



**IWIRC BOARD MEETING  
OCTOBER 5, 2021 AT 3:00 P.M. EDT  
IN PERSON – INDIANAPOLIS, IN, ROOM 304-305, 3RD FLOOR, J.W. MARRIOTT  
IF YOU ARE ATTENDING VIRTUALLY, YOU CAN JOIN ONE OF THREE WAYS**

**ZOOM ACCESS LINK FOR THOSE ATTENDING CONFERENCE VIRTUALLY THROUGH THE  
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**OR GO TO [WWW.ZOOM.US](http://WWW.ZOOM.US), MEETING ID 98986952279 PASSWORD 76ADVZC9\_D**

1. Action Items (L. Blanco)
  - a) Approve June 17, 2021 Minutes (M. Kaufman)
  - b) Committee to Review Proposed Amended By Laws (J. Kimble)
  - c) Proposed Reserve Policy (K. Fellowes)
  - d) Proposed 2022 Budget (K. Fellowes, E. Meltzer)
2. Financial Report (K. Fellowes, E. Meltzer)
  - a) Financial results to May 2021
  - b) Sponsorship 2021 Status
3. Chair's Report (L. Blanco)
4. Committee Reports
  - a) Membership (C. Schnapp)
  - b) Programming (J. Dubose, R. DeMarb)
  - c) Communications (R. Evergreen, A. Vulpio)
  - d) Diversity, Inclusion & Belonging (M. Hager, D. Liggins)
  - e) UNCITRAL (T. Feil, C. Shulman)

5. Networks/Regional Reports
  - a) Asia (A. Dwyer)
  - b) Canada (L. Williams)
  - c) Caribbean (M. MacInnis)
  - d) Europe (R. Gismondi)
  - e) Latin America (N. Miller)
  - f) U.S. (V. Bantner-Peio, T. Schellhorn)
  - g) New Networks & Regional Development (L. McKelvey, B. Zelmanovich)
  - h) International, regional & local events (S. Bedker)
    - (1) Regional Programming (G. Weiner)
6. Advisory Council Report (M. Pickett)
7. New & Other Business

Documents being Presented at Board meeting

1. Minutes to June 17, 2021 Meeting
2. August, 2021 financials
3. Reserve Policy
4. 2022 Draft Budget
5. Membership Committee report
6. Programming Committee Report
7. Communications Committee Report
8. Diversity, Inclusion & Belonging Committee Report
9. UNCITRAL Committee Report
10. Asia Networks/Regional Report
11. Canada Networks/Regional Report
12. Caribbean Regional Report
13. Europe Networks/Regional Report (to be transmitted separately)
14. Latin America Networks/Regional Report

15. US Networks Report and Supplement thereto
16. New Networks & Regional Development Committee Report
17. Proposed Amended IWIRC Bylaws Redlined and Clean

**Dates and Deadlines:**

Board Nominations in late November

Board Bootcamps: December 7, 9 a.m. EDT

December 9, 8 a.m. EDT

Network Board Bootcamps (new in 2021): December 14, 9 a.m. EDT  
December 16, 8 a.m. EDT

WOYR 2022 Nominations Due February 15, 2022

Spring Conference, 2022 WOYR and 2021 Rising Star Presentations, April 27-28, 2022  
in Washington, D.C.

Leadership Summit August 3-5, 2022, Minneapolis, MN

Fall Conference, October 18-19, 2022, Orlando, FL



## **IWIRC BOARD MEETING MINUTES JUNE 17, 2021**

The Meeting was called to order by L. Blanco at 9:04am. A list of those present at the meeting is attached as Exhibit A hereto. Sufficient Board Members were present for the Board to conduct business. Close captioning was enabled for the board meeting and all IWIRC zoom meetings going forward.

**April 22, 2021 Board Minutes** – A Motion was made by M Kaufman to approve the minutes from the April 22, 2021, a second was made by J Kimble and the minutes were unanimously approved.

**Committee to Review Rules of Network Operation/ByLaws** - L Blanco asked for volunteers to review and/or revise Network Rules of Operations.

**Chair's Report** – L Blanco reported that everything going smoothly. Pandemic has enabled IWIRC to connect in a way that we never would have. Live and in person in IN, looking forward to Fall Conference IN PERSON! Leadership in July focused on Diversity and Inclusion and requesting board to attend all days.

**Financial Report** – K Fellows reported on the financial results through May 2021, stating that IWIRC is in great shape financially, as we continue to “blow out” the budget. Exceeding revenue and lower costs continue. With Covid, we had set modest targets for sponsorships, membership renewals and new members and all have exceeded projections. A new finance committee has been established, with some board members and others not.

- Sponsorship 2021 Status – \$90K committed and all collected
- Reserve Policy/Special Projects – K Fellows reported that the Finance committee proposed that at all times IWIRC have a cash reserve of 1.5X of operating budget (\$600K). With the reserve being \$600K, would create a surplus of \$400K, for which the finance committee is looking to identify special projects to use. K Fellows asked each committee chair to submit any ideas to the committee.

### **Committee Reports**

**Membership** - CC Schnapp provided update: 4 successful new member receptions in April and May (different times so that people all over the world could join). Plan to offer similar events in the fall. Seven leadership applications were reviewed and all were invited to attend the Leadership Summit.

**Programming** - S Bedker provided update; spring program was very successful – 270 registrants. Sessions are being posted on IWIRC UTube channel. Fall registration out by July 1<sup>st</sup>. focus on ethics and diversity. Dinner to follow opening reception. After lunch on Oct 6<sup>th</sup>, there will be

roundtables (instead of intermezzos). Board meetings and network chair meetings will be held in person and via zoom.

**Communications** - A. Vulpio provided update: The committee is working on profiles of new female bankruptcy judges to post on social media and mini newsletters – please provide any member info. Also, please take pictures of any in person events and send to committee.

**Diversity, Inclusion & Belonging** - M Hager provided update: close caption option available for all zoom calls moving forward. Monthly committee calls, posts on Juneteenth and Pride Month; The Committee is looking for new member. M Hager suggested that Just the Beginning Scholars be invited to Leadership Summit.

**UNCITRAL** - C. Shulman provided update: Uncitral has been focused on small business bankruptcies around the world and is expected to wrap up this topic in December. Choice of law and collection after a judgement will be the next focus.

### **Networks/Regional Reports**

**Asia** – P Mahajan provided update: Sept 15 event Singapore to organize the event and Singapore members will attend in person. Restructuring Women of the Year will be awarded. July 15 event. No updates with Japan and Malaysia. HK network has several events in works and Singapore is also scheduling events. India is looking to have in person event in September China is looking to hold event. Indonesia new network possible. Some attendance for happy hours. Membership fees are being discussed, as this is an issue in some countries.

**Canada** - L. Williams provided update. Ontario network continues to thrive and we strong, holding events. Montreal is an issues, only 2 members. Will try to revive once covid is over. Western Canada, leadership continues to flounders. Former chair has stepped up and is planning an event with Ontario network for Sept. It is hopeful that event will revitalize the network.

**Caribbean** – see report

**Europe** - R. Gismondi provided update: network rules have been approved and moving forward with financial (bank account). More events for 2021, next week meet and greet event. July 6 event and September event for restructuring professionals across Europe. November event, Ireland network launch and Scotland network next on the list. Netherlands working on generating interest. London had an in-person event on June 29.

**Latin America** - N. Miller provided update: recently Mexico has started speaking about creating a new Mexico network. Latin America network is growing and partnering with Superintendencia (govt agency). E Board approved partnership with IWIRC and Chile Superintendencia. Also speaking with Superintendencia in Columbia (similar to Chile). Brazil is planning a virtual conference in October.

**U.S.** - V. Bantner-Peio provided on update: An all regional director meeting was held last month – very exciting to see all the in-person, hybrid and virtual events being planned. Quarterly meeting of directors was held on 6/15, focusing on membership and different program ideas. T Shellhorn: next meeting in Sept will highlight leadership. Struggling networks were discussed and will be lending support, will report more on this at next board meeting.

**New Networks & Regional Development** - B. Zelmanovich provided update: Interest in Portugal and Ukraine networks and possibly expanding the Caribbean network. There has also been some interest in establishing networks in Chile, Nevada, New Zealand, South Africa and Dubai.

**International, regional & local events (S.Bedker)**

**Regional Programming** - G. Weiner provided update: Rolled out a program (largely US) virtually pairing two networks and done because of covid, but hoping this will continue after covid. Ten events have occurred or been scheduled. A reminder that grants are available for regional programming.

**Advisory Council Report** - M. Pickett provided update that the Council met on May 25<sup>th</sup> and the key priority for this year is succession planning. Job descriptions, time requirements and other commitments that are part of the boot camp, will be available prior to nominations being solicited.

**New & Other Business** - none

Motion to adjourn at 10:14 am by J Kimble and second by M Pickett and unanimously approved

Documents being Provided in Advance of and Presented at Board meeting

1. Minutes to April 22, 2021 meeting
2. May, 2021 financials
3. Membership Committee report
4. Programming Committee Report
5. Communications Committee Report
6. Diversity, Inclusion & Belonging Committee Report
7. UNCITRAL Committee Report
8. Asia Networks/Regional Report
9. Canada Networks/Regional Report
10. Europe Networks/Regional Report
11. Latin America Networks/Regional Report
12. US Networks Chair Meeting Minutes
13. New Networks & Regional Development Committee Report
14. IWIRC Bylaws as of January 2021
15. Current Network Rules of Operation Template

**Dates and Deadlines:**

Leadership Summit, July 21-22, 8:30-10:30 a.m. EDT register through website [www.iwirc.com](http://www.iwirc.com)

2021 Rising Star Nominations Due August 15, 2021

2022 Board Nominations Due September 15, 2021

28th Annual Fall Conference, October 5-6, 2021, in person, Indianapolis and virtual option registration available July 1

Network Chair Meeting October 5, 1:15-2:45 p.m. EDT

Full Board Meeting October 5, 3:00-4:30 p.m. EDT

*Proposed Revisions 8/10249/2876/2021*

**FIFTH-SIXTH AMENDED AND RESTATED BY-LAWS  
OF THE INTERNATIONAL WOMEN'S  
INSOLVENCY & RESTRUCTURING CORPORATION  
Approved January 21, 2021 [update]**

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**ARTICLE I. NAME AND PRINCIPAL OFFICE.**

- Section 1. *Name.* The name of the Corporation will be International Women's Insolvency & Restructuring Corporation d/b/a International Women's Insolvency & Restructuring Confederation (hereinafter referred to as "IWIRC" or the "Corporation").
- Section 2. *Principal Office.* The registered office of the Corporation will be in the State of New York. The principal office will be fixed and located at such place as the Board of Directors shall determine.

**ARTICLE II. NON-PROFIT STATUS, GOALS, AND PURPOSES.**

- Section 1. *Nonprofit Status and Organization.* The Corporation is a non-profit Corporation exempt from federal taxation under Section 501(c)(6) of the Internal Revenue Code of 1986 (26 U.S.C. §§101 et seq., as amended from time to time), and is organized under the laws of the State of New York.
- Section 2. *Goals and Purposes.* The goals and purposes of the Corporation shall be to: (a) promote women in restructuring-related professions; ~~(b) support and encourage diversity, inclusion and belonging in the restructuring-related professions;~~ and (b) provide opportunities for education, business development, leadership, advancement and mentoring to women in restructuring-related professions.

**ARTICLE III. MEMBERS.**

- Section 1. *At-Large.* The Corporation shall have individual members who shall have ultimate authority over the affairs of the Corporation. However, the Board of Directors (as described in Article V) shall have authority to operate the Corporation within a structure sanctioned by the members.
- Section 2. *Eligibility.* Eligibility for individual membership in the Corporation shall extend to persons of any gender employed in restructuring-related professions including, without limitation, lawyers, accountants, workout officers, turnaround management professionals, judges, financial advisers, professors, legislators, consultants and students.

