not members of your Subcommittees to join your Subcommittees. There is no fee to Business Law Section members to join the Committee or its Subcommittees. One of the interesting statistics is the number of Business Law Section members who are not members of any Committee – we owe it to our members to make a compelling argument as to why they should join Committees and be involved in Committee work.

ii. Highlighting the work of the Committee and its Subcommittees at every opportunity, including in articles, speeches, etc., as well as on the Committee website and social media.

iii. Reaching out to state and local bar groups, bar associations representing diverse attorneys, and to other professional organizations, to publicize the work of the Committee and its Subcommittees and to encourage membership.

iv. Letting others know that by joining the Section and your Committee, they will not only be able to participate in meetings (by phone if they are unable to attend in person) but will also be able to access cutting-edge Section content (such as the free monthly Business Law Basics and In The Know CLE programs), program materials from past programs and audio replays of the programs, as well as receive the Section’s Business Law Today and The Business Lawyer. This extraordinary library is by itself worth many times the membership fee.

c. We are especially eager to involve younger lawyers, law students, and diverse lawyers in our activities. For many of these lawyers, our meetings sometimes seem esoteric and intimidating. We ask you to do whatever you can to welcome these lawyers to our meetings and to encourage their involvement in the work of the Committee and its various projects.
d. For many practitioners (especially solo and small firm practitioners) the cost of ABA membership may impede joining. To the extent that practitioners may decide to join only one or two bar associations, we would hope that they would consider having the ABA be on their list because of the value we add to their practices. We also encourage you to take note of all membership initiatives by the ABA or the Section. Finally, our rates for law students are discounted significantly. Because of these discounts, no law student who has an interest in business law should be prevented from joining and participating in our activities. Even for those unable to attend meetings in person, the ability to dial-in to Committee meetings is a valuable opportunity to participate in the Committee’s work.

e. Committee Chairs should encourage their members to be on the lookout for prospective members within their communities and practice areas. If there is someone whose practice fits well within the Committee, but is not a Section member, that person should be encouraged to join the Section and participate in the work of the Committee.

f. One of the most important reasons for an attorney joining the Section and its Committees, and one of the Section’s “gems”, is that content from CLE programs, Business Law Today and The Business Lawyer and Committee publications (such as newsletters, form documents and opinions, and regulatory comment letters) are archived and available to Section members. With respect to programs, both program materials and audio of the programs are available. There is no better way for an attorney to become quickly familiar with developments in an area of Business Law than through use of the Section’s resources. You should remind your Committee members of this valuable archive, and encourage them to refer to this resource when discussing the Section’s benefits with non-members.
7. Communication with Members

a. You should not be shy about communicating with your members. At a minimum, you should be communicating prior to each meeting of your Committee to confirm the meeting details and to highlight programs and meeting events. In addition, you may want to communicate after the meetings (to discuss the matters covered at the meetings), and periodically to discuss both topics of importance and opportunities for your members to become more involved.

b. In your communications, you should seek feedback as to the best way your Committee can assist its members. This can take the form of a general request, or you may want to pose some specific questions or even distribute a questionnaire. Through any means, this feedback is critically important to helping us align our priorities with those of our members.

c. One of our principal means of outreach, and one of the principal means by which we communicate with members, is through the Committee and Subcommittee websites. You should review and regularly update your website, so that it reflects the important work your Committees and Subcommittees are doing. The staff of the Section is available to assist you in this regard. A young lawyer may be particularly well-suited to having responsibility for curating the website. We also encourage you to look at other ABA Committee websites and identify the features that you believe are most attractive and helpful, that you might incorporate them into your Committee website. The Section is also in the process of developing a social media strategy. As the use of social media is ever-increasing in its importance as a communication tool, particularly to young lawyers, Committees will be asked to take an active role and maintain a vibrant social media presence.

d. A Committee newsletter can be a very effective means of communicating with members and of providing high-level content to members. Newsletters can be produced by individual Committees or jointly by multiple Committees. Newsletters often provide articles on topics of current interest as well as information regarding upcoming Committee events, information about Committee leadership, reports from Subcommittees, and links to publications and websites relevant to the Committee’s area of practice. Newsletters are also an excellent means of involving young lawyers in the Committee’s work, both as editors and contributors. Many young lawyers have progressed from being a newsletter editor to a Subcommittee leader and ultimately a Committee leader.

e. The Chair should maintain, either on his/her own, or with the assistance of the Section staff, an e-mail group containing the Committee leadership in order to facilitate communication and interaction among Committee leaders. The Chair should also consider posting on the Committee website a Committee leadership roster containing Committee, subcommittee, task force, and working group leadership along with Directors to the Administrative Committees, Fellows, and Advisors, so that both leaders and members can communicate and collaborate more effectively.
8. Strategic Planning; Section Business Plans

The Section maintains and regularly updates its business plan. The plan sets forth the goals of the Section in a wide range of areas and also sets forth the means by which those goals are to be implemented and achieved. A copy of the current Section Business Plan is set forth in Tab 9 and a copy of the Section's Diversity and Inclusion Plan is set forth in Tab 10. Many of the implementation steps are the responsibility of the Committees. As Chair, you are responsible for reading and understanding the Business Plan and for aiding in its implementation by taking the steps which are the responsibility of individual Committees or by the Committees in the aggregate. The Council Committee on Committees is available to assist in this effort.

Each Committee is responsible for developing, implementing, and updating its own strategic plan. That plan should be consistent with the goals of the Section Business Plan, e.g. increasing membership, providing top-quality content, promoting diversity and inclusion and other important topics. As part of your Committee's annual report to the Council Committee on Committees, you will be asked to identify your Committee's short and long-term goals, as well as the proposed action steps to implement those goals. You will also be asked to report on which steps have been successfully implemented (or are still in progress) since the previous year's annual report. While being consistent with the Section's goals, each Committee should tailor its goals to its own particular circumstances or area of law, and it should add goals or implement steps that are unique to it. The Council Committee on Committees, as well as the Section Officers, periodically review the progress being made by each Committee in achieving its goals and its strategic plan. The members of the Council Committee on Committees and the Section Officers are available to assist any Committee needing help with either defining or achieving its goals.
9. Projects and Other Services to Members

a. A large part of the legacy you will leave when your tenure expires is the contribution you and the members of your Committee have made to the profession. Each Committee Chair is therefore encouraged to identify one or more projects that will provide such service to members. The project may take the form, for example, of a survey to identify prevailing practices within your Committee’s area of focus, a roundtable to discuss a topic of note (together with appropriate materials), a white paper, report or article on a particular subject, or a model form for use by practitioners. It may involve the creation of a Task Force or Working Group, either solely within your Committee or in collaboration with one or more other Committees.

b. The most important aspect of a project is not its identification but seeing it through to completion. If your Committee embarks on a project, it’s very important that you make every effort to keep it on track to completion. Failing to do so not only would deprive your members of the results of the project, but can be very discouraging to those who have devoted time to it and not seen it through to completion. The upside is that a completed project will make a lasting impact on practice. Many of our Section’s projects have had a profound and lasting impact on practitioners.

c. In addition to projects, there are a number of other non-meeting activities Committees can be doing. These may include, for example, an ABA-hosted conference call with a member of a federal or state agency’s staff or with industry professionals to discuss one or more topics of importance to your members.

d. The Business Law Section’s publications staff is always looking for submissions to *The Business Lawyer* or *Business Law Today*, and also for materials that may be published by the Section (either in hard copy or electronic form). You are strongly encouraged to consider whether any of your projects or other activities may be appropriate for publication. In addition, your Committee should seek opportunities to develop and present webinars for *Business Law Basics* and *In The Know*. These webinars provide a great opportunity both to provide valuable knowledge to the profession and to showcase your Committee and its members to a wide audience (by way of example, *Business Law Basics* averages approximately 1,000 attendees per webinar). As noted earlier, once a program, article, or webinar has been developed and presented, it may be repurposed in a number of different ways.
10. Succession

a. The regular term for a Committee Chair or Vice-Chair is three years. By having term limits, we encourage the participation by others who can bring new ideas and new energy to our Committees.