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- Section 3. *Other Classes of Members.* The Corporation may establish other classes of individual, corporate, and/or organizational members whose authorities, benefits and eligibility shall be determined by the Board of Directors.
- Section 4. *Individual Membership Dues and Good Standing.* The Board of Directors, by a minimum of two-thirds affirmative vote of the whole number of the Board of Directors, shall determine the structure and amount of individual membership dues. A member-in-good-standing is an individual who is certified by the Corporation as having paid ~~her or his~~their dues for the current membership year.

#### ARTICLE IV. NETWORKS.

- Section 1. *Authority and Organization.* The ~~Board of Directors~~Executive Committee shall have the sole authority to establish and charter the formation of individual Networks to further the purposes of the Corporation, and to determine the terms of Network affiliation, membership and operating guidelines. Except as otherwise provided by applicable law, the Networks are separately chartered entities that operate as authorized divisions of the Corporation. (Rules of Operation covering the operation and governance of the Network are annexed as *Exhibit A*).
- Section 2. *Rules of Operation.* The Executive Board~~Board of Directors~~ shall establish Rules of Operation for the formation and governance of individual Networks, which shall be reviewed and updated periodically at the sole discretion of the Executive Board and approved by the Board of Directors. To the extent necessary to maintain the goals and purpose of the Corporation, a Network may request a waiver of certain provisions of the Rules of Operation from the Board of Directors of the Corporation, which waiver may be granted in the sole discretion of the Board of Directors.
- Section 3. *Network Governance.* Members of a Network have the authority to elect officers and directors of their primary affiliated Network, and through them, subject to the Rules of Operation, to agree how the Network will be governed and operated to serve the goals and purposes of its affiliated members. Duly elected Network leadership has the responsibility to hold events or activities for the benefit of members and to recruit new members; to maintain regular contact with affiliated members; to maintain regular contact with the Board of Directors of the Corporation and participate in IWIRC's business.
- Section 4. *Other Affiliations.* The Corporation may enter into affiliations with other organizations or entities to help carry out the purposes of the Corporation. The Board of Directors shall have the sole authority to determine terms and conditions of such affiliations.



Section 5. *Affiliation with a Network.* Members of the Corporation may be affiliated with more than one Network without an additional membership charge. However, dues rebates will only be payable to the Member's primary affiliated Network. The Executive Committee shall establish rules and procedures governing any rebate of the membership fee to any network from time to time.

#### ARTICLE V. BOARD OF DIRECTORS.

Section 1. *At-Large Powers.* The property, affairs and business of the Corporation will be managed by a Board of Directors (hereafter, the "Board" or the "Directors") under a structure and terms determined by the members.

Section 2. *Property.* No Director will have any right, title or interest in any property or asset of the Corporation.

Section 3. *Composition.* Each member of the Board shall be a Director of the Corporation. The Board shall be composed of the Officers (as described in Article VI), the Management Committee (as described in Article VII), and the At-Large Directors (as described in (as described in Article VIII). The Immediate Past Chair of the Corporation shall also serve on the Board. All Directors or Vice Directors, whether elected or appointed, must be members-in-good-standing of the Corporation.

Section 4. The Executive Committee shall have the authority to appoint up to two (2) additional At Large Directors for a one-year term to the Board in order to advance the mission of the Corporation.

Section 5. *Election.* The Board shall be elected as described in Article XI.

~~Section 6. *Term.* Each elected At Large Director shall serve a term of two years and until a successor is duly elected and qualified, or until death, or resignation, or removal in the manner herein provided. At Large Directors shall serve no more than two consecutive terms as an At Large Director of the Board absent a majority vote of the existing Board not to enforce this limitation. The terms of one half of the elected At Large Directors shall be staggered to begin and end in alternate years.~~

~~Section 7. *Resignation.* Any At Large Director may resign at any time by giving written notice to the Chair or to the Secretary. The resignation takes effect at the time specified by the At Large Director and the acceptance of the resignation is not necessary to make it effective.~~

~~Section 8. *Vacancies.* The Executive Committee shall fill any vacancy in At Large Director positions. An At Large Director selected to fill such vacancy shall serve the unexpired term of that position.~~

~~Section 9.~~ *Removal.* Any At Large Director may be removed, with or without cause, at any time by majority of the membership. The Board may remove an At Large Director for cause by a vote supporting removal by majority of the whole number of the Board present at a special meeting called for that purpose. Proper notice must be given in writing ten (10) days prior to the meeting. Any resulting vacancy will be filled in the manner specified in ~~Section 8 of this Article.~~

**Commented [A1]:** These sections should be moved to Article VIII since each provision is specific to an At-Large Director.

~~Section 10.~~ *Section 6. Place of Meetings.* The Board may hold its meetings at any location it chooses (and may choose to do so via electronic communications as provided in Section ~~8~~ 13 of this Article).

**Commented [A2]:** Will become Section 8 once highlighted provisions moved to Art. VIII

~~Section 11.~~ *Section 7. Regular Meetings.* Regular meetings of the Board will be held at least quarterly and may be conducted telephonically or through video conferencing-means and at a time and place determined by the Board. Verbal or written notice of regular meetings will be given at least ten (10) days prior to any regular meeting.

~~Section 12.~~ *Section 8. Special Meetings and Notice.* Special meetings may be called by the Chair or by twenty-five percent (25%) or more of the whole number of Directors. Notice of special meetings will be mailed by electronic means to each Director's last known email address at least five (5) days before the day of the meeting, or delivered personally or by telephone or other electronic means, no later than two (2) days before the meeting. The notice must include the time and place of the meeting, but need not state the purpose except as provided in Section 9 of this Article and Section 4 of Article VI. Any meeting of the Board will be a legal meeting, without any notice having been given, if all of the Directors then in office are present at the meeting or waive such notice in writing before, at or after the meeting.

~~Section 13.~~ *Electronic Communications.* Directors may participate in meetings of the Board through conference telephone, video or other such electronic communication device, providing that all participating Directors can hear one another and that applicable law allows for such meetings.

~~Section 9.~~

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## ARTICLE VI. OFFICERS.

Section 1. *Number.* The Officers will be the Chair, Vice Chair, the Secretary, the Finance Director, the Vice Finance Director, and the Immediate Past Chair; and these Officers shall comprise the "Executive Committee."

Section 2. *Election, Term of Office and Qualifications.* All Officers will be elected by the Board from nominees recommended by the Nominating Committee. Except in the case of Officers installed under the provisions of Section 5 of this Article, each Officer will hold office for one year with terms

commencing January 1 and until a successor is duly elected and qualified, or until death, or resignation, or removal in the manner herein provided. Only members in good-standing who have previously served on the Board may be Officers absent a majority vote of the existing Board not to enforce this requirement in a particular year. Further, Officers shall serve no more than ~~five-six~~ consecutive terms as an Officer of the Board, (not including any term as an At-Large Director or member of the Management Committee other than as an Officer) absent a majority vote of the existing Board not to enforce these limitations.

- Section 3. *Resignations.* Any Officer may resign ~~her their~~ office by giving written notice to the Chair, Vice Chair, Secretary, Finance Director or Vice Finance Director. Any resignation will take effect at the time specified and the acceptance of the resignation shall not be necessary to make it effective.
- Section 4. *Removal.* Any Officer may be removed, with cause, at any time. Removal requires a vote supporting removal by majority of the whole number of the Board present at a special meeting called for that purpose. Proper notice must be given in writing ten (10) days prior to the special meeting. Any resulting vacancy will be filled in the manner specified in Section 5 of this Article.
- Section 5. *Vacancies.* A vacancy in any office will be filled for the unexpired portion of the term by election of the Board.
- Section 6. *Chair.* The Chair conducts the meetings of the Corporation and has primary responsibility for the ~~At-Large~~ welfare of the Corporation. The Chair is responsible for the administration of IWIRC, policy development and public media relations. The Chair coordinates and oversees in At-Large the programs, projects and initiatives of IWIRC. The Chair also coordinates the relationships of IWIRC with other insolvency organizations. The Chair serves on the Executive Committee.
- Section 7. *Vice Chair.* In the absence of the Chair, the Vice Chair shall preside over meetings of the Corporation. The Vice Chair assists the Chair in overseeing the current programs, projects and initiatives of IWIRC. In addition, the Vice Chair develops new projects and coordinates with the Program Director regarding the development of new programs (Do we want to make this broader?) Board or as otherwise directed by the Chair. The Vice Chair is also a member of the Executive Committee.
- Section 8. *Secretary.* The Secretary is responsible for the reporting of IWIRC. The Secretary maintains the minutes and records of the Board and Executive Committee meetings. The Secretary is a member of the Executive Committee. The Secretary, with the assistance of the applicable Officers or committees, shall assume the responsibility for ongoing governance, including preparing for and managing the election process ~~(What does the~~

~~secretary do with respect to the election process?), At Largely thinking about succession issues, and making sure our bylaws, membership and marketing materials are accurate with the assistance of the applicable committees. ~~(Should this be in conjunction with applicable Director/Committees)~~~~

Section 9. *Finance Director; Vice Finance Director.* The Finance Director and Vice Finance Director are members of the Executive Committee and shall be responsible for financial oversight, including facilitating the annual audit and the filing of the annual tax return, investments and developing, increasing and sustaining sponsors for the Corporation. The Finance Director with the assistance of the Vice Finance Director shall develop sponsorship levels and benefits for new sponsors of the Corporation as an organization as well as for international events and assist in the preparation and oversight of the Corporation's budget. The Finance Director and Vice Finance Director may choose to create a committee to assist them.

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~~Section 10. *Immediate Past-Chair.* The Immediate Past-Chair is a member of the Executive Committee and shall be responsible for chairing the Nominating Committee and serving as a liaison to the Advisory Counsel. The Immediate Past-Chair shall also work with and assist the Executive Committee and the Chair with directives in furtherance of the mission and affairs of the Corporation.~~ ~~The Immediate Past-Chair is a member of the Executive Committee.~~

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~~Section 10.~~ ~~Section 11.~~ *Other Officers, Agents and Employees.* The Corporation may have other officers, agents and employees as may be deemed necessary by the Board. Each shall hold office or employment at the pleasure of the Board and shall have such authority, perform such duties and receive such reasonable compensation, if any, as a majority of the Board may, from time to time, determine. To the fullest extent allowed by law, the Board may delegate to any employee or agent any powers possessed by the Board and may prescribe their respective titles, terms of office, authorities and duties.

## ARTICLE VII. MANAGEMENT COMMITTEE

Section 1. *Composition of Voting Members.* The voting members of the Management Committee shall consist of the Executive Committee, ~~and~~ the Asia Networks Director, Europe Networks Director, U.S. Networks Director, Asia Regional Director, Canada Regional Director, Caribbean Regional Director, Europe Regional Director, South-Latin America Regional Director, U.S. Regional Director, Communications ~~and News~~ Co-Directors, Member Services Director, U.S. Program Committee Co-Directors, Diversity, Inclusion & Belonging Co-Directors, ~~and~~ the Strategic Director.

Section 2. *Composition of Non-Voting Members.* The following positions will be included in the Management Committee as non-voting members: Advisory

~~Council Members~~, UNCITRAL Committee Co-Directors, Vice Director of Budget ~~and Analytics~~, Vice Director of Fall Programs, Vice Director of Spring Programs, Vice Director of Regional Programming, Vice Director of Member Services, Vice Director of Leadership Programming, New Network and Regional Development ~~Co-Directors~~, Asia Regional Vice Director of Programming, Asia Regional Vice Director Membership, Vice Director of Communications and News, Vice Director of ~~Communications and~~ Social Media, and the Rising Star Finalist from the previous year.

**Commented [A3]:** Are the members of the Advisory Council non-voting members of Management Committee or non-voting members of the Board? Bylaws do not match IWIRC governance structure.

- Section 3. *Election, Term of Office and Qualifications.* All Management Committee Directors that are not Officers (excluding Advisory Council Members) shall be elected and serve a one year term and be elected in accordance with Article XI. Qualifications for consideration shall be as established and approved by the Executive Committee.
- Section 4. *Resignations.* Any Management Committee member may resign ~~their her~~ their office by giving written notice to any member of the Executive Committee. Any resignation will take effect at the time specified and the acceptance of the resignation shall not be necessary to make it effective.
- Section 5. *Removal.* Any Management Committee member may be removed, with cause, at any time. Removal requires a vote supporting removal by majority of the whole number of the Board present at a special meeting called for that purpose. Proper notice must be given in writing ten (10) days prior to the meeting.
- Section 6. *Vacancies.* The Executive Committee shall fill any vacancy in the Management Committee positions. A Management Committee member selected to fill such vacancy shall serve the unexpired term of that position.