b. During your tenure as Chair, you should identify and encourage the participation of future leaders of your Committee as Vice Chairs or Subcommittee, Working Group or Task Force chairs and vice chairs and/or Administrative Directors, as applicable. Involving them in the meeting and program planning process, in the creation of content, and in the coordination with other Committees enables them to serve the Committee, and provides you with an opportunity to evaluate them as potential future leaders. The Section can also assist with a range of services devoted to leadership development. As discussed above, Vice Chairs also are typically viewed as the best (although not the only) candidates to succeed you and should be encouraged to actively assist you with the work of your Committee so that he or she will be able to succeed you (if appointed as successor Chair).

c. During your final year as Committee Chair, you should make recommendations to the Section staff as to a successor. Recommending a successor is a significant responsibility, insofar as the right choice may well determine the success of the Committee in the years going forward. It is therefore important that in making the recommendation, both the positive aspects, and any qualifications, be discussed. Although the selection of Committee Chairs is ultimately made by the Section Chair-Elect, your input is critically important to this decision.

d. Once a successor Chair has been designated, it is your responsibility as the outgoing Chair to review with your successor the responsibilities of the Chair, including the significant role of the Chair in planning meetings and programs and providing Committee reports. This information is not intuitive, and the time spent orienting the new Chair to his or her responsibilities will help ensure a smooth transition and start the new Chair out in the best possible way. This handbook is intended to assist with that process.

e. Succession does not necessarily mean termination from service to the Committee or the Section. Chairs were selected for their roles because of their prominence, their dedication to the practice, their knowledge, judgment and experience, and their leadership qualities. If, after your term, you would like to remain active in the work of the Committee, please let the new Committee Chair or the Section staff or officers know. Opportunities arise all the time, and your willingness to be involved would help the Committee immensely, and hopefully provide you a further degree of professional satisfaction.

f. Succession is also critical at the Subcommittee level. The regular term for a Subcommittee Chair and Vice-Chair is also three years. As Chair, you are responsible for appointing all Subcommittee Chairs and Vice-Chairs within your Committee, so it is important to maintain a pipeline of potential leaders and to ask your Subcommittee Chairs to identify and bring to your attention potential leaders
within their Subcommittee. Recruitment of Subcommittee leadership is an ongoing responsibility of the Committee Chair.
11. Leader’s Digest and Some Useful Links

The Section sends Leader’s Digest to Section leaders, by email, every Thursday. Please take a few minutes to review it – it contains important dates and other information that is intended to help you in your role.

The following links may also be helpful:

Section Leadership, Delegates and Council Members: http://www.americanbar.org/groups/business_law/about_us/leadership.html

Section Leadership Portal and Leadership Toolkit (Section Resources, Committee Resources, Content Resources and Meeting Planning links): http://www.americanbar.org/groups/business_law/leadership.html

Leaders Digest Archive: http://www.americanbar.org/groups/business_law/leadership/leaders_digest.html

Leadership Calendar: http://www.americanbar.org/content/dam/aba/administrative/business_law/leadership_calendar.authcheckdam.pdf

Leadership Webinar Archive: http://www.americanbar.org/groups/business_law/leadership/webinars.html

Aspects of Leadership: http://www.americanbar.org/content/dam/aba/administrative/business_law/leadership/committee_management_aspects_of_leadership.authcheckdam.pdf

12. Have Fun and Pursue Excellence

a. Your service to the Section and its Committees can and should be fun. Please take a minute to reflect on how intellectually stimulating it is to deal with the conceptual and practical issues of your Committee’s area of law from the vantage we have as Committee leaders, how exhilarating it is to be working with such a great group of people, and how fulfilling it is to know that our efforts can make a difference to thousands of practitioners, whether or not they are Section members. We have in our ranks people with enormous talents, generous spirits and remarkable senses of humor. Surround yourself with people that you enjoy working with, give them the tools and support to do their jobs well, and encourage them to take the initiative in their Committee roles and pursue excellence in those roles. When motivated, empowered, and encouraged, people will show their best selves and achieve new things, and your Committee will improve and be better for it. We hope that during your tenure, you appreciate all the good things that your leadership position offers, and that at the end of your term you can look back with pride at what your Committee has achieved under your leadership and say that you truly enjoyed the opportunity to serve.
SECTION OFFICERS

William D. Johnston
Chair

Christopher J. Rockers
Chair-Elect

Vicki O. Tucker
Vice-Chair

Patrick T. Clendenen
Secretary

Linda Rusch
Budget Officer

Jonathan C. Lipson
Content Officer

William B. Rosenberg
Immediate Past Chair

SECTION DELEGATES TO THE ABA HOUSE OF DELEGATES

Lynne B. Barr
Barbara M. Mayden
Alvin W. Thompson
Steven O. Weise
TAB 2 - Additional Information Regarding Section Officers
The Officers of the Section will be the Chair, the Chair-Elect, the Vice Chair, the Secretary, the Section Delegates, the Budget Officer, the Content Officer, and the Immediate Past Chair.

**Chair**

The Chair will: (a) preside at all meetings of the Section and of the Council; (b) appoint the Committee Chairs who commence office during the Chair’s term; (c) oversee the performance of activities of the Section; (d) keep the Council informed and carry out its decisions; and (e) perform such further duties and have such further powers as usually pertain to the office a chief executive officer or as may be designated by the Council.

**Chair-Elect**

The Chair-Elect will: (a) appoint all Committee Chairs whose terms are scheduled to commence during the Chair-Elect’s term as Chair; (b) aid the Chair in the performance of the Chair’s responsibilities in such manner and to the extent as the Chair may request; and (c) perform such further duties and have such further powers as may be designated by the Council or the Chair.

**Vice-Chair**

The Vice-Chair will: (a) be the Editor of The Business Lawyer; (b) support the Chair and the Chair-Elect in the performance of their responsibilities in such manner and to such extent as either may request; and (c) perform such further duties and have such further powers as may be designated by the Council or the Chair.

**Secretary**

The Secretary will: (a) be responsible for the publications (other than The Business Lawyer) circulated to all Section Members; (b) upon request, consult with and assist the Officers of the Section as to the work of the Section generally; (c) give or cause to be given due notice of, and will keep minutes of, all meetings of the Section Members and the Council, and will keep a record of all action that may be taken by consent without a meeting; and (d) perform such further duties and have such further powers as may be designated by the Council or the Chair.

**Budget Officer**

The Budget Officer will: (a) be responsible for the financial affairs of the Section; (b) recommend to the Chair and the Council financial policies for the Section; and (c) perform such further duties and have such further powers as may be designated by the Council or the Chair.

**Content Officer**

The Content Officer will: (a) be the Chair of the Content Committee with responsibility for encouraging and supervising the development of the Section’s content and facilitating the delivery of the Section’s content to the Section Members, to the profession, and to the public; and (b) have such other duties and responsibilities as may be assigned by the Council or the Chair.

**Immediate Past Chair**

The Immediate Past Chair will perform such duties and responsibilities as are assigned by the Chair or the Council.

**Section Delegates**

The Section Delegates will represent the Section in the Association’s House of Delegates (the “House of Delegates”) and will serve as the liaisons between the Section and the House of Delegates.
TAB 3 - Substantive Committees
2016-2017 COMMITTEE CHAIRS

SUBSTANTIVE

• Antitrust Law
  Davit Akman (416) 367-6329 dakman@blg.com

• Audit Responses
  Noel J. Para (212) 210-9556 noel.para@alston.com

• Banking Law
  Maureen A. Young (415) 765-2513 maureen.young@unionbank.com

• Bankruptcy Court Structure and Insolvency Process
  Sharon Z. Weiss (301) 576-2276 sharon.weiss@bryancave.com

• Business and Corporate Litigation
  Heidi M. Staudenmaier (602) 382-6366 hstaudenmaier@swlaw.com

• Business Bankruptcy
  Kay S. Kress (248) 359-7365 kressk@pepperlaw.com

• Business Financing
  David Lee (949) 623-3596 david.lee@klgates.com

• Business Law Education
  Kristen M. Beystehner (212) 905-8324 kbeystehner@mckennalong.com

  Carol Morgan (706) 542-2003 cemorgan@uga.edu

• Captive Insurance
  David J. Slenn (239) 248-7323 dslenn@gmail.com

• Career and Practice Development
  Kathleen J. Hopkins (206) 625-0404 khopkins@rp-lawgroup.com

• Commercial Finance
  Jeremy S Friedberg (410) 581-7403 jeremy.friedberg@lf-pc.com

• Community Economic Development
  Kelsey Ripper (212) 219-1800 EXT 276 kripper@volsprobono.org

• Consumer Bankruptcy
  Linda M. Leali (754) 779-7863 lleali@lealilaw.com

• Consumer Financial Services
  Andrew M. Smith (202) 662-5049 andrewsmith@COV.COM
<table>
<thead>
<tr>
<th>Legal Practice Area</th>
<th>Attorneys</th>
<th>Contact Numbers</th>
<th>Email Addresses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Compliance</td>
<td>Brian T. Sumner</td>
<td>(202) 956-5310</td>
<td><a href="mailto:brian.sumner@alcoa.com">brian.sumner@alcoa.com</a></td>
</tr>
<tr>
<td>Corporate Counsel</td>
<td>Anne Gwal</td>
<td>(302) 429-3320</td>
<td><a href="mailto:anne.gwal@pepcoholdings.com">anne.gwal@pepcoholdings.com</a></td>
</tr>
<tr>
<td></td>
<td>Meg L. Milroy</td>
<td>(703) 351-3135</td>
<td><a href="mailto:mlmilroy@aol.com">mlmilroy@aol.com</a></td>
</tr>
<tr>
<td>Corporate Documents and Process</td>
<td>John Mark Zeberkiewicz</td>
<td>(302) 651-7698</td>
<td><a href="mailto:zeber@rlf.com">zeber@rlf.com</a></td>
</tr>
<tr>
<td>Corporate Governance</td>
<td>Holly J. Gregory</td>
<td>(212) 839-5853</td>
<td><a href="mailto:hgregory@sidley.com">hgregory@sidley.com</a></td>
</tr>
<tr>
<td>Corporate Laws</td>
<td>David B. H. Martin</td>
<td>(202) 662-5128</td>
<td><a href="mailto:dmartin@cov.com">dmartin@cov.com</a></td>
</tr>
<tr>
<td>Corporate Social Responsibility Law</td>
<td>Ashley Walter</td>
<td>(206) 389-4556</td>
<td><a href="mailto:awalter@fenwick.com">awalter@fenwick.com</a></td>
</tr>
<tr>
<td>Credit Unions</td>
<td>Brenda Healey</td>
<td>(512) 495-8864</td>
<td><a href="mailto:bhealey@DWMRLAW.COM">bhealey@DWMRLAW.COM</a></td>
</tr>
<tr>
<td>Cyberspace Law</td>
<td>Theodore F. Claypoole</td>
<td>(704) 331-4910</td>
<td><a href="mailto:tclaypoole@wcsr.com">tclaypoole@wcsr.com</a></td>
</tr>
<tr>
<td>Derivatives and Futures Law</td>
<td>Kenneth M. Raisler</td>
<td>(212) 558-4675</td>
<td><a href="mailto:raisler@sullcrom.com">raisler@sullcrom.com</a></td>
</tr>
<tr>
<td>Director and Officer Liability</td>
<td>Frances Goins</td>
<td>(216) 583-7202</td>
<td><a href="mailto:fgoins@ULMER.COM">fgoins@ULMER.COM</a></td>
</tr>
<tr>
<td>Dispute Resolution</td>
<td>James Stephen Schuster</td>
<td>(770) 528-1849</td>
<td><a href="mailto:jsschuster@hotmail.com">jsschuster@hotmail.com</a></td>
</tr>
<tr>
<td>Employee Benefits and Executive Compensation</td>
<td>Susan J. Daley</td>
<td>(312) 324-8645</td>
<td><a href="mailto:sdaley@perkinscoie.com">sdaley@perkinscoie.com</a></td>
</tr>
<tr>
<td>Energy Business</td>
<td>Erlyne J. Nazaire</td>
<td>(646) 231-3440</td>
<td><a href="mailto:erlyne.nazaire@thomsonreuters.com">erlyne.nazaire@thomsonreuters.com</a></td>
</tr>
<tr>
<td>Environmental</td>
<td>Bernard F. Hawkins, Jr.</td>
<td>(803) 255-9581</td>
<td><a href="mailto:bernie.hawkins@nelsonmullins.com">bernie.hawkins@nelsonmullins.com</a></td>
</tr>
<tr>
<td>Federal Regulation of Securities</td>
<td>David M. Lynn</td>
<td>(202) 887-1563</td>
<td><a href="mailto:dlynn@MOFO.COM">dlynn@MOFO.COM</a></td>
</tr>
<tr>
<td>Gaming Law</td>
<td>Christopher W. Hinckley</td>
<td>(518) 701-2748</td>
<td><a href="mailto:chinckley@harrisbeach.com">chinckley@harrisbeach.com</a></td>
</tr>
<tr>
<td>Government Affairs Practice</td>
<td>Amy Kellogg</td>
<td>(518) 434-437</td>
<td><a href="mailto:akellogg@HSELAW.COM">akellogg@HSELAW.COM</a></td>
</tr>
<tr>
<td>Health Law and Life Sciences</td>
<td>Samuel Maizel</td>
<td>(213) 892-2910</td>
<td><a href="mailto:samuel.maizel@dentons.com">samuel.maizel@dentons.com</a></td>
</tr>
<tr>
<td>Institutional Investors</td>
<td>Edward H. Klees</td>
<td>(804) 771-9511</td>
<td><a href="mailto:eklees@hf-law.com">eklees@hf-law.com</a></td>
</tr>
<tr>
<td>Practice Area</td>
<td>Name</td>
<td>Phone Number</td>
<td>Email Address</td>
</tr>
<tr>
<td>---------------------------------------------------</td>
<td>---------------------------</td>
<td>--------------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>Intellectual Property</td>
<td>Jeremy Smith</td>
<td>(256) 517-5141</td>
<td><a href="mailto:jasmith@babc.com">jasmith@babc.com</a></td>
</tr>
<tr>
<td>International Business Law</td>
<td>Brigida Benitez</td>
<td>(202) 429-6261</td>
<td><a href="mailto:bbenitez@steptoe.com">bbenitez@steptoe.com</a></td>
</tr>
<tr>
<td>Law and Accounting</td>
<td>Randall D. McClanahan</td>
<td>(205) 297-2227</td>
<td><a href="mailto:rmcclanahan@butlersnow.com">rmcclanahan@butlersnow.com</a></td>
</tr>
<tr>
<td>Legal Opinions</td>
<td>Ettore Santucci</td>
<td>(617) 570-1531</td>
<td><a href="mailto:esantucci@goodwinprocter.com">esantucci@goodwinprocter.com</a></td>
</tr>
<tr>
<td>LLCs, Partnerships and Unincorporated Entities</td>
<td>Garth Jacobson</td>
<td>(206) 390-8274</td>
<td><a href="mailto:garth.jacobson@wolterskluwer.com">garth.jacobson@wolterskluwer.com</a></td>
</tr>
<tr>
<td>Mergers and Acquisitions</td>
<td>Scott Whittaker</td>
<td>(504) 593-0836</td>
<td><a href="mailto:swittaker@stonepigman.com">swittaker@stonepigman.com</a></td>
</tr>
<tr>
<td>Middle Market and Small Business</td>
<td>Thomas J. Walsh</td>
<td>(203) 319-7145</td>
<td><a href="mailto:twalsh@brodywilk.com">twalsh@brodywilk.com</a></td>
</tr>
<tr>
<td>Nonprofit Organizations</td>
<td>David Tang</td>
<td>(416) 862-3547</td>
<td><a href="mailto:david.tang@gowlings.com">david.tang@gowlings.com</a></td>
</tr>
<tr>
<td>Private Equity and Venture Capital</td>
<td>Eric Klinger-Wilensky</td>
<td>(302) 351-9169</td>
<td><a href="mailto:ekwilensky@mnat.com">ekwilensky@mnat.com</a></td>
</tr>
<tr>
<td>Professional Responsibility</td>
<td>Keith R. Fisher</td>
<td>(202) 661-2284</td>
<td><a href="mailto:fisherk@ballardspahr.com">fisherk@ballardspahr.com</a></td>
</tr>
<tr>
<td>Project Finance and Development</td>
<td>Alison R. Manzer</td>
<td>(416) 869-5469</td>
<td><a href="mailto:amanzer@casselsbrock.com">amanzer@casselsbrock.com</a></td>
</tr>
<tr>
<td>Securitization and Structured Finance</td>
<td>Ellen L. Marks</td>
<td>(312) 876-7626</td>
<td><a href="mailto:ellen.marks@lw.com">ellen.marks@lw.com</a></td>
</tr>
<tr>
<td>State Regulation of Securities</td>
<td>Martin A. Hewitt</td>
<td>(646) 801-0669</td>
<td><a href="mailto:hewitt@mehewitlaw.com">hewitt@mehewitlaw.com</a></td>
</tr>
<tr>
<td>Taxation</td>
<td>Roger Royse</td>
<td>(650) 813-9700</td>
<td><a href="mailto:royse@ROYSELAW.COM">royse@ROYSELAW.COM</a></td>
</tr>
<tr>
<td>Trust Indentures and Indenture Trustees</td>
<td>Mark Hebbeln</td>
<td>(312) 832-4394</td>
<td><a href="mailto:mhebbeln@foley.com">mhebbeln@foley.com</a></td>
</tr>
<tr>
<td>Uniform Commercial Code</td>
<td>Kristen Adams</td>
<td>(727) 562-7870</td>
<td><a href="mailto:adams@law.stetson.edu">adams@law.stetson.edu</a></td>
</tr>
<tr>
<td>White-Collar Crime</td>
<td>Anthony J. Bosco</td>
<td>(212) 623-1614</td>
<td><a href="mailto:anthony.j.bosco@chase.com">anthony.j.bosco@chase.com</a></td>
</tr>
</tbody>
</table>
TAB 4 - Administrative Committees
• ABA Relations
  Patrick T. Clendenen (617) 542-5542 ptc@sally-fitch.com
  Meg Milroy (703) 351-3135 mlmilroy@aol.com