#### ARTICLE VIII. AT-LARGE DIRECTORS.

- Section 1. Election and Appointment. The At Large Directors ("At Large Directors") shall consist of twelve (12) members of the Corporation elected by the Members pursuant to Article XI, plus up to two (2) members appointed by the Executive Committee. The At Large Directors elected by the Members, shall serve two-year terms.
- Section 2. Term. Each elected At-Large Director shall serve a term of two years and until a successor is duly elected and qualified, or until death, or resignation, or removal in the manner herein provided. At-Large Directors shall serve no more than two consecutive terms as an At-Large Director of the Board absent a majority vote of the existing Board not to enforce this limitation The terms of one half of the elected At-Large Directors shall be staggered to begin and end in alternate years.

Section 3. Resignation. Any At-Large Director may resign at any time by giving written notice to the Chair or to the Secretary. The resignation takes effect at the time specified by the At-Large Director and the acceptance of the resignation is not necessary to make it effective.

Section 4. Vacancies. The Executive Committee shall fill any vacancy in At-Large Director positions. An At-Large Director selected to fill such vacancy shall serve the unexpired term of that position. Should members get to vote for a vacancy where the person was elected?

Section 5. Removal. Any At-Large Director may be removed, with or without cause, at any time by majority of the membership. The Board may remove an At-Large Director for cause by a vote supporting removal by majority of the whole number of the Board present at a special meeting called for that purpose. Proper notice must be given in writing ten (10) days prior to the meeting. Any resulting vacancy will be filled in the manner specified in Section 8 of this Article.

~~Section 2.~~Section 6. Duties. The At Large Directors shall volunteer or be assigned by the Executive Committee to such tasks or responsibilities as may be identified or determined from time to time. Each At Large Directors shall serve on at least one standing committee.

#### ARTICLE IX. BOARD COMMITTEES.

Section 1. *Executive Committee.* The Executive Committee shall be composed of the Officers of the Corporation and is authorized to conduct the affairs of the Corporation between meetings of the Board. Any action taken by the Executive Committee is subject to review and change by the Board.

Section 2. *Standing Committees.* The standing committees of the Corporation shall be a Program Committee, one or more Network Committees, a Communications and News Committee, a Member Services Committee, ~~and~~ a Diversity, Inclusion & Belonging Committee and a Finance Committee. Other standing committees may be established by majority vote of the Board. The Committees shall be chaired by the respective Director positions.

Section 3. *Program Committee.* The Program Committee will recommend to the Board substantive IWIRC programs and projects, as well as topics and agenda items for IWIRC events. The Program Committee develops, on an annual basis, the IWIRC Fall Conference and the IWIRC Spring Meeting. The Program Committee may perform additional duties and functions as designated from time to time by the Board.

Section 4. *Member Services.* The Member Services Committee ~~conducts member surveys, recruits and assigns volunteers. Additionally, the Member Services Committee will build~~s member recruiting and retention recognition programs, assumes responsibility for the mentoring program, surveys members to

develop additional benefits, and develops the IWIRC speakers bureau and other professional development strategies for members. (We should ask each committee to review what we have written here to make sure it aligns with what they are doing).

Section 5. *Communications and News Committee.* The Communications Committee is responsible for executing a proactive media relations strategy, including preparing and distributing press releases, seeking opportunities for officers of IWIRC to speak to the media or to relevant organizations or meetings, and for regular communication with members, including overseeing the preparation and publication of IWIRC e-newsletters and periodic bulletins. The Communications Committee will also assist in social media or other online communications/ marketing, including# maintaining the IWIRC website through regular updates to content and periodic structural updates, as necessary and agreed by the Executive Committee. In addition, the Communications Committee shall be responsible for management of online directory and website, conducting external surveys for public relations purposes, and will be the keeper of the IWIRC brand.

Section 6. *Networks Committees.* The Network Committees promote new and assist existing Networks, provide input on network grant requests, convene network chair meetings, develop network toolkits to help new Networks with recruiting, event planning and communications and promote the benefits of IWIRC membership. The Networks Committees will also identify geographic areas for new networks and stimulate interest in those areas and drive the process to completion, and provide standardized tools to assist new networks. The Networks Committees will determine how to better leverage our international network structure, assist network boards in succession planning, and identify and address networks needing revitalization. The Network Directors in charge of the Europe, Asia, Latin America and the North America regions will serve and lead the Network Committees for their respective regions.

Section 7. Diversity, Inclusion & Belonging Committee. The Diversity, Inclusion & Belonging Committee will recommend initiatives to the Executive Committee and the Board to promote diversity, inclusion and belonging among IWIRC members and networks. The Diversity, Inclusion & Belonging Committee may perform additional duties and functions as designated from time to time by the Executive Committee or the Board.

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Section 8. Finance Committee. The Finance Committee, led by IWIRC's Finance Director and Vice Finance Director, is responsible for providing oversight and advice to IWIRC's Executive Board on financial aspects of IWIRC, including sponsor development and communications with IWIRC's annual sponsors, and works in conjunction with other standing committees to assist with sponsor planning and/or other financial aspects of the Corporation. The

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Finance Committee will also assist with special projects as determined by the Executive Board.

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~~Section 7.~~Section 9. *Ad Hoc and Special Committees.* Ad hoc and special committees may be established by the Chair or the Executive Committee who shall determine the composition, responsibilities and duties of such committees. The term of service for ad hoc and special committees shall terminate at the end of term of the Chair and/or the Executive Committee establishing such committee or committees.

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~~*Diversity, Inclusion & Belonging Committee.* The Diversity, Inclusion & Belonging Committee will recommend initiatives to the Executive Committee and the Board to promote diversity, inclusion and belonging among IWIRC members and networks.~~

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~~Section 8. The Diversity, Inclusion & Belonging Committee may perform additional duties and functions as designated from time to time by the Executive Committee or the Board.~~

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## ARTICLE X. VOTING.

- Section 1. *Manner.* Voting may be in person, telephonic, or electronic, unless the Board determines by majority vote at a meeting that it will accept votes by proxy or those members may participate by other means.
- Section 2. *Quorum and Manner of Acting.* Except as otherwise provided by statute or these by-laws, a minimum of fifty-one percent (51%) of the Directors are required to constitute a quorum to transact business at any meeting, and the act of a majority of the Directors present at such a meeting will be the act of the Board. In the absence of a quorum, a majority of the Directors present may adjourn the meeting. Notice of any adjourned meeting need not be given.
- Section 3. *Resolutions by Members of the Corporation.* Resolutions may be proposed by five percent (5%) of the total membership as of June 1 of each year. Resolutions must be submitted to the Secretary at least sixty (60) days prior to the annual Fall Conference ("Conference") and will be voted on by the Board at that time as outlined in Section 2 above.

## ARTICLE XI. ELECTIONS

- Section 1. *Frequency.* Elections shall take place annually as follows: (i) the members of the Executive Committee and Management Committee shall be elected



annually and (ii) the At Large Directors, shall be elected, fifty (50%) percent annually (i.e. six (6) At Large Directors each year). Elections shall take place as necessary to fill any vacancies as [described in Article VI, Sections 5 set forth herein](#).

- Section 2. *Nominating Committee.* The Nominating Committee ("[Nominating Committee](#)") shall be chaired by the Immediate Past Chair and shall be comprised of the Chair, Vice Chair, Immediate Past Chair, Secretary and three other members chosen by the Immediate Past Chair, taking into account [diversity of practice](#), geographic [diversity and racial/ethnic](#) diversity of the Corporation.
- Section 3. *Nominating Slate.* On or before November 1 of each election year the Nominating Committee shall review, as appropriate, the existing Board members and upon recommendation of the existing Board, shall prepare a Nominating Slate consistent with the provisions of Article V, Section 3, Article VI, Section 2, and Article VII, Sections 1 and 2 [and the goals and purposes of the Corporation](#).
- Section 4. *Voting.* On or before November 15 of each election year, the Nominating Slate shall be circulated to the Board for approval. Each Board member shall be entitled to cast: (i) one (1) vote for the purpose of approving the Nominating Slate prior to its circulation to the membership for election of the At Large Directors; and (ii) one (1) vote for the purpose of electing the members of the Management Committee.
- Section 5. *Majority Vote.* Approval of the Nominating Slate and/or the election of the members of the Management Committee shall be by majority vote of the Board. Approval of the At Large Members shall be by majority vote of those members of the Corporation who cast ballots in such election.

#### ARTICLE XII. ADVISORY AND HONORARY BOARDS.

[Section 1.](#) *Advisory and Honorary Boards.* The Board may, at its discretion, establish [another](#) advisory boards and/or [other](#) honorary boards to assist the Corporation in the carrying out of its purposes. The duties, responsibilities, composition, and leadership of such boards shall be designated by resolution of the Board.

~~Section 1.~~ [Section 2.](#) *Advisory Board Participation.* [In the event the Board establishes an Advisory Board, the Board may invite members of such Advisory Board to participate in Board meetings as non-voting members.](#)

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#### ARTICLE XIII. BOOKS OF RECORD, AUDIT, ANNUAL REPORT, FISCAL YEAR AND BOND.

Section 1. *Books and Records.* The Board will keep:

- (a) Records of all proceedings of the Board and committees; and
- (b) All financial statements of this Corporation; and
- (c) Certificate of Corporation and by-laws of this Corporation and all amendments and restatements; and
- (d) Other records and books of account necessary and appropriate to the conduct of the corporate business.

Section 2. *Audit/Financial Review, Annual Report and Tax Return.* The records and books of account of this Corporation will be reviewed or audited at least once in each fiscal year. The Executive Committee will select the auditor with the Finance Director and Vice Finance Director to be primary contacts from the Board. A draft audit report will be circulated to the Executive Committee and subsequently to the Board for review and approval. The Board also shall make such inquiry as the Board deems necessary or advisable into the condition of all trusts and funds held by any trustee, agent, or custodian for the benefit of this Corporation, and shall retain such person or firm for such purposes as it may deem appropriate.

The Board will cause any audit report to be conveyed to each Director within one hundred eighty (180) days of the close of each fiscal year. Such audit report shall contain: a statement of all assets and liabilities; principal changes in funds; income and expense statement; status of all funds held for restricted purposes; and any other such information as may be required by law, these by-laws and/or for purposes of fulfilling the fiduciary responsibilities of the Directors.

An annual tax return shall be filed by the statutory deadline, subject to formally requesting and receiving an extension to the filing deadline.

Section 3. *Fiscal Year.* The fiscal year of the Corporation will be from January 1<sup>st</sup> to December 31<sup>st</sup> of each year.

Section 4. *Bond.* The Corporation will obtain a bond on such people and in such amounts as may from time to time be deemed necessary by the Board.

#### **ARTICLE XIV. WAIVER OF NOTICE.**

Section 1. Whenever any notice is required to be given by these by-laws or any of the corporate laws of the State of New York, such notice may be waived in writing, signed by the person or persons entitled to said notice, whether before, at, or after the time stated therein, or before, at, or after the meeting.

#### **ARTICLE XV. INDEMNIFICATION.**

Section 1. The Corporation will indemnify any present or former director, officer, employee or agent of this Corporation, to the fullest extent possible against expenses, including attorneys' fees, judgments, fines, settlements and reasonable expenses, actually incurred by such person relating to ~~his or her~~their conduct as trustee, director, officer, employee, member or agent of this Corporation, except that the mandatory indemnification required by this sentence shall not apply: (i) to a breach of the duty of loyalty to the Corporation; (ii) for acts or omissions not in good faith or which involve intentional misconduct or knowing violation of the law; (iii) for a transaction from which such person derived an improper personal benefit; or (iv) against judgments, penalties, fines and settlements arising from any proceeding by or in the right of the Corporation, or against expenses in any such case, where such person shall be adjudged liable to the Corporation.

Section 2. Service on the Board of the Corporation, or as an officer, employee or agent thereof, is deemed by this Corporation to have been undertaken and carried on in reliance by such persons on the full exercise by the Corporation of all powers of indemnification which are granted to it under this Article and New York law, as amended from time to time. Accordingly, the Corporation shall exercise all of its powers whenever, as often as necessary, and to the fullest extent possible, to indemnify such persons. Such indemnification shall be limited or denied only when and to the extent provided above unless New York law or other applicable legal principles limit or deny the Corporation's authority to so act. This Article and the indemnification provisions of New York law (to the extent not otherwise governed by controlling precedent) shall be construed liberally in favor of the indemnification of such persons.

#### ARTICLE XVI. AMENDMENTS.

Section 1. *By-laws.* Proposals to amend these by-laws may be submitted to the Executive Committee by any member of the Board. Proposed amendments shall then be conveyed to the members of the Board at least ten (10) days prior to any meeting or special meeting and shall be approved consistent with Article X.

Section 2. *Certificate of Corporation.* The Board may amend the Certificate of Corporation to include or omit any provision which could be lawfully included or omitted. Any number of amendments, or an entire revision or restatement of the Certificate of Corporation, may be submitted and voted upon at a single meeting of the Board and be adopted at such meeting, a quorum being present, upon receiving the affirmative vote of two-thirds (2/3) of the whole number of Directors. Thirty (30) days written notice will be required before any amendment shall be voted upon by the Board.

#### ARTICLE XVII. MISCELLANEOUS

Section 1. *Notice.* Any written notice required by these Bylaws may be given through electronic means.

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Section 2: other items?

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*Proposed Revisions 9/28/2021*

**SIXTH AMENDED AND RESTATED BY-LAWS  
OF THE INTERNATIONAL WOMEN'S  
INSOLVENCY & RESTRUCTURING CORPORATION  
Approved January 21, 2021 [update]**

**ARTICLE I. NAME AND PRINCIPAL OFFICE.**

- Section 1. *Name.* The name of the Corporation will be International Women's Insolvency & Restructuring Corporation d/b/a International Women's Insolvency & Restructuring Confederation (hereinafter referred to as "IWIRC" or the "Corporation").
- Section 2. *Principal Office.* The registered office of the Corporation will be in the State of New York. The principal office will be fixed and located at such place as the Board of Directors shall determine.

**ARTICLE II. NON-PROFIT STATUS, GOALS, AND PURPOSES.**

- Section 1. *Nonprofit Status and Organization.* The Corporation is a non-profit Corporation exempt from federal taxation under Section 501(c)(6) of the Internal Revenue Code of 1986 (26 U.S.C. §§101 et seq., as amended from time to time), and is organized under the laws of the State of New York.
- Section 2. *Goals and Purposes.* The goals and purposes of the Corporation shall be to: (a) promote women in restructuring-related professions; and (b) provide opportunities for education, business development, leadership, advancement and mentoring to women in restructuring-related professions.

**ARTICLE III. MEMBERS.**

- Section 1. *At-Large.* The Corporation shall have individual members who shall have ultimate authority over the affairs of the Corporation. However, the Board of Directors (as described in Article V) shall have authority to operate the Corporation within a structure sanctioned by the members.
- Section 2. *Eligibility.* Eligibility for individual membership in the Corporation shall extend to persons of any gender employed in restructuring-related professions including, without limitation, lawyers, accountants, workout officers, turnaround management professionals, judges, financial advisers, professors, legislators, consultants and students.

- Section 3. *Other Classes of Members.* The Corporation may establish other classes of individual, corporate, and/or organizational members whose authorities, benefits and eligibility shall be determined by the Board of Directors.
- Section 4. *Individual Membership Dues and Good Standing.* The Board of Directors, by a minimum of two-thirds affirmative vote of the whole number of the Board of Directors, shall determine the structure and amount of individual membership dues. A member-in-good-standing is an individual who is certified by the Corporation as having paid their dues for the current membership year.

#### ARTICLE IV. NETWORKS.

- Section 1. *Authority and Organization.* The Executive Committee shall have the sole authority to establish and charter the formation of individual Networks to further the purposes of the Corporation, and to determine the terms of Network affiliation, membership and operating guidelines. Except as otherwise provided by applicable law, the Networks are separately chartered entities that operate as authorized divisions of the Corporation. (Rules of Operation covering the operation and governance of the Network are annexed as *Exhibit A*).
- Section 2. *Rules of Operation.* The Executive Board shall establish Rules of Operation for the formation and governance of individual Networks, which shall be reviewed and updated periodically at the sole discretion of the Executive Board and approved by the Board of Directors. To the extent necessary to maintain the goals and purpose of the Corporation, a Network may request a waiver of certain provisions of the Rules of Operation from the Board of Directors of the Corporation, which waiver may be granted in the sole discretion of the Board of Directors.
- Section 3. *Network Governance.* Members of a Network have the authority to elect officers and directors of their primary affiliated Network, and through them, subject to the Rules of Operation, to agree how the Network will be governed and operated to serve the goals and purposes of its affiliated members. Duly elected Network leadership has the responsibility to hold events or activities for the benefit of members and to recruit new members; to maintain regular contact with affiliated members; to maintain regular contact with the Board of Directors of the Corporation and participate in IWIRC's business.
- Section 4. *Other Affiliations.* The Corporation may enter into affiliations with other organizations or entities to help carry out the purposes of the Corporation. The Board of Directors shall have the sole authority to determine terms and conditions of such affiliations.

Section 5. *Affiliation with a Network.* Members of the Corporation may be affiliated with more than one Network without an additional membership charge. However, dues rebates will only be payable to the Member's primary affiliated Network. The Executive Committee shall establish rules and procedures governing any rebate of the membership fee to any network from time to time.

## **ARTICLE V. BOARD OF DIRECTORS.**

Section 1. *At-Large Powers.* The property, affairs and business of the Corporation will be managed by a Board of Directors (hereafter, the "Board" or the "Directors") under a structure and terms determined by the members.

Section 2. *Property.* No Director will have any right, title or interest in any property or asset of the Corporation.

Section 3. *Composition.* Each member of the Board shall be a Director of the Corporation. The Board shall be composed of the Officers (as described in Article VI), the Management Committee (as described in Article VII), and the At-Large Directors (as described in (as described in Article VIII)). The Immediate Past Chair of the Corporation shall also serve on the Board. All Directors or Vice Directors, whether elected or appointed, must be members-in-good-standing of the Corporation.

Section 4. The Executive Committee shall have the authority to appoint up to two (2) additional At Large Directors for a one-year term to the Board in order to advance the mission of the Corporation.

Section 5. *Election.* The Board shall be elected as described in Article XI.

Section 6. *Place of Meetings.* The Board may hold its meetings at any location it chooses (and may choose to do so via electronic communications as provided in Section 8 of this Article).

Section 7. *Regular Meetings.* Regular meetings of the Board will be held at least quarterly and may be conducted telephonically or through video conferencing and at a time and place determined by the Board. Verbal or written notice of regular meetings will be given at least ten (10) days prior to any regular meeting.

Section 8. *Special Meetings and Notice.* Special meetings may be called by the Chair or by twenty-five percent (25%) or more of the whole number of Directors. Notice of special meetings will be mailed by electronic means to each Director's last known email address at least five (5) days before the day of the meeting, or delivered personally or by telephone or other electronic means, no later than two (2) days before the meeting. The notice must include the time and place of the meeting, but need not state the purpose

except as provided in Section 9 of this Article and Section 4 of Article VI. Any meeting of the Board will be a legal meeting, without any notice having been given, if all of the Directors then in office are present at the meeting or waive such notice in writing before, at or after the meeting.

Section 9. *Electronic Communications.* Directors may participate in meetings of the Board through conference telephone, video or other such electronic communication device, providing that all participating Directors can hear one another and that applicable law allows for such meetings.

## ARTICLE VI. OFFICERS.

Section 1. *Number.* The Officers will be the Chair, Vice Chair, the Secretary, the Finance Director, the Vice Finance Director, and the Immediate Past Chair; and these Officers shall comprise the “Executive Committee.”

Section 2. *Election, Term of Office and Qualifications.* All Officers will be elected by the Board from nominees recommended by the Nominating Committee. Except in the case of Officers installed under the provisions of Section 5 of this Article, each Officer will hold office for one year with terms commencing January 1 and until a successor is duly elected and qualified, or until death, or resignation, or removal in the manner herein provided. Only members in good-standing who have previously served on the Board may be Officers absent a majority vote of the existing Board not to enforce this requirement in a particular year. Further, Officers shall serve no more than six consecutive terms as an Officer of the Board, (not including any term as an At-Large Director or member of the Management Committee other than as an Officer) absent a majority vote of the existing Board not to enforce these limitations.

Section 3. *Resignations.* Any Officer may resign office by giving written notice to the Chair, Vice Chair, Secretary, Finance Director or Vice Finance Director. Any resignation will take effect at the time specified and the acceptance of the resignation shall not be necessary to make it effective.

Section 4. *Removal.* Any Officer may be removed, with cause, at any time. Removal requires a vote supporting removal by majority of the whole number of the Board present at a special meeting called for that purpose. Proper notice must be given in writing ten (10) days prior to the special meeting. Any resulting vacancy will be filled in the manner specified in Section 5 of this Article.

Section 5. *Vacancies.* A vacancy in any office will be filled for the unexpired portion of the term by election of the Board.

Section 6. *Chair.* The Chair conducts the meetings of the Corporation and has primary responsibility for the at-large welfare of the Corporation. The Chair is



responsible for the administration of IWIRC, policy development and public media relations. The Chair coordinates and oversees in At-Large the programs, projects and initiatives of IWIRC. The Chair also coordinates the relationships of IWIRC with other insolvency organizations. The Chair serves on the Executive Committee.

- Section 7. *Vice Chair.* In the absence of the Chair, the Vice Chair shall preside over meetings of the Corporation. The Vice Chair assists the Chair in overseeing the current programs, projects and initiatives of IWIRC. In addition, the Vice Chair develops new projects and coordinates with the Board or as otherwise directed by the Chair. The Vice Chair is also a member of the Executive Committee.
- Section 8. *Secretary.* The Secretary is responsible for the reporting of IWIRC. The Secretary maintains the minutes and records of the Board and Executive Committee meetings. The Secretary is a member of the Executive Committee. The Secretary, with the assistance of the applicable Officers or committees, shall assume the responsibility for ongoing governance, including preparing for and managing the election process, thinking about succession issues, and making sure our bylaws, membership and marketing materials are accurate.
- Section 9. *Finance Director; Vice Finance Director.* The Finance Director and Vice Finance Director are members of the Executive Committee and shall be responsible for financial oversight, including facilitating the annual audit and the filing of the annual tax return, investments and developing, increasing and sustaining sponsors for the Corporation. The Finance Director with the assistance of the Vice Finance Director shall develop sponsorship levels and benefits for new sponsors of the Corporation as an organization as well as for international events and assist in the preparation and oversight of the Corporation's budget. The Finance Director and Vice Finance Director may choose to create a committee to assist them.
- Section 10. *Immediate Past-Chair.* The Immediate Past-Chair is a member of the Executive Committee and shall be responsible for chairing the Nominating Committee and serving as a liaison to the Advisory Counsel. The Immediate Past-Chair shall also work with and assist the Executive Committee and the Chair with directives in furtherance of the mission and affairs of the Corporation. The Immediate Past-Chair is a member of the Executive Committee.
- Section 11. *Other Officers, Agents and Employees.* The Corporation may have other officers, agents and employees as may be deemed necessary by the Board. Each shall hold office or employment at the pleasure of the Board and shall have such authority, perform such duties and receive such reasonable compensation, if any, as a majority of the Board may, from time to time, determine. To the fullest extent allowed by law, the Board may delegate to any

employee or agent any powers possessed by the Board and may prescribe their respective titles, terms of office, authorities and duties.