• Business Law Advisors
  Charles E. McCallum (616) 752-2104 cmccallum@wnj.com

• Business Law Fellows
  Brian M. Castro (202) 460-3180 bmc1@cornell.edu
  Dixie L. Johnson (202) 626-8984 djohnson@kslaw.com

• Content
  Jonathan C. Lipson (215) 204-7863 jlipson@temple.edu

• Delaware Business Law Forum
  Claudia Allen (312) 902-5432 claudia.allen@kattenlaw.com
  Holly J. Gregory (212) 839-5853 hgregory@sidley.com
  Gregory V. Varallo (302) 651-7772 varallo@rlf.com

• Diversity and Inclusion
  Christine Young (520) 395-0125 cyoung@kuhnyounglaw.com

• Editorial Board - Business Law Today
  Phillip Long (336) 291-1194 pjlong@bbandt.com
  Michael St. Patrick Baxter (202) 662-5164 mbaxter@cov.com
  Patrick T. Clendenen (617) 542-5542 ptc@sally-fitch.com

• Editorial Board - The Business Lawyer
  Vicki O. Tucker (804) 788-8779 vtucker@hunton.com

• International Coordinating
  Thomas F. Morante (954) 468-7862 tom.morante@hklaw.com

• Judges Initiative
  Lee Applebaum (215) 893-8702 lapplebaum@finemanlawfirm.com
  Clifton Newman (843) 355-9321 cnewmanj@scourts.org

• Leadership Development
  Larry Goldman (973) 596-4645 LGoldman@GIBBONSLAW.COM
  Jean K. FitzSimon (215) 408-2891 judge_jean_fitzsimon@paeb.uscourts.gov
<table>
<thead>
<tr>
<th>Category</th>
<th>Name</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership</td>
<td>Penelope L. Christophorou</td>
<td>(212) 225-2516</td>
<td><a href="mailto:pchristophorou@cgsch.com">pchristophorou@cgsch.com</a></td>
</tr>
<tr>
<td>Nominating</td>
<td>Paul “Chip” L. Lion III</td>
<td>(650) 813-5615</td>
<td><a href="mailto:plion@mofo.com">plion@mofo.com</a></td>
</tr>
<tr>
<td>Pro Bono</td>
<td>Kim Lowe</td>
<td>(612) 492-7324</td>
<td><a href="mailto:klowe@fredlaw.com">klowe@fredlaw.com</a></td>
</tr>
<tr>
<td>Programs</td>
<td>Kevin Johnson</td>
<td>(703) 518-6627</td>
<td><a href="mailto:krjohnson@ncua.gov">krjohnson@ncua.gov</a></td>
</tr>
<tr>
<td></td>
<td>Alison Manzer</td>
<td>(416) 869-5469</td>
<td><a href="mailto:amanzer@casselsbrock.com">amanzer@casselsbrock.com</a></td>
</tr>
<tr>
<td>Publications</td>
<td>Peter J. Walsh</td>
<td>(302) 984-6000</td>
<td><a href="mailto:pwalsh@potteranderson.com">pwalsh@potteranderson.com</a></td>
</tr>
<tr>
<td>State and Local Bar Relations</td>
<td>Merritt Cole</td>
<td>(215) 963-9520</td>
<td><a href="mailto:mcole@earpcohn.com">mcole@earpcohn.com</a></td>
</tr>
<tr>
<td>Technology</td>
<td>Lisa R. Lifshitz</td>
<td>(416) 775-8821</td>
<td><a href="mailto:llifshitz@torkinmanes.com">llifshitz@torkinmanes.com</a></td>
</tr>
<tr>
<td>Uniform Law Commission</td>
<td>Paul “Chip” L. Lion III</td>
<td>(650) 813-5615</td>
<td><a href="mailto:plion@mofo.com">plion@mofo.com</a></td>
</tr>
<tr>
<td></td>
<td>Lisa Jacobs</td>
<td>(215) 656-2452</td>
<td><a href="mailto:lisa.jacobs@dlapiper.com">lisa.jacobs@dlapiper.com</a></td>
</tr>
<tr>
<td>Young Lawyer</td>
<td>Monty Garside</td>
<td>(678) 637-8381</td>
<td><a href="mailto:mgarside21@yahoo.com">mgarside21@yahoo.com</a></td>
</tr>
</tbody>
</table>

As of: September 15, 2016
TAB 5 - Section Staff
SECTION DIRECTOR
Susan Daly Tobias, 312-988-6244
susan.tobias@americanbar.org
- Section staff
- Section leadership
- ABA Board of Governors
- Subsidized travel
- Content Committee
- House of Delegates
- Blanket authority requests
- Section policies, program priorities and goals
- Budget

TECHNOLOGY MANAGER
Graham Hunt, 312-988-5691
graham.hunt@americanbar.org
- Technological support
- Web site updates
- Listservs

ADMINISTRATIVE ASSISTANT
Quiana Nesbit, 312-988-5588
Quiana.nesbit@americanbar.org
- General office administration
- Subsidized travel requests
- Committee conference calls
- Member help desk
- General inquiries

CONTENT DEVELOPMENT MANAGER
Rick G. Paszkiet
312-988-6040
rick.paszkiet@americanbar.org
- Membership recruitment and retention
- In The Know and Business Law Basics program management
- Committee recruitment

PRODUCTION ASSOCIATE
Rachel Kahn
312-988-6082
rachel.kahn@americanbar.org
- Production of all BLS books
- Production of BLT

PRODUCTION MANAGER, THE BUSINESS LAWYER
Diane Babal
312-988-5507
diane.babal@americanbar.org
- The Business Lawyer

COMMITTEES MANAGER
Leslie Archer, 312-988-5630
Leslie.archer@americanbar.org
- Committee and Subcommittee support
- Committee reports and budgets
- Committee Chair orientation
- Leadership Development Committee
- State and Local Bar Relations Committee
- Delaware Business Law Forum