## **ARTICLE VII. MANAGEMENT COMMITTEE**

- Section 1. *Composition of Voting Members.* The voting members of the Management Committee shall consist of the Executive Committee, the Asia Networks Director, Europe Networks Director, U.S. Networks Director, Asia Regional Director, Canada Regional Director, Caribbean Regional Director, Europe Regional Director, Latin America Regional Director, U.S. Regional Director, Communications Co-Directors, Member Services Director, U.S. Program Committee Co-Directors, Diversity, Inclusion & Belonging Co-Directors, and the Strategic Director.
- Section 2. *Composition of Non-Voting Members.* The following positions will be included in the Management Committee as non-voting members: UNCITRAL Committee Co-Directors, Vice Director of Budget and Analytics, Vice Director of Fall Programs, Vice Director of Spring Programs, Vice Director of Regional Programming, Vice Director of Member Services, Vice Director of Leadership Programming, New Network and Regional Development Co-Directors, Asia Regional Vice Director of Programming, Asia Regional Vice Director Membership, Vice Director of Communications and News, Vice Director of Social Media, and the Rising Star Finalist from the previous year.
- Section 3. *Election, Term of Office and Qualifications.* All Management Committee Directors that are not Officers (excluding Advisory Council Members) shall be elected and serve a one year term and be elected in accordance with Article XI. Qualifications for consideration shall be as established and approved by the Executive Committee.
- Section 4. *Resignations.* Any Management Committee member may resign their office by giving written notice to any member of the Executive Committee. Any resignation will take effect at the time specified and the acceptance of the resignation shall not be necessary to make it effective.
- Section 5. *Removal.* Any Management Committee member may be removed, with cause, at any time. Removal requires a vote supporting removal by majority of the whole number of the Board present at a special meeting called for that purpose. Proper notice must be given in writing ten (10) days prior to the meeting.
- Section 6. *Vacancies.* The Executive Committee shall fill any vacancy in the Management Committee positions. A Management Committee member selected to fill such vacancy shall serve the unexpired term of that position.

## **ARTICLE VIII. AT-LARGE DIRECTORS.**

- Section 1. *Election and Appointment.* The At Large Directors ("At Large Directors") shall consist of twelve (12) members of the Corporation elected by the

Members pursuant to Article XI, plus up to two (2) members appointed by the Executive Committee. The At Large Directors elected by the Members, shall serve two-year terms.

- Section 2. *Term.* Each elected At-Large Director shall serve a term of two years and until a successor is duly elected and qualified, or until death, or resignation, or removal in the manner herein provided. At-Large Directors shall serve no more than two consecutive terms as an At-Large Director of the Board absent a majority vote of the existing Board not to enforce this limitation. The terms of one half of the elected At-Large Directors shall be staggered to begin and end in alternate years.
- Section 3. *Resignation.* Any At-Large Director may resign at any time by giving written notice to the Chair or to the Secretary. The resignation takes effect at the time specified by the At-Large Director and the acceptance of the resignation is not necessary to make it effective.
- Section 4. *Vacancies.* The Executive Committee shall fill any vacancy in At-Large Director positions. An At-Large Director selected to fill such vacancy shall serve the unexpired term of that position. Should members get to vote for a vacancy where the person was elected?
- Section 5. *Removal.* Any At-Large Director may be removed, with or without cause, at any time by majority of the membership. The Board may remove an At-Large Director for cause by a vote supporting removal by majority of the whole number of the Board present at a special meeting called for that purpose. Proper notice must be given in writing ten (10) days prior to the meeting. Any resulting vacancy will be filled in the manner specified in Section 8 of this Article.
- Section 6. *Duties.* The At Large Directors shall volunteer or be assigned by the Executive Committee to such tasks or responsibilities as may be identified or determined from time to time. Each At Large Directors shall serve on at least one standing committee.

#### **ARTICLE IX. BOARD COMMITTEES.**

- Section 1. *Executive Committee.* The Executive Committee shall be composed of the Officers of the Corporation and is authorized to conduct the affairs of the Corporation between meetings of the Board. Any action taken by the Executive Committee is subject to review and change by the Board.
- Section 2. *Standing Committees.* The standing committees of the Corporation shall be a Program Committee, one or more Network Committees, a Communications and News Committee, a Member Services Committee, a Diversity, Inclusion & Belonging Committee and a Finance Committee. Other standing committees may be established by majority vote of the Board. The Committees shall be chaired by the respective Director positions.

- Section 3. *Program Committee.* The Program Committee will recommend to the Board substantive IWIRC programs and projects, as well as topics and agenda items for IWIRC events. The Program Committee develops, on an annual basis, the IWIRC Fall Conference and the IWIRC Spring Meeting. The Program Committee may perform additional duties and functions as designated from time to time by the Board.
- Section 4. *Member Services.* The Member Services Committee builds member recruiting and retention programs, assumes responsibility for the mentoring program, surveys members to develop additional benefits, and develops the IWIRC speakers bureau and other professional development strategies for members.
- Section 5. *Communications and News Committee.* The Communications Committee is responsible for executing a proactive media relations strategy, including preparing and distributing press releases, seeking opportunities for officers of IWIRC to speak to the media or to relevant organizations or meetings, and for regular communication with members, including overseeing the preparation and publication of IWIRC e-newsletters and periodic bulletins. The Communications Committee will also assist in social media or other online communications/ marketing, including maintaining the IWIRC website through regular updates to content and periodic structural updates, as necessary and agreed by the Executive Committee. In addition, the Communications Committee shall be responsible for management of online directory and website, conducting external surveys for public relations purposes, and will be the keeper of the IWIRC brand.
- Section 6. *Network Committees.* The Network Committees promote new and assist existing Networks, provide input on network grant requests, convene network chair meetings, develop network toolkits to help new Networks with recruiting, event planning and communications and promote the benefits of IWIRC membership. The Network Committees will also identify geographic areas for new networks and stimulate interest in those areas and drive the process to completion, and provide standardized tools to assist new networks. The Network Committees will determine how to better leverage our international network structure, assist network boards in succession planning, and identify and address networks needing revitalization. The Network Directors in charge of the Europe, Asia, Latin America and the North America regions will serve and lead the Network Committees for their respective regions.
- Section 7. *Diversity, Inclusion & Belonging Committee.* The Diversity, Inclusion & Belonging Committee will recommend initiatives to the Executive Committee and the Board to promote diversity, inclusion and belonging among IWIRC members and networks. The Diversity, Inclusion & Belonging Committee may perform additional duties and functions as designated from time to time by the Executive Committee or the Board.

- Section 8. *Finance Committee.* The Finance Committee, led by IWIRC's Finance Director and Vice Finance Director, is responsible for providing oversight and advice to IWIRC's Executive Board on financial aspects of IWIRC, including sponsor development and communications with IWIRC's annual sponsors, and works in conjunction with other standing committees to assist with sponsor planning and/or other financial aspects of the Corporation. The Finance Committee will also assist with special projects as determined by the Executive Board.
- Section 9. *Ad Hoc and Special Committees.* Ad hoc and special committees may be established by the Chair or the Executive Committee who shall determine the composition, responsibilities and duties of such committees. The term of service for ad hoc and special committees shall terminate at the end of term of the Chair and/or the Executive Committee establishing such committee or committees.

## ARTICLE X. VOTING.

- Section 1. *Manner.* Voting may be in person, telephonic, or electronic, unless the Board determines by majority vote at a meeting that it will accept votes by proxy or those members may participate by other means.
- Section 2. *Quorum and Manner of Acting.* Except as otherwise provided by statute or these by-laws, a minimum of fifty-one percent (51%) of the Directors are required to constitute a quorum to transact business at any meeting, and the act of a majority of the Directors present at such a meeting will be the act of the Board. In the absence of a quorum, a majority of the Directors present may adjourn the meeting. Notice of any adjourned meeting need not be given.
- Section 3. *Resolutions by Members of the Corporation.* Resolutions may be proposed by five percent (5%) of the total membership as of June 1 of each year. Resolutions must be submitted to the Secretary at least sixty (60) days prior to the annual Fall Conference ("Conference") and will be voted on by the Board at that time as outlined in Section 2 above.

## ARTICLE XI. ELECTIONS

- Section 1. *Frequency.* Elections shall take place annually as follows: (i) the members of the Executive Committee and Management Committee shall be elected annually and (ii) the At Large Directors, shall be elected, fifty (50%) percent annually (i.e. six (6) At Large Directors each year). Elections shall take place as necessary to fill any vacancies as set forth herein.
- Section 2. *Nominating Committee.* The Nominating Committee ("Nominating Committee") shall be chaired by the Immediate Past Chair and shall be

comprised of the Chair, Vice Chair, Immediate Past Chair, Secretary and three other members chosen by the Immediate Past Chair, taking into account diversity of practice, geographic diversity and racial/ethnic diversity of the Corporation.

- Section 3. *Nominating Slate.* On or before November 1 of each election year the Nominating Committee shall review, as appropriate, the existing Board members and upon recommendation of the existing Board, shall prepare a Nominating Slate consistent with the provisions of Article V, Section 3, Article VI, Section 2, and Article VII, Sections 1 and 2 and the goals and purposes of the Corporation.
- Section 4. *Voting.* On or before November 15 of each election year, the Nominating Slate shall be circulated to the Board for approval. Each Board member shall be entitled to cast: (i) one (1) vote for the purpose of approving the Nominating Slate prior to its circulation to the membership for election of the At Large Directors; and (ii) one (1) vote for the purpose of electing the members of the Management Committee.
- Section 5. *Majority Vote.* Approval of the Nominating Slate and/or the election of the members of the Management Committee shall be by majority vote of the Board. Approval of the At Large Members shall be by majority vote of those members of the Corporation who cast ballots in such election.

## **ARTICLE XII. ADVISORY AND HONORARY BOARDS.**

- Section 1. *Advisory and Honorary Boards.* The Board may, at its discretion, establish an advisory board and/or other honorary boards to assist the Corporation in the carrying out of its purposes. The duties, responsibilities, composition, and leadership of such boards shall be designated by resolution of the Board.
- Section 2. *Advisory Board Participation.* In the event the Board establishes an Advisory Board, the Board may invite members of such Advisory Board to participate in Board meetings as non-voting members.

## **ARTICLE XIII. BOOKS OF RECORD, AUDIT, ANNUAL REPORT, FISCAL YEAR AND BOND.**

- Section 1. *Books and Records.* The Board will keep:
- (a) Records of all proceedings of the Board and committees; and
  - (b) All financial statements of this Corporation; and
  - (c) Certificate of Corporation and by-laws of this Corporation and all amendments and restatements; and

- (d) Other records and books of account necessary and appropriate to the conduct of the corporate business.

Section 2. *Audit/Financial Review, Annual Report and Tax Return.* The records and books of account of this Corporation will be reviewed or audited at least once in each fiscal year. The Executive Committee will select the auditor with the Finance Director and Vice Finance Director to be primary contacts from the Board. A draft audit report will be circulated to the Executive Committee and subsequently to the Board for review and approval. The Board also shall make such inquiry as the Board deems necessary or advisable into the condition of all trusts and funds held by any trustee, agent, or custodian for the benefit of this Corporation, and shall retain such person or firm for such purposes as it may deem appropriate.

The Board will cause any audit report to be conveyed to each Director within one hundred eighty (180) days of the close of each fiscal year. Such audit report shall contain: a statement of all assets and liabilities; principal changes in funds; income and expense statement; status of all funds held for restricted purposes; and any other such information as may be required by law, these by-laws and/or for purposes of fulfilling the fiduciary responsibilities of the Directors.

An annual tax return shall be filed by the statutory deadline, subject to formally requesting and receiving an extension to the filing deadline.

Section 3. *Fiscal Year.* The fiscal year of the Corporation will be from January 1<sup>st</sup> to December 31<sup>st</sup> of each year.

Section 4. *Bond.* The Corporation will obtain a bond on such people and in such amounts as may from time to time be deemed necessary by the Board.

#### **ARTICLE XIV. WAIVER OF NOTICE.**

Section 1. Whenever any notice is required to be given by these by-laws or any of the corporate laws of the State of New York, such notice may be waived in writing, signed by the person or persons entitled to said notice, whether before, at, or after the time stated therein, or before, at, or after the meeting.