PROGRAM SPECIALIST
Justine Reichardt, 312-5222
justine.reichardt@americanbar.org
- Diversity and outreach initiatives
- Business Law Advisors
- Business Court Representatives
- International Coordinating Committee
- Diversity Committee
- Leadership Diversity Outreach Committee
- Pro Bono Committee
- Young Lawyers Committee

PROGRAM ASSOCIATE
Stephanie Rodriguez, 312-988-6398
stephanie.rodriguez@americanbar.org
- Administrative Committee Directors Program
- Non-CLE Committee webinars
- Diversity Clerkship Program
- Technology Committee
- Leadership Directory
- Committee e-Newsletters
- Committee webinars
- Law student initiatives
- Committee awards
**Membership and Marketing Unit**

ASSOCIATE DIRECTOR, MEMBERSHIP AND MARKETING MANAGER
Liza Nondorf, 312-988-6692
liza.nondorf@americanbar.org  
- Membership Committee  
- Membership recruitment and retention  
- Member benefits  
- In The Know  
- Section website

MANAGER, PRODUCT MARKETING
Tom Felgar, 312-988-5415
Thomas.Felgar@americanbar.org  
- Membership recruitment and retention  
- In The Know and Business Law Basics program management  
- Committee recruitment

MARKETING SPECIALIST
Julia Passamani, 312-988-5220
Julia.Passamani@americanbar.org  
- Marketing initiatives and projects  
- Section and meeting sponsorships

MEMBERSHIP AND MARKETING ASSOCIATE
Jason Jones, 312-988-5089
Jason.Jones@americanbar.org  
- Meeting marketing  
- Membership and meeting collateral  
- Section and meeting sponsorship support

**Meetings Unit**

MEETINGS DIRECTOR
Mark A. Page, CMP, 312-988-5635
mark.page@americanbar.org  
- Spring Meeting oversight  
- Annual Meeting oversight  
- Midwinter Leadership Meeting oversight  
- Mergers & Acquisitions Committee Meeting oversight  
- Special projects  
- Co-sponsorships  
- Programs Committee  
- Educational Programming Board  
- Meeting related policies and procedures

SENIOR MEETINGS PLANNER
Nicole Nikodem, CMP, 312-988-5587
nicole.nikodem@americanbar.org  
- Spring Meeting scheduling, A/V, and events  
- Annual Meeting scheduling, A/V, and events  
- Midwinter Leadership Meeting scheduling, A/V, and events

SENIOR MEETINGS PLANNER
Katie Koszyk, 312-988-6187
Katie.Koszyk@americanbar.org  
- Fall Meeting oversight  
- Independent Committee Meetings  
- Spring and Annual Meeting Committee dinners

PROGRAM ASSOCIATE
Kathryn Chopp, 312-988-5419
Kathryn.Chopp@americanbar.org  
- Independent Committee Meetings  
- Spring and Annual Meeting program and speaker management

MEETINGS ASSISTANT
Shea Logan, 312-988-5564
dorcus.logan@americanbar.org  
- Registrations  
- Ticket sales  
- CLE procedures
TAB 6 - Committee Report Review Form
Committee Name:
Committee Chair Name:
Reviewer Name:
Committee Mentor Name (if applicable):

**Overall Report Analysis**

Report Completeness (check all that are complete):
- [ ] Long Term Objectives
- [ ] Short Term Key Action Steps
- [ ] Committee Analysis Questions
- [ ] Section Resources

Membership Trend:
- [ ] Positive
- [ ] Negative
- [ ] Neutral

Please describe any items of particular concern on the scorecard or in the report.

Please provide feedback on the scope of Committee activity (considering Committee size) including programs, content, meetings, publications, membership recruitment and member communication.

List up to five (5) Committee strengths:

List up to five (5) areas for improvement:

**Strategic Plan Analysis**

Has Committee implemented its short-term action steps from its most recent report?

Please provide feedback on the future goals for the Committee.

Long-term objectives:

Short Term Key Action Steps:

Please indicate any best practices/successes that could be utilized by other Committees.
Administrative Comments

- Mentor requested? ☐ Yes ☐ No

- Mission statement change? ☐ Yes ☐ No
  - If yes, is the change substantive and requiring Council approval? Please explain.

- Staff/ABA Resources feedback to note?

Follow-up

Reviewer recommendations:

Mentor comments and recommendations:

Council Committee on Committees/Officer feedback (to be provided by Stephanie Rodriguez)

Summary of discussion with Committee Chair:

Please return this form to Stephanie Rodriguez (Stephanie.rodriguez@americanbar.org) prior to the Committee Report discussion.
TAB 7 - Program Diversity and Inclusion Requirements
The Business Law Section strongly values diversity and inclusion. The mission of the Business Law Section states:

The mission of the Business Law Section is to serve its members, the profession, and the public by providing educational resources to its members, assisting members in serving their clients ethically and competently, and furthering the development and improvement of business law.

To accomplish its mission, the Section will 1) provide services which its members value, 2) enhance professional collegiality, 3) encourage diversity and inclusiveness in the Section by fostering a welcoming environment and promoting full and equal participation by all lawyers, 4) address needs of younger lawyers and law students, and 5) operate in a fiscally responsible manner.

The Section encourages all Committee leaders to take an inclusive approach to their leadership by including lawyers from diverse backgrounds in Committee activities including panels, content production and leadership positions.

**CLE PROGRAM DIVERSITY REQUIREMENTS**

In order to comply with the Section’s continued commitment to diversity, each CLE program must be planned to reflect diversity in speakers. The Programs Committee will be tracking the diversity of your panels early on, and if it appears your program is non-diverse, you will be contacted by the Programs Committee who will offer their assistance in finding a qualified speaker. In accordance with Section policy, non-diverse programs will be canceled.

New in 2017! The ABA is enhancing its diversity policy and will soon require that panel diversity is increased based on the size of each panel:

- Panels up to 4 (including the moderator): At least 1 diverse panelist
- Panels up to 5-8 (including the moderator): At least 2 diverse panelists
- Panel with 9+ (including the moderator): At least 3 diverse panelists

A diverse panel is comprised of at least one speaker who is a lawyer of color, a woman lawyer, a lawyer with a disability, or a gay, lesbian, bisexual or transgender lawyer.

Starting in 2017, Young Lawyers that are not diverse will not count towards panel diversity as they have in the past. Please contact Leslie Archer at 312.988.5630 with questions.
TAB 8 - Meeting Planning/Timelines Calendar
Planning Deadlines
2017 Spring Meeting
New Orleans, LA
April 6 to 8

Friday, September 30, 2016  
**ACTION:** Program request forms DUE to include: titles, topics, co-sponsoring Committees, Program Chairs and Materials Coordinator assignments

**ACTION:** Committee and Subcommittee meeting schedules DUE

Friday, October 14, 2016  
Review of Program Request Forms by Programs Committee to identify any topic and audience overlaps, and to make suggestions for additional Committee co-sponsorships

Thursday, November 3, 2016  
Program Schedule and Committee Schedules posted on the meeting website and in Leaders Digest

Friday, November 11, 2016  
**ACTION:** Schedule changes to appear in the Meeting Brochure and other targeted marketing pieces DUE

Friday, December 2, 2016  
Spring Meeting brochure mailed (hard copy) & available on the meeting website

Monday, January 2, 2017  
The following will be sent to Program and Committee Chairs via Leaders Digest (for Committee Chairs) and Listserv (for Program Chairs):

1. Revised Schedules
2. CLE Program & Speaker Information Forms
3. Committee and Subcommittee Speaker Information Forms

Friday, January 20, 2017  
**ACTION:** The following will be due from Program and Committee Chairs:

1. CLE Program & Speaker Information Forms
2. Committee and Subcommittee Speaker Information Forms

Friday, February 3, 2017  
Early-bird registration cutoff

Friday, February 17, 2017  
**ACTION:** Schedule changes for program book DUE

Friday, February 24, 2017  
**ACTION:** Program and meeting materials DUE

Thursday, March 16, 2017  
Hotel reservation cut-off

Friday, March 17, 2017  
Advance registration and refund cut-off

Friday, March 24, 2017  
Meeting Guide on website

Note: Please read Leaders Digest weekly for reminders of these dates and any updates to this schedule.
Planning Deadlines
2017 Business Law Section Annual Meeting
September 14 to 16 (Thursday to Saturday)
Chicago, IL