#### **ARTICLE XV. INDEMNIFICATION.**

Section 1. The Corporation will indemnify any present or former director, officer, employee or agent of this Corporation, to the fullest extent possible against expenses, including attorneys' fees, judgments, fines, settlements and reasonable expenses, actually incurred by such person relating to their conduct as trustee, director, officer, employee, member or agent of this Corporation, except that the mandatory indemnification required by this sentence shall not

apply: (i) to a breach of the duty of loyalty to the Corporation; (ii) for acts or omissions not in good faith or which involve intentional misconduct or knowing violation of the law; (iii) for a transaction from which such person derived an improper personal benefit; or (iv) against judgments, penalties, fines and settlements arising from any proceeding by or in the right of the Corporation, or against expenses in any such case, where such person shall be adjudged liable to the Corporation.

Section 2. Service on the Board of the Corporation, or as an officer, employee or agent thereof, is deemed by this Corporation to have been undertaken and carried on in reliance by such persons on the full exercise by the Corporation of all powers of indemnification which are granted to it under this Article and New York law, as amended from time to time. Accordingly, the Corporation shall exercise all of its powers whenever, as often as necessary, and to the fullest extent possible, to indemnify such persons. Such indemnification shall be limited or denied only when and to the extent provided above unless New York law or other applicable legal principles limit or deny the Corporation's authority to so act. This Article and the indemnification provisions of New York law (to the extent not otherwise governed by controlling precedent) shall be construed liberally in favor of the indemnification of such persons.

#### **ARTICLE XVI. AMENDMENTS.**

Section 1. *By-laws.* Proposals to amend these by-laws may be submitted to the Executive Committee by any member of the Board. Proposed amendments shall then be conveyed to the members of the Board at least ten (10) days prior to any meeting or special meeting and shall be approved consistent with Article X.

Section 2. *Certificate of Corporation.* The Board may amend the Certificate of Corporation to include or omit any provision which could be lawfully included or omitted. Any number of amendments, or an entire revision or restatement of the Certificate of Corporation, may be submitted and voted upon at a single meeting of the Board and be adopted at such meeting, a quorum being present, upon receiving the affirmative vote of two-thirds (2/3) of the whole number of Directors. Thirty (30) days written notice will be required before any amendment shall be voted upon by the Board.

#### **ARTICLE XVII. MISCELLANEOUS**

Section 1. *Notice.* Any written notice required by these Bylaws may be given through electronic means.



## IWIRC Reserve Policy (approved September 13, 2021)

**Purpose:** The purpose of the reserve policy is to ensure the sustainability of IWIRC, and allowance of its operations and continuance in the presence of an unexpected financial downturn or unplanned circumstances. Although the finance committee and the Executive Board will generally follow the reserve policies as stated herein, it may, in its sole discretion, deviate from these policies in order to achieve its mandate or to follow any laws, statutes and/or regulations.

**Total IWIRC Reserve:** IWIRC's total reserve must include an operations reserve as follows:

*Operations reserve* – to fund IWIRC's administrative budget for operations during a fiscal year when income falls below projections or to meet cash flow operations requirements during an annual budget cycle when a period of uneven cash income occurs.

The Executive Board may, at its sole discretion, add additional components to its total reserve, at which time the finance committee will update the Reserve Policy to include such additions.

**Calculation of Reserve:** The amount of the *operations reserve* shall be based upon the 1.5 times the operations current year budget for administering the IWIRC programs.

Regardless of the above guidelines, the final determination of the reserve level maintained by IWIRC remains solely with the Executive Board, at its discretion, but with consideration of recommendations from the finance committee.

**Accounting for the Reserve:** The reserve fund will be recorded in the accounting system and financial statements as the Board Designated Operating Reserve included in the cash or cash equivalents. Operating reserves may be maintained in a segregated bank account or investment fund in accordance with investment policies or may be commingled with the general cash and investment of the organization.

**Investing of the Reserve:** The finance committee may recommend investing all or some of the IWIRC Reserves. Any such investment is subject to the review and approval of the IWIRC Executive Board. Any investment will be done through a registered investment advisor to manage those reserves invested. Any interest earned on investing the reserve funds will be reported to the Executive Board on an annual basis and will be directed toward any expense or initiative the Executive Board sees fit, at its sole discretion.

**Surplus to the Reserve:** When the reserve accounts exceed the targeted level as outlined above, the Executive Director and/or the finance committee chair shall notify the Executive Board of said excess. The Executive Board shall then determine the use of such excess. The Executive Board, in its sole discretion, but subject to recommendations by the finance committee, may decide to maintain excess reserve or distribute excess as part of strategic initiatives.

**Reporting and Monitoring:** The finance committee chair is responsible for ensuring that the reserve is maintained and used only as described in this policy, at the sole discretion of the Executive Board. Upon approval of the use of operating reserve funds, the finance committee chair will maintain records of the use of funds and plan for replenishment.



**IWIRC  
2021 Approved Budget**

	Translation of documents		5,000	-	5,000	n/a	8,766	n/a	-
	Giveways/Board Gifts	(10)	7,500	3,000	4,500	150%	329	11%	3,741
	Travel Stipends	(11)	15,000	15,000	-	0%	-	0%	250
	New Member Receptions		1,000	1,000	-	0%	-	0%	-
	Network Annual Rebates	(12)	56,000	50,000	6,000	12%	28,100	56%	48,500
	E-Board Travel to Each Region	(12.5)	25,000	-	25,000	n/a	-	-	-
	Asia Zoom License Renewal		3,000	-	3,000	n/a	-	n/a	-
	Network Grants	(13)	20,000	10,000	10,000	100%	3,878	39%	6,848
	Newsletter	(14)	800	800	-	0%	-	0%	616
	<b>Total Member Services Expenses</b>		<b>\$ (140,800)</b>	<b>\$ (87,300)</b>	<b>\$ (53,500)</b>	<b>61%</b>	<b>\$ (52,329)</b>	<b>60%</b>	<b>\$ (100,181)</b>
	Member services expenses as a % of core receipts		-33%	-27%			-18%		-24%
	<b>Total Operating and Member Services Expenses</b>		<b>\$ (299,700)</b>	<b>\$ (249,800)</b>	<b>\$ (49,900)</b>	<b>20%</b>	<b>\$ (166,708)</b>	<b>67%</b>	<b>\$ (253,429)</b>
	Member services expenses as a % of total expenses		47%	35%			31%		40%
	<b>Gross Margin</b>		<b>\$ 126,909</b>	<b>\$ 69,928</b>	<b>\$ 56,981</b>	<b>81%</b>	<b>\$ 131,296</b>	<b>188%</b>	<b>\$ 159,167</b>
	Gross Margin as a % of core receipts		30%	22%			44%		39%
	<b>Spring Meeting &amp; Founders Awards</b>								
	Spring Meeting Registrations	(15)	45,000	45,000	-	0%	9,607	21%	-
	Spring Event Sponsors	(16)	4,000	4,000	-	0%	-	0%	-
	<b>Total Spring Meeting Receipts</b>		<b>\$ 49,000</b>	<b>\$ 49,000</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 9,607</b>	<b>20%</b>	<b>\$ -</b>
	IWIRC Speakers Travel Expenses		-	-	-	n/a	-	n/a	4,900
	Luncheon	(17)	12,000	12,000	-	0%	-	0%	-
	Breakfast/Break	(18)	13,000	13,000	-	0%	-	0%	-
	Opening Reception	(19)	6,000	6,000	-	0%	-	0%	-
	Group Dinner	(20)	15,000	15,000	-	0%	-	0%	-
	Audio/Visual/Spring WiFi	(21)	20,000	4,500	15,500	344%	-	0%	-
	Other Expenses for the Spring Meeting (printing, staff, signs etc)	(22)	10,000	10,000	-	0%	5,857	59%	1,326
	<b>Total Spring Meeting Expenses</b>		<b>\$ 76,000</b>	<b>\$ 60,500</b>	<b>\$ 15,500</b>	<b>26%</b>	<b>\$ 5,857</b>	<b>10%</b>	<b>\$ 6,226</b>
	<b>Net Cost of Spring Meeting &amp; Founders Awards</b>		<b>\$ (27,000)</b>	<b>\$ (11,500)</b>	<b>\$ (15,500)</b>	<b>135%</b>	<b>\$ 3,750</b>	<b>-33%</b>	<b>\$ (6,226)</b>
	<b>Fall Program</b>								
	Opening Reception	(23)	8,000	8,000	-	0%	1,450	18%	-
	IWIRC Dinner	(24)	10,000	10,000	-	0%	3,745	37%	-
	Education Session	(25)	32,500	32,500	-	0%	7,375	23%	-
	Intermezzo Events	(26)	6,000	6,000	-	0%	650	11%	-
	Fall Event Sponsors	(27)	3,000	3,000	-	0%	3,000	100%	-

**IWIRC  
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	<b>Total Fall Program Receipts</b>		<b>\$ 59,500</b>	<b>\$ 59,500</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ 16,220</b>	<b>27%</b>	<b>\$ -</b>
	Opening Reception		17,500	17,500	-	0%	-	0%	-
	Breakfast & Breaks		13,000	13,000	-	0%	-	0%	-
	Speaker Fees		-	-	-	n/a	-	n/a	-
	Photographer		1,000	1,000	-	0%	-	0%	1,250
	Luncheon		15,000	15,000	-	0%	-	0%	-
	Dinner	(28)	20,000	30,000	(10,000)	-33%	11,726	39%	-
	CLE State Fees		1,000	1,000	-	0%	-	0%	-
	NCBJ Exhibit Booth		2,750	2,750	-	0%	-	0%	2,750
	Audio/Visual		20,000	5,000	15,000	300%	-	0%	-
	Printing		4,000	4,000	-	0%	-	0%	1,080
	Tote Bag Giveaway		2,500	2,500	-	0%	3,000	120%	-
	Other Expenses (staff travel, signs, delivery, etc.)	(29)	7,500	7,500	-	0%	759	10%	720
	Intermezzo Events	(26)	6,000	6,000	-	0%	50	1%	-
	<b>Total Fall Program Expenses</b>		<b>\$ 110,250</b>	<b>\$ 105,250</b>	<b>\$ 5,000</b>	<b>5%</b>	<b>\$ 15,535</b>	<b>15%</b>	<b>\$ 5,800</b>
	<b>Net Cost of Fall Program</b>		<b>\$ (50,750)</b>	<b>\$ (45,750)</b>	<b>\$ (5,000)</b>	<b>11%</b>	<b>\$ 685</b>	<b>-1%</b>	<b>\$ (5,800)</b>
	<b>Net Cost of Spring and Fall Programs</b>		<b>\$ (77,750)</b>	<b>\$ (57,250)</b>	<b>\$ (20,500)</b>	<b>36%</b>	<b>\$ 4,436</b>	<b>-8%</b>	<b>\$ (12,026)</b>
	<b>Surplus / Deficit (Available for Committee Projects)</b>		<b>\$ 49,159</b>	<b>\$ 12,678</b>	<b>\$ 36,481</b>	<b>288%</b>	<b>\$ 135,732</b>	<b>1071%</b>	<b>\$ 147,141</b>
	Surplus / Deficit as a % of Core Receipts		12%	4%			46%		36%
	<b>Committee Projects</b>								
	<b>Leadership Summit</b>								
	Leadership Summit sponsorship receipts		58,250	30,000	28,250	94%	-	0%	-
	Admin director travel		2,000	2,000	-	0%	-	0%	-
	Contingency/Summit Expenses		58,250	15,000	43,250	288%	8,000	53%	-
	Leadership Summit Expenses		60,250	17,000	43,250	254%	8,000	47%	-
	<b>Net Cost for Leadership Summit</b>	(30)	<b>(2,000)</b>	<b>13,000</b>	<b>(15,000)</b>	<b>-115%</b>	<b>(8,000)</b>	<b>-62%</b>	<b>-</b>
	<b>Awards</b>								
	Awards Receipts		-	-	-	n/a	-	n/a	-
	Woman of the Year		3,000	3,000	-	0%	1,103	37%	283
	Rising Star		2,500	2,500	-	0%	-	0%	1,907
	Founders Awards & Recipient Travel (Crystal and Pins)		4,000	4,000	-	0%	551	14%	3,785
	Total Awards Expenses		9,500	9,500	-	0%	1,654	17%	5,974
	<b>Net Cost for Awards</b>	(31)	<b>(9,500)</b>	<b>(9,500)</b>	<b>-</b>	<b>0%</b>	<b>(1,654)</b>	<b>17%</b>	<b>(5,974)</b>