Friday, MAY 19
**ACTION:** Program request forms DUE to include: titles, topics, co-sponsoring Committees, Program Chairs and Materials Coordinator assignments
**ACTION:** Committee and Subcommittee meeting schedules DUE

Tuesday, MAY 30
Review of Program Request Forms by Programs Committee to identify any topic and audience overlaps, and to make suggestions for additional Committee co-sponsorships

Thursday, JUNE 8
Program Schedule and Committee Schedules posted on the meeting website and in Leaders Digest

Monday, JUNE 12
The following will be sent to Committee and Programs Chairs via Leaders Digest (for Committee Chairs) and discussion lists (for Program Chairs):
1. Revised schedules
2. CLE Program & Speaker Information Forms
3. Committee and Subcommittee Speaker Information Forms

Friday, JUNE 16
**ACTION:** Schedule changes to appear in the Section’s targeted marketing emails DUE

Friday, JUNE 30
**ACTION:** The following will be DUE from Program and Committee Chairs:
1. CLE Program & Speaker Information Forms
2. Committee and Subcommittee Speaker Information Forms

Friday, JULY 21
Early-bird registration cut-off date
**ACTION:** Final schedule changes to appear in the Section’s Annual Meeting Guide DUE

Friday, AUGUST 4
**ACTION:** Program and meeting materials DUE

Wednesday, AUGUST 23
Hotel reservation cut-off date

Friday, AUGUST 25
Advance registration cut-off date

Friday, AUGUST 25
Section Meeting Guide available on meeting website

PLEASE NOTE: Updated schedules are posted weekly in Leaders Digest.
TAB 10 - Section Diversity and Inclusion Plan
Overview

The American Bar Association Business Law Section (the Section) enthusiastically embraces and encourages diversity and inclusion in Section membership. A diverse and inclusive membership makes the Section stronger and its work more relevant to the multicultural society in which we live. Bringing together diverse skills and perspectives to discuss any issue will result in deeper understanding and better resolution of the issue. A fully inclusive membership considers all viewpoints and backgrounds without bias, producing well-rounded and relevant work. This Diversity and Inclusion Plan is intended to be a road map to assist and encourage the members and leaders of the Section to ensure fully inclusive participation of all viewpoints and backgrounds.

Business Law Section Mission Statement

The mission of the Business Law Section is to serve its members, the profession, and the public by providing educational resources to its members, assisting members in serving their clients ethically and competently, and furthering the development and improvement of business law.

To accomplish its mission, the Section will 1) provide services which its members value, 2) enhance professional collegiality, 3) encourage diversity and inclusion in the Section by fostering a welcoming environment and promoting full and equal participation by all lawyers, 4) address needs of younger lawyers and law students, and 5) operate in a fiscally responsible manner.

Instructions and Considerations

This Diversity and Inclusion Plan is intended to be a roadmap to a fully inclusive Section membership which is reached when a diverse set of viewpoints and backgrounds are represented in the Section at all levels. In involving diverse viewpoints, the plan includes the widest range of business law practitioners including but not limited to young lawyers, law students, international lawyers, lawyers of color, lawyers with disabilities, lesbian, gay, bisexual and transgender lawyers and women lawyers.

While many suggestions and ideas are included in this plan, it is not meant to limit any ideas and suggestions beyond the plan. As new ideas arise and as the needs of Section members evolve and change, the plan will change as well. The Diversity and Inclusion Committee welcomes your feedback and ideas. A strategy outlining the regular assessment of the effectiveness of the plan and regular updates to the plan is included after the strategic goals.

Goals:

Full inclusion can only be achieved with support and participation from the Section’s leadership, Committees and the individual commitment of each Section member. Section leadership and committee leadership and all Section members must be given guidance, encouragement, and training to reach the Section’s three strategic diversity goals:

1. Ensuring full access to the profession
2. Ensuring full access to the Section
3. Shifting from the focus of diversity to a focus on inclusion
STRATEGIC GOAL: Ensure full access to the profession by providing entry points to the profession for law students and current lawyers from all backgrounds.

HOW: Create a pipeline to the profession for law students.

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEP</th>
<th>BY WHOM</th>
<th>BY WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand the Business Law Section Diversity Clerkship Program to promote diversity in the profession and the Section through the following steps: • Use the FJE Business Law Section Project Support Fund to engage in a fundraising project to increase the number of clerkships. • Provide Clerkship participants focused networking opportunities at the Business Law Section Annual Meeting. • Create a continued communication plan to engage former program participants in the work of the Section.</td>
<td>Diversity and Inclusion Committee Leadership • Diversity Clerkship Subcommittee • Section Staff</td>
<td>Prior to the 2015 Business Law Section Annual Meeting</td>
</tr>
<tr>
<td>Continue to fund and administer the Mendes Hershman Law Student Writing Contest to encourage student writing on business law topics.</td>
<td>Business Law Education Committee • Section Staff</td>
<td>Administrator program annually</td>
</tr>
<tr>
<td>Continue to host the Law Student Speed Networking program at the Business Law Section Spring Meeting and the Business Law Section Annual Meeting and encourage at least one representative from each Committee to participate. Continue to provide free registration for law student meeting attendees.</td>
<td>Diversity and Inclusion Committee Leadership • Section Staff</td>
<td>Business Law Section Spring Meetings and Business Law Section Annual Meetings</td>
</tr>
<tr>
<td>Present programs at local law schools in conjunction with the Business Law Section Spring Meeting and the Business Law Section Annual Meeting.</td>
<td>Business Law Education Committee • Diversity and Inclusion Committee</td>
<td>Business Law Section Spring Meeting, Business Law Section Annual Meeting</td>
</tr>
<tr>
<td>Present the Securities and Exchange Commission tour and program annually at the Business Law Section Fall Committee Meeting in Washington, DC.</td>
<td>Federal Regulation of Securities Committee • Diversity and Inclusion Committee</td>
<td>Business Law Section Fall Committee Meeting</td>
</tr>
<tr>
<td>Present the Insider Insights Program on a quarterly basis in locations across the country and record programs to post online as a podcast available to all law student members.</td>
<td>Membership Committee • Section Staff</td>
<td>Quarterly each year</td>
</tr>
</tbody>
</table>

HOW: Create a pipeline to the profession for current lawyers from all backgrounds.

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEP</th>
<th>BY WHOM</th>
<th>BY WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continued production and expansion of the Business Law Institute to provide business law CLE and networking opportunities for young lawyers at an affordable price.</td>
<td>Young Lawyer Committee</td>
<td>Business Law Section Spring Meeting and Business Law Section Annual Meeting</td>
</tr>
<tr>
<td>Create greater visibility and expand the Young Lawyer webinar series through the following: • Advertise the webinar series to a larger audience of young lawyers and law students. • Encourage each substantive Committee to co-sponsor a webinar.</td>
<td>Young Lawyer Committee</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Organize and index a “Basics Content Library” on the Section website for</td>
<td>Young Lawyer</td>
<td>By Spring Meeting</td>
</tr>
<tr>
<td>young lawyers and law students to organize existing material.</td>
<td>Committee</td>
<td>2015</td>
</tr>
<tr>
<td>-------------------------------------------------------------</td>
<td>-----------</td>
<td>------</td>
</tr>
<tr>
<td>Encourage committees to produce podcasts for the “Essentials” series.</td>
<td>Diversity and Inclusion Committee</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Implement the “Learning from the Masters” series consisting of one-hour conversations between leaders in the field identified by a committee and young lawyers twice each year to discuss:</td>
<td>Diversity and Inclusion Committee, Business Law Advisors Committee, Administrative Directors</td>
<td>Quarterly, starting after the 2014 Section Annual Meeting</td>
</tr>
<tr>
<td>- Career development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Networking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Career benefits of Section involvement</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The program will be presented as a recorded conference call or webinar.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**STRATEGIC GOAL II: Ensure full access to the Section by increasing communication with entities outside of the Section for underrepresented lawyers, providing leadership opportunities for new lawyers and lawyers from many backgrounds, and hosting diversity focused programs and events.**

**HOW:** Strengthen and increase communication between the Section and the ABA Young Lawyers Division; ABA Law Students Division; Goal III Entities (ABA Commission on Racial and Ethnic Diversity, ABA Commission on Women in the Profession, ABA Commission on Disabilities Rights, ABA Commission on Sexual Orientation and Gender Identity); national, state and local diversity focused bar associations, and law schools.