**IWIRC  
2021 Approved Budget**

<b>Diversity Committee</b>									
	Diversity Receipts	\$ -	\$ -						
	Just the Beginning Fellowships (4@\$2,500)	10,000	-	10,000	n/a	10,000	n/a	-	
	Diversity Speaker for all Member Event	15,000	-	15,000	n/a	-	n/a	-	
	<b>Net Diversity Committee Costs</b>	<b>(25,000)</b>	<b>-</b>	<b>(25,000)</b>	<b>n/a</b>	<b>(10,000)</b>	<b>0%</b>	<b>-</b>	
<b>UNCITRAL Committee</b>									
	UNCITRAL Committee Receipts	-							
	Support for Travel to Bi-Annual Meetings	15,000	-	15,000	n/a	-	0%	-	
	<b>Total UNCITRAL Committee Expenses</b>	<b>(15,000)</b>	<b>-</b>	<b>(15,000)</b>	<b>n/a</b>	<b>-</b>	<b>0%</b>	<b>-</b>	
<b>Special Programs (other than Spring, Fall and Summit)</b>									
	Special Programs Receipts	-	-	-	n/a	-	n/a	-	
	Other Regional Events (TMA/NOW)	\$2,500		\$2,500	n/a	2,000			
	ABI Sponsorship	5,000	5,000	-	0%	5,000	100%	-	
	E-Board Travel	15,000	5,000	10,000	200%	-	0%	7,234	
	III Conference Sponsorship	2,000	2,000	-	0%	2,000	100%	-	
	NCBJ Community Outreach	1,000	-	1,000	n/a			2,000	
	AIRA Sponsorship	2,500	2,500	-	0%	2,500	100%	-	
	<b>Total Special Programs Expenses</b>	<b>28,000</b>	<b>14,500</b>	<b>13,500</b>	<b>93%</b>	<b>11,500</b>	<b>79%</b>	<b>9,234</b>	
	<b>Net Special Programs Costs</b>	<b>(28,000)</b>	<b>(14,500)</b>	<b>(13,500)</b>	<b>93%</b>	<b>(11,500)</b>	<b>79%</b>	<b>(9,234)</b>	
	Special Projects (one time projects from reserve funds)								
	Special Projects	25,000	-	\$25,000	n/a	-	n/a	-	
	<b>Total Special Projects</b>	<b>(25,000)</b>	<b>-</b>	<b>-\$25,000</b>	<b>n/a</b>				
	<b>TOTAL COMMITTEES &amp; PROJECTS</b>	<b>\$ (104,500)</b>	<b>\$ (11,000)</b>	<b>\$ (93,500)</b>	<b>850%</b>	<b>\$ (31,154)</b>	<b>283%</b>	<b>\$ (15,209)</b>	
	<b>NET SURPLUS / (DEFICIT) for budgeting</b>	<b>\$ (55,341)</b>	<b>\$ 1,678</b>	<b>\$ (57,019)</b>	<b>-3398%</b>	<b>\$ 104,578</b>	<b>6232%</b>	<b>\$ 131,933</b>	
	<b>2021 Sponsors Pledged and/or Paid in 2020</b>							<b>\$ 71,175</b>	
	<b>2020 Sponsors Paid in 2019</b>							<b>\$ (34,839)</b>	
	<b>2022 Sponsors Pledged and/or Paid in 2021</b>								
	<b>Accrual for 2020 Renewals paid in 2019</b>								
	<b>Accrual for 2020 New Members paid in 2019</b>								
	<b>NET SURPLUS / (DEFICIT) in accordance with GAAP</b>							<b>\$ 168,269</b>	
	<b>Notes</b>								





IWIRC International  
Balance Sheet  
As of August 31, 2021

	<u>Aug 31, 21</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
1050 Checking	285,923.73
1051 Morgan Stanley Accts	
Bank India New York 12/22/2021	233,000.00
Beal Bank SSB 12/29/2021 0.020%	233,000.00
Bank of China 12/29/2021 0.050%	233,000.00
Beal Bank 0.1% 9/8/21	161,000.00
1052 Liquid Asset Fund	477.48
<b>Total 1051 Morgan Stanley Accts</b>	<u>860,477.48</u>
<b>Total Checking/Savings</b>	1,146,401.21
<b>Accounts Receivable</b>	
1200 Accounts Receivable	-17,250.00
<b>Total Accounts Receivable</b>	-17,250.00
<b>Other Current Assets</b>	
Accrued Interest-Receivable	0.48
1400 Prepaid Expenses	
1401 Leadership Summit Travel	2,250.00
<b>Total 1400 Prepaid Expenses</b>	<u>2,250.00</u>
<b>6000 Undeposited Funds</b>	-250.00
<b>Total Other Current Assets</b>	<u>2,000.48</u>
<b>Total Current Assets</b>	<u>1,131,151.69</u>
<b>TOTAL ASSETS</b>	<u><u>1,131,151.69</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Other Current Liabilities</b>	
2015 Deferred Revenue	
Membership	156,939.00
2015 Deferred Revenue - Other	31,425.00
<b>Total 2015 Deferred Revenue</b>	<u>188,364.00</u>
<b>Total Other Current Liabilities</b>	<u>188,364.00</u>
<b>Total Current Liabilities</b>	<u>188,364.00</u>
<b>Total Liabilities</b>	188,364.00



09/03/21  
Accrual Basis

**IWIRC International**  
**Balance Sheet**  
As of August 31, 2021

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	<u>Aug 31, 21</u>
<b>Equity</b>	
3201 Retained Earnings Availabl	134,599.30
3200 Retained Earnings	700,000.00
Net Income	<u>108,188.39</u>
<b>Total Equity</b>	<u>942,787.69</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>1,131,151.69</u></u>

IWIRC Sponsorship Master Sheet																				
	9/30/2021										Designated Cash Paid	\$	-							
											In Kind Paid	\$	-							
	2021 Budget=\$100,000										Undesignated Cash Paid	\$	28,250							
											Grand Total Paid	\$	28,250							
											Outstanding Balances	\$	18,500							
											Total Pledged	\$	46,750							
IWIRC Member	Firm	Email Address	Firm Website	2021 Pledge Level	2022 Pledge Level	2022 Pledge Date	\$\$	Paid Date	Amt. Paid	Logo	Blurb	Website	In Kind							
Basler, Carianne	Alix Partners	cbasler@alixpartners.com	www.alixpartners.com	Titanium																
Dinnan, Samantha	GLAS Americas	samantha.dinnan@glas-agency.com	www.glas-agency.com	Titanium	Titanium	9/10/2021	\$ 7,500													
Grassgreen, Debra	Pachulski, Stang, Ziehl & Jones	dgrassgreen@pszlaw.com	https://www.pszlaw.com/	Titanium																
Ryan, Laurene	Alvarez and Marsal	lryan@alvarezandmarsal.com	www.alvarezandmarsal.com	Diamond																
DeMarb, Rebecca	Development Specialists, Inc.	rdemarb@dsiconsulting.com	www.dsiconsulting.com	Silver (DeMarb Brophy)	Diamond	8/17/2021	\$ 5,000	9/3/2021	\$ 5,000											
MacInnis, Margot	Grant Thornton (Cayman)	margot.macinnis@uk.gt.com	www.grantthornton.ky	Diamond	Diamond	9/20/2021	\$ 5,000	9/20/2021	\$ 5,000											
Feil, Tinamarie	BMC Group	tfeil@bmcgroup.com	https://www.3bmcgroup.com/	Platinum																
Ragan, Dawn	CR3 Partners	dawn.ragan@cr3partners.com	https://www.cr3partners.com/	Platinum	Platinum	8/17/2021	\$ 3,000													
Meerovich, Tanya	FTI Consulting	tanya.meerovich@fticonsulting.com	www.fticonsulting.com	Platinum																
Kaufman, Margie	Christmas Tree Shops and That!	margie.kaufman@christmastreesshops.com		Platinum																
Gordon, Francine	KCC	fgordon@kccllc.com	www.kccllc.com		Platinum	7/21/2021	\$ -	7/21/2021	\$ -				In Kind							
Kimble, Jennifer	Lowenstein Sandler LLP	jkimble@lowenstein.com	Lowenstein.com	Platinum																
Lerner, Abby	Prime Clerk	alerner@primeclerk.com		Diamond	Platinum	9/10/2021	\$ 3,000	9/13/2021	\$ 3,000											
Pickett, Michelle	PWC Canada	michelle.pickett@ca.pwc.com	https://www.pwc.com/ca/en.html	Platinum																
Mann, Ken	SC&H Capital	kmann@schgroup.com	https://www.schgroup.com/s	Platinum																
Blanco, Leyza	Sequor Law	lblanco@sequorlaw.com	Sequorlaw.com	Platinum	Platinum	7/21/2021	\$ 3,000	7/21/2021	\$ 3,000											
Eso, Michelle	Baker Hostetler	messo@bakerlaw.com	bakerlaw.com	Gold	Gold	9/20/2021	\$ 1,750	9/20/2021	\$ 1,750											
Blacker, Monica	Force 10 Partners	mblacker@force10partners.com	https://www.force10partners.com/	Gold	Gold	7/22/2021	\$ 1,750													
Johnson, Kristina	Jones Walker	kjohnson@joneswalker.com	www.joneswalker.com	Gold- 2020	Gold	9/20/2021	\$ 1,750													
Milazzo, Heather	Keen Summit	hmilazzo@keen-summit.com	https://www.keen-summit.com/	Gold																
Valentine, Nancy	Miller Canfield	valentinen@millercafield.com	www.millercafield.com	Gold																
Mitnick, Jane	SM Financial Services Corp.	jmitnick314@gmail.com	smfinancialservicescorp.com	Gold	Gold	9/20/2021	\$ 1,750	9/20/2021	\$ 1,750											
Williams, Leanne	Thornton Grout Finnigan LLP	lwilliams@tgf.ca	TGF.ca	Silver	Gold	9/29/2021	\$ 1,750	9/29/2021	\$ 1,750											
George, Shante	Baker Tilly	shante.george@bakertilly.com	bakertilly.com	Silver																
Barron, Bernadette	Barron Business Consulting	bbarron@barronbusinessconsulting.com	barronbusinessconsulting.com	Silver	Silver	9/9/2021	\$ 1,250	9/9/2021	\$ 1,250											
Christianson, Shawn	Buchalter, PC	schristianson@buchalter.com	https://www.buchalter.com/	Silver	Silver	9/14/2021	\$ 1,250	9/28/2021	\$ 1,250											
West, Erin	Godfrey & Kahn, S.C.	ewest@gklaw.com	https://www.gklaw.com/	Silver	Silver	9/21/2021	\$ 1,250													
Steel, Oonagh	Goodwin Law	osteel@goodwinlaw.com	www.goodwinlaw.com	Silver																
Kibler, Melissa	Mackinac Partners, LLC	mkibler@mackinacpartners.com	http://www.mackinacpartners.com/	Silver																
Berkoff, Leslie	Morrit Hock & Hamroff LLP	lberkoff@morritthock.com	www.morritthock.com		Silver	8/19/2021	\$ 1,250	8/19/2021	\$ 1,250											
Schellhorn, Tara	Riker Danzig Scherer Hyland & Perretti LLP	tschellhorn@riker.com	www.riker.com	Silver																
Fellowes QC, Karen	Stikeman Elliott LLP	kfellowes@stikeman.com	www.stikeman.com	Silver	Silver	8/26/2021	\$ 1,250													
Meltzer, Evelyn	Troutman Pepper	evelyn.meltzer@troutman.com	https://www.troutman.com/	Silver	Silver	9/21/2021	\$ 1,250													
Manne, Beverly	Tucker Arensberg PC	bmanne@tuckerlaw.com	tuckerlaw.com	Silver																
<b>INDIVIDUAL SPONSORSHIPS</b>																				
Blacker, Monica	BAX Advisors LLC	monica@baxadvisorsllc.com	www.baxadvisorsllc.com	Individual	Individual	7/22/2021	\$ 250	7/22/2021	\$ 250											
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Gould, Leanne	Gould Forensics	leanne@gouldforensics.com	https://www.gouldforensics.com/about-us	Individual	Individual	9/20/2021	\$ 250	9/20/2021	\$ 250											
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Kimble, Jennifer	Lowenstein Sandler	jkimble@lowenstein.com	www.lowenstein.com	Individual	Individual	7/22/2021	\$ 250													
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Pickett, Michelle	PWC Canada	michelle.pickett@pwc.com	www.pwc.com/ca	Individual	Individual	7/22/2021	\$ 250													
Sanfelippo, Christina	Cozen O'Connor	c.sanfelippo@cozen.com	www.cozen.com	Individual	Individual	7/22/2021	\$ 250	7/22/2021	\$ 250											
Stanger, Kristina	Nyemaster Good PC	kstanger@nyemaster.com	www.nyemaster.com	Individual	Individual	9/10/2021	\$ 250	9/10/2021	\$ 250											
Valentine, Nancy	Miller Canfield	valentine@millercafield.com	www.millercafield.com	Individual	Individual	7/22/2021	\$ 250	7/22/2021	\$ 250											
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## **IWIRC Membership Committee Report**

Membership covers all aspects of IWIRC involvement, from attracting new members, to engaging and retaining current members. The Membership Committee plans receptions to welcome new members, we discuss best practices, and we develop initiatives for our members.