**IMPLEMENTATION STEP**

<table>
<thead>
<tr>
<th>BY WHOM</th>
<th>BY WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthen relationships with ABA entities focused on involvement of diverse groups:</td>
<td>Ongoing, as opportunities arise</td>
</tr>
<tr>
<td>- Encourage Section Liaisons to the Commission on Women in the Profession, the Commission on Racial and Ethnic Diversity, the Commission on Sexual Orientation and Gender Identity, the Commission on Disability Rights, the Young Lawyers Division and the Law Student Division to report at the Spring and Annual Meetings of the Diversity and Inclusion Committee regarding current developments and initiatives undertaken by those organizations, and steps taken by the other ABA sections to increase diversity.</td>
<td></td>
</tr>
<tr>
<td>- Encourage joint programming with the Commission on Women in the Profession, the Commission on Racial and Ethnic Diversity in the Profession, the Commission on Disability Rights, the Commission on Sexual Orientation and Gender Identity, the Young Lawyers Division, and the Law Student Division.</td>
<td></td>
</tr>
<tr>
<td>- Coordinate efforts with and use the resources of the Commission on Women in the Profession, the Commission on Racial and Ethnic Diversity in the Profession, the Commission on Disability Rights, and the Commission on Sexual Orientation and Gender Identity to assist in the recruitment efforts of the Section and publicize diversity programs and other Section initiatives in their newsletters and other publications.</td>
<td></td>
</tr>
<tr>
<td>- Advertise diversity programs in periodicals/newsletters for the ABA Young Lawyers Division and ABA Law Student Division</td>
<td></td>
</tr>
<tr>
<td>- Participate in the Young Lawyer Division Section Connect Fair.</td>
<td></td>
</tr>
<tr>
<td>- Sponsor programming at the ABA Law Student Division meeting at the ABA Annual Meeting.</td>
<td></td>
</tr>
</tbody>
</table>

| Strengthen relationships with law schools to increase law student involvement in the Section: | Ongoing, as opportunities arise |
| - Provide membership materials to law schools and to the ABA Law Student Division focusing on membership benefits and emphasizing the opportunities in the Section for law students. | |
| - Work with law school deans, professors and law school business law societies to encourage their attendance at Section Meetings and involvement in Section projects, programs and initiatives. | |
Strengthen relationships with diverse bar organizations:
- Fund Section Leaders, representatives or Section Staff to attend diverse bar meetings and events.
- Advertise the Section's programs in periodicals and newsletters directed to diverse bar associations.
- Personally invite members and leaders of diverse bar associations in meeting host cities to programs and social events, waive or reduce registration fees for the leaders of such associations as feasible, and appoint Section Leadership to serve as hosts to such attendees.
- Encourage joint programming national, state and local minority bar associations.

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEP</th>
<th>BY WHO/M</th>
<th>BY WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide guidance to the Committee and Subcommittee Chairs with respect to diversity and inclusion resources and programs through Committee Chair webinars, trainings and orientations.</td>
<td>Section staff, Diversity and Inclusion Committee</td>
<td>Ongoing, as opportunities arise</td>
</tr>
<tr>
<td>Continue to fund and expand the role of the Fellows, Ambassadors, Diplomat and Envoy programs that encourage the active involvement of young lawyers, lawyers of color, lawyers with disabilities and LGBT lawyers. Encourage Committee Chairs to actively involve Fellows, Ambassadors, Diplomats and/or Envoys assigned to their Committees to them in Committee activities including:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Speaking on panels</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Planning programs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Editing newsletters</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o Drafting newsletter articles</td>
<td>Leadership Diversity Outreach Committee</td>
<td>Ongoing noting that program applications are due in April and program participants Business Law Section Annual and Business Law Section Spring Meetings</td>
</tr>
<tr>
<td>Create client visibility for diverse lawyers by creating leadership roles for diverse lawyers in Committees.</td>
<td>Substantive Committee Leaders</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Participate in the Committee Associate Program (CAP) by posting a leadership project for a law student on the CAP job board.</td>
<td>All Section Committee Chairs</td>
<td>Ongoing, as opportunities arise</td>
</tr>
<tr>
<td>Provide leadership training and development programs open to all Section members.</td>
<td>Substantive Committee Leaders</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

HOW: Provide leadership opportunities specifically for diverse business lawyers.

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEP</th>
<th>BY WHO/M</th>
<th>BY WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>How: Provide leadership opportunities specifically for diverse business lawyers.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

HOW: Provide diversity-focused programming and events at Section meetings.

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEP</th>
<th>BY WHO/M</th>
<th>BY WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to host the Diversity Networking Reception and Women’s Business Law Network Sweet Endings Dessert Reception to raise awareness of diversity initiatives in the Section. Focus on one specific aspect of diversity and invite leaders from local bar organizations to the receptions.</td>
<td>Diversity and Inclusion Committee</td>
<td>Ongoing at Business Law Section Spring Meeting and Business Law Section Annual Meetings</td>
</tr>
<tr>
<td>Advertise Law Student Track, Young Lawyer Track, International Track and Diversity and Inclusion Track Programs at Section Spring, Annual and Fall meetings prior to the meetings.</td>
<td>Diversity and Inclusion Committee, Young Lawyer Committee</td>
<td>Prior to Business Law Section Spring Meeting and Business Law Section Annual Meeting</td>
</tr>
<tr>
<td>All subcommittees of the Diversity and Inclusion Committee to encourage involvement of new lawyers at meetings by hosting a substantive discussion at the Subcommittee meeting (ex: conversation with a Glass Cutter, discussion on article or book on women in law).</td>
<td>All Diversity and Inclusion Committee Subcommittees</td>
<td>Ongoing at Business Law Section Spring Meeting and</td>
</tr>
</tbody>
</table>
Encourage Section Leadership participation in Section activities to welcome new Section and Committee members and potential Section and Committee members:
  - Law Student Speed Networking
  - Diversity Networking Reception
  - First Timers' Host Program
  - Sweet Endings Dessert Reception
  - Icebreaker Reception

<table>
<thead>
<tr>
<th>Officers</th>
<th>Council</th>
<th>Committee Chairs</th>
<th>Committee Vice-Chairs</th>
<th>Subcommittee Chairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing at Business Law Section Spring Meeting and Business Law Section Annual Meeting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Develop an easy and effective way for new meeting attendees to identify Section Leaders (i.e. colored badges).

<table>
<thead>
<tr>
<th>Diversity and Inclusion Committee</th>
<th>Officers</th>
<th>Council</th>
<th>Committee Chairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior to 2014 Business Law Section Annual Meeting</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Effectively communicate first-time registration discounts to diverse bar groups and young lawyers and free law student registration.

<table>
<thead>
<tr>
<th>Section Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior to the 2014 Business Law Section Annual Meeting</td>
</tr>
</tbody>
</table>

Ensure that first-time meeting registrants feel welcome prior to the Section and to stand-alone Committee Meetings:
- Distribute First-Timer Guides in advance of Spring and Annual Meetings to all first-time registrants and post the Guide on the meeting website.
- Present pre-meeting webinars informing first-time and young lawyer attendees of meeting best-practices.
- Encourage Committee Chairs and Section Leaders to participate in the Host Program.
- Follow-up with first-time attendees meeting attendees after all Spring Meetings, Annual Meetings and stand-alone Committee Meetings to thank them for attending and request that they share their opinions about the meeting, and inquire as to what the Section and/or Committee can do for first-timers to enhance their experiences.

<table>
<thead>
<tr>
<th>Committee Chairs</th>
<th>Section Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior to Business Law Section Spring Meeting and Business Law Section Annual Meeting</td>
<td></td>
</tr>
</tbody>
</table>

STRATEGIC GOAL III: Shift from the focus of diversity to the focus of inclusion to encourage a broad involvement of all backgrounds and viewpoints proving a more complete picture of the Section's diversity.

HOW: Ensure that there are no barriers to leadership involvement in the Section.

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEP</th>
<th>BY WHOM</th>
<th>BY WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retain a diversity statement in the Section’s mission statement.</td>
<td>Diversity and Inclusion Committee</td>
<td>Prior to each Business Law Section Annual Meeting</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section Staff</th>
<th>Diversity and Inclusion Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Each Section Spring Meeting</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section Staff</th>
<th>Diversity and Inclusion Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Each Section Spring Meeting</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Diversity and Inclusion Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior to Section Spring Meeting</td>
</tr>
</tbody>
</table>
- Diversity and Inclusion Committee Chair to communicate with Committees not making efforts toward diversity and inclusion to discuss ideas and options.
- Encourage formal discussion on Diversity and Inclusion Plan at committee leadership meetings.

Ensure that Nominating Committee members reflect the diversity the Section is attempting to achieve. Formalize the Nominating Committee’s efforts to take into consideration the current diversity of the Section leadership and attempt to maintain diversity in the leadership of the Section by including these goals in the Section’s bylaws.

Increase the participation of administrative Directors to the Diversity and Inclusion Committee:
- Regularly circulate the list of administrative Director duties, which includes reporting back to each substantive Committee the Diversity and Inclusion Committee’s initiatives.
- Ensure each Committee has appointed an administrative Director that participates in Diversity and Inclusion Committee Meetings and activities.
- Request that administrative Directors report to their substantive Committees on the Diversity and Inclusion Committee activities.
- Diversity and Inclusion Committee to establish regular communication with Administrative Directors including a quarterly conference call and listserv messages.
- Request Administrative Director participation on planning Diversity and Inclusion Committee CLE programs.
- Request that Diversity and Inclusion Committee administrative directors promote Diversity and Inclusion Committee programs and initiatives to their respective substantive committees.
- Request that Administrative Directors work with their committees to add a diversity component to CLE programming.
- Request that Administrative Directors submit articles to the Diversity and Inclusion Committee newsletter.

<p>| HOW: Ensure that there are no barriers to the involvement of diverse attorneys in all Section activities. |</p>
<table>
<thead>
<tr>
<th>IMPLEMENTATION STEP</th>
<th>BY WHO</th>
<th>BY WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clearly advertise that the Section will provide services to lawyers with disabilities, such as large print materials or interpretive services and ensure adequate signage exists to indicate where interpretive and disabled services can be accessed or requested.</td>
<td>Section staff</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Select and examine all meeting facilities, including sites for receptions, dinners and other Section or Committee events, to ensure easy access for lawyers with disabilities and provide services to assist lawyers with disabilities.</td>
<td>Section staff</td>
<td>As meeting locations are selected</td>
</tr>
<tr>
<td>Update the Section’s website so that it is ADA compliant and provide a variety of accessible formats for lawyers with disabilities allowing them to review and utilize Section content.</td>
<td>Section staff</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Continue to include information on diversity sensitive language for CLE program panelists.</td>
<td>Section staff</td>
<td>Prior to all Section meetings</td>
</tr>
<tr>
<td>Encourage more inclusive committee dinners and receptions. Expand participation by encouraging affordable and less formal dinner and reception options and providing a limited number of complimentary tickets for law students and new lawyers.</td>
<td>Committee Chairs, Section staff</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

<p>| HOW: Ensure that all viewpoints are represented in Section meetings, programming and in Section content. |</p>
<table>
<thead>
<tr>
<th>IMPLEMENTATION STEP</th>
<th>BY WHO</th>
<th>BY WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage each Section Chair to identify their three key projects and goals for their term and identify how diverse viewpoints will be represented in each. A report of diversity in key projects and goals must be submitted to the Diversity and Inclusion Committee Chair at the start of each association year.</td>
<td>Business Law Section Officers, Diversity and Inclusion Committee, Administrative Directors</td>
<td>Develop roles immediately; communication with directors ongoing</td>
</tr>
</tbody>
</table>
of the Section Chair’s term.

<table>
<thead>
<tr>
<th>Diversity and Inclusion Committee to publish “The Business of Diversity” newsletter on a quarterly basis featuring content from each of the five Subcommittees.</th>
<th>Inclusion Committee Chair</th>
<th>Quarterly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encourage and recognize contributions by diverse attorneys in the Section's publications.</td>
<td>Diversity and Inclusion Committee</td>
<td>Annually, after Committee reports become available</td>
</tr>
<tr>
<td>Establish requirements for diverse attorneys contributing to publications.</td>
<td>Diversity and Inclusion Committee</td>
<td>Section Annual Meeting 2015</td>
</tr>
<tr>
<td>Continue to enforce diverse panel requirement for all Section CLE programs at Section meetings.</td>
<td>Programs Committee</td>
<td>Prior to all Meetings</td>
</tr>
<tr>
<td>Solicit speakers from diverse bar associations, the ABA’s Diverse Speakers Directory and the Young Lawyer Speaker Bank. Notify the Program Chairs of these resources early in the process.</td>
<td>Program Chairs</td>
<td>Prior to all meetings</td>
</tr>
<tr>
<td>Encourage Committees to host programs with a diversity component. Include a checkbox on program information forms to track programs that will include a diversity component.</td>
<td>Programs Committee</td>
<td>Prior to all meetings</td>
</tr>
</tbody>
</table>

### STRATEGIC GOAL IV: Regular assessment of the effectiveness of the plan

<table>
<thead>
<tr>
<th>IMPLEMENTATION STEP</th>
<th>BY WHOM</th>
<th>BY WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hold an annual workshop for Section Leaders to discuss best practices for meeting diversity and inclusion goals and to brainstorm best practices for involving new and underrepresented viewpoints and backgrounds. Gather feedback from Section and Committee leaders of plan effectiveness.</td>
<td>Section Staff, Diversity and Inclusion Committee</td>
<td>Annually at Midwinter Leadership Meetings</td>
</tr>
<tr>
<td>Review feedback from Committee reports and include new ideas used by Committees. Remove plan components that prove to be ineffective.</td>
<td>Diversity and Inclusion Committee</td>
<td>Midwinter Leadership Meeting 2015</td>
</tr>
<tr>
<td>Recognize Committees with outstanding commitment to diversity and inclusion efforts at the Diversity Networking Reception.</td>
<td>Diversity and Inclusion Committee</td>
<td>Section Spring and Section Annual Meetings</td>
</tr>
<tr>
<td>Annually assess which initiatives are effective and which are not effective using surveys, demographic reports and feedback from members. Determine why ineffective initiatives are not working and revise the Diversity and Inclusion Plan accordingly.</td>
<td>Diversity and Inclusion Committee</td>
<td>Review completed annually at the Section Annual Meeting</td>
</tr>
<tr>
<td>Assess the diversity plans of other ABA entities to obtain new ideas and improve Section efforts.</td>
<td>Diversity and Inclusion Committee, Section Staff</td>
<td>Annually prior to Section Annual Meetings</td>
</tr>
<tr>
<td>Circulate the Diversity and Inclusion Plan to the ABA Commission on Women in the Profession, ABA Commission on Racial and Ethnic Diversity in the Profession, ABA Commission on Disability Rights, ABA Commission on Sexual Orientation and Gender Identity, Young Lawyers Division, and Law Student Division for their additional input and guidance.</td>
<td>Diversity and Inclusion Committee</td>
<td>Annually after the review of the plan is completed</td>
</tr>
<tr>
<td>Widely circulate the Diversity and Inclusion Plan to Section Leadership including Section Officers, Section Council, Committee Chairs, Committee vice-chairs, Administrative Directors, Liaisons to and members of other ABA entities.</td>
<td>Section Staff, Diversity and Inclusion Committee</td>
<td>Annually after the review of the plan is completed</td>
</tr>
</tbody>
</table>