- **Committee members:** CC Schnapp, Kerri Mumford, Alecia Compton, Stuti Jain, Beatriz Faneca, Erica Weisgerber, Felicia Tan, Leah Gistenson, Elizabeth Gordon, Radha Gordon
  
- **New Member Happy Hours**
  - Given the success of our prior happy hours, we are planning four more new member happy hours via Zoom. Given the small number of new members registered for the Fall Conference, a happy hour did not make sense but these members will be invited to join a senior IWIRC member for a coffee/drink during the conference.
  - An email went out to new members on September 23, 2021 inviting them to join:

Dear IWIRC new members,

One of IWIRC's key goals is to "Be Connected." In the coming weeks, the IWIRC Membership Committee will host four New Member Virtual Receptions. Each will last for 45 minutes and will be held via Zoom. You are invited to attend to meet fellow new members as well as members of the Executive Board and the Membership Committee. Attendees will have a chance to learn more about IWIRC and how to get involved while connecting with other professionals from around the globe. We hope you can join us for one (or more!) of these sessions. Simply register for the session(s) that works for your schedule by clicking on the links below. We look forward to connecting with you soon!

- The sessions are scheduled for the following times. If interested in joining, please let us know!
  - October 28 at 9:45-10:30 am EST (CC)
  - November 2 at 6:00-6:45 pm EST (Judge Gunn and Erica)
  - November 3 at 4:45-5:30 pm EST (Beatriz)
  - November 4 at 7 a.m. EST/noon London/7 p.m. Asia

- **Welcome Emails**

- Committee chairs now receive emails alerting us when a new member registers for IWIRC, so we are looped in about new members and have the chance to welcome them directly. Each time we receive an alert, we send out a pointed email to the new member with information to navigate IWIRC and get involved.
- CC sends the emails from the 1<sup>st</sup> to the 15<sup>th</sup> of each month, while Kerri sends the welcome notes from the 16<sup>th</sup> on.
- We are pleased to see we are continuing to attract new members. We've also received some positive responses and questions to the emails, so it appears they are helpful and/or appreciated by some.
- Here is the text of the email:

Welcome to IWIRC! I am writing as a member of the IWIRC International Membership Committee and am delighted to hear you have joined.

Each IWIRC Network includes women at various stages of experience with a diversity of practice areas and professions within insolvency and restructuring. Local networks offer programming, resources, contacts, and events to support you in your career. By joining IWIRC you gain access not only to a local “home” network but also to a large, international organization with members, networks, and events around the globe.

Here are some tips from getting the most out of your IWIRC membership:

1. **Introduce yourself** to your local network chairs, make sure you are on your local network's mailing list, and let them know if you are interested in getting more involved with your local network board.
2. **Volunteer to join an IWIRC International committee** here: <https://www.iwirc.com/membership/volunteer>.
3. **Sign up for upcoming virtual events:** <https://www.iwirc.com/events> (no need to limit your participation to local events—you are welcomed to join events offered by our 48 networks the world over).
4. **Update your member profile** to include a photo and relevant bio, and consider signing up for the speakers bureau, to allow other IWIRC members around the world to find you when they need a referral in your area.

Any questions? Please feel free to reach out to Member Services Directors, CC Schnapp, ([Alexandra Schnapp@ganb.uscourts.gov](mailto:Alexandra_Schnapp@ganb.uscourts.gov)) and Kerri Mumford ([mumford@lrclaw.com](mailto:mumford@lrclaw.com)), or IWIRC Administrative Director, Shari Bedker ([sbedker@iwirc.com](mailto:sbedker@iwirc.com)), and let us know how we can help.

We are excited to have you and look forward to connecting at a future event (virtual or otherwise!).

**Be Inspired. Be Informed. Be Connected.**

Alexandra CC Schnapp & Kerri Mumford  
IWIRC Member Services Directors

- **Membership Chair Call**

- CC and Kerri spoke on the next Network Chair meeting on June 15, 2021, about membership and how networks can participate/benefit.

- **Leadership Summit**

- Welcome to attendees:
  - We received 7 applications to attend the Leadership Summit, all of whom submitted thoughtful responses. All were invited to attend the two-day virtual summit.
  - CC sent a welcome email with an invitation to connect to all applicants who applied to attend the summit and invited all to join us on our next call.
- Membership discussion: members of the committee helped lead breakout sessions on Thursday, July 22, 2021 to discuss membership best practices, challenges, and ideas, before coming back together as a group to discuss.
  - Thanks to the following for leading the discussion/break out sessions:

<b>First name</b>	<b>Last name</b>	<b>Role</b>	<b>Network</b>
Ashley	Champion	Georgia NW	GA
Beatriz	Faneca Leite De Souza	At-Large	Brazil
Catherine	Hopkin	MD NW	MD
Stuti	Jain	Asia Reg. Vice	Singapore
Kerri	Mumford	Memb. Dir	DE
CC	Schnapp	Memb. Dir	GA
Erica	Weisgerber	Apps (Memb. Cmte)	NY
Radha	Gordon	Apps (Memb. Cmte)	GA

- During the breakout sessions, the groups discussed the following questions:
  - 1) What types of initiatives have you used to seek out new members? Have you hosted any “membership drives” or other initiatives to drive up membership?
  - 2) Are there any “welcome” events that you host regularly, or communications, or swag that you send to new members once they join?
  - 3) Are there any events/programming that you have found most likely to attract non-IWIRC members?
  - 4) How do you seek out new members?
  - 5) Do you target law students as potential new members? Are there any specific strategies you have found most helpful in outreach to law students?
  - 6) How do you get members more involved in programming, leadership, and other IWIRC initiatives? Do you send emails with

volunteer opportunities? Are there any other strategies that you have found effective?

- A summary of the answers and key takeaways is attached.

- **Student Outreach**

- A summer associate Zoom event was held on July 14 at 2 p.m. EST. We sent a communication to all attendees after the event to tout the benefits of joining and the very low cost to join as a student/new practitioner. See attached for a copy of the communication.
- We have discussed mentorship program as an important offering to hook students.

- **Mentoring**

- We have spent a lot of time discussing and framing a revamping of the Mentoring Program. We are really excited about this program! Look for more to come soon.
- We have noted that, if successful, administering a robust mentoring program may be too much for the Membership Committee to coordinate and may necessitate its own formal committee that can facilitate the program and work with Membership, Communications, Programming, etc.
- We have decided to start with a pilot program to gauge interest and determine what we would need to do to keep it an ongoing benefit to IWIRC members. The pilot program would consist of 15-20 senior members from the IWIRC Board and Network Chairs, seeking around 15-20 volunteers to mentor and the same number of new members as mentees. The Membership Committee will provide various topic guidance and schedule virtual meeting and prompts throughout the year around various topics such as:
  - Mental Health – taking vacations; coping techniques, etc.
  - Preparing for year-end reviews;
  - Making most of attending conferences and local chapter meetings; and
  - Best Practice Practices (inputting time, etc).
- Once the pilot group is selected, we will send instructions for participants so they have an idea of the parameters:
  - The program will run through the calendar year, January–December. (There is no requirement to maintain contact beyond that period, though pairs are free to do so!)
  - The mentee is expected to reach out to the mentor to set up an initial meeting.
  - Pairs should meet (virtually or in person) once a month to touch base. While there is no strict time commitment, we expect meetings will last anywhere from 30 minutes to an hour.
  - Participants will receive prompts every or every other month on a variety of topics from IWIRC that they can use as conversation starters/discussion topics.
  - As this is a pilot program, we will solicit your feedback and suggestions throughout the year—we greatly appreciate your input!
- We have discussed pairing and geography—noting that it can be helpful to have someone who has a general knowledge of your practice area and local customs but also good to have some distance to offer real advice and maintain

- confidentiality concerns. We decided we would address once we see the participants and address their personal needs.
- To roll out the Pilot Program, we would suggest sending a mini newsletter (perhaps a Spotlight on Membership) after the Fall Conference highlighting the new member happy hours (above) and the upcoming mentoring program with highlights from the mentoring survey.
    - We recently solicited input from the IWIRC Board and Network Chairs and received some fantastic responses (attached) which we will feature in a newsletter and possibly social media as we tee up the program.

**Next meeting**

Our next meeting will be on **Tuesday, October 12** at **8:30 a.m.** via Zoom.

Please contact CC Schnapp ([Alexandra Schnapp@ganb.uscourts.gov](mailto:Alexandra_Schnapp@ganb.uscourts.gov)) or Kerri Mumford ([mumford@lrclaw.com](mailto:mumford@lrclaw.com)) if interested in joining—we'd love to hear from you!



**From:** [CC Schnapp](mailto:CC Schnapp)  
**Cc:** [sbedker@iwirc.com](mailto:sbedker@iwirc.com)  
**Bcc:** [aanselmi@sequorlaw.com](mailto:aanselmi@sequorlaw.com); [blinn.c22@law.wlu.edu](mailto:blinn.c22@law.wlu.edu); [rbrandwein@goodwinlaw.com](mailto:rbrandwein@goodwinlaw.com); [ebucholtz@bakerlaw.com](mailto:ebucholtz@bakerlaw.com); [jessica.buttner@wbd-us.com](mailto:jessica.buttner@wbd-us.com); [jane.cha@troutman.com](mailto:jane.cha@troutman.com); [ldonnelly@bakerlaw.com](mailto:ldonnelly@bakerlaw.com); [sforshay@potteranderson.com](mailto:sforshay@potteranderson.com); [fkupkin@goodwinlaw.com](mailto:fkupkin@goodwinlaw.com); [jmingrino@bakerlaw.com](mailto:jmingrino@bakerlaw.com); [msierraarce@bakerlaw.com](mailto:msierraarce@bakerlaw.com); [ctrudell@tgf.ca](mailto:ctrudell@tgf.ca); [rarigho@lkshields.ie](mailto:rarigho@lkshields.ie); [bomalaski@rjf.com](mailto:bomalaski@rjf.com); [rmholz29@gmail.com](mailto:rmholz29@gmail.com); [natalie.jean@us.dlapiper.com](mailto:natalie.jean@us.dlapiper.com); [matt.kaminer@us.dlapiper.com](mailto:matt.kaminer@us.dlapiper.com); [JULIANA.LOPICCOLO@GMAIL.COM](mailto:JULIANA.LOPICCOLO@GMAIL.COM); [Emonteiro@goodwinlaw.com](mailto:Emonteiro@goodwinlaw.com); [nnourollahi@burr.com](mailto:nnourollahi@burr.com); [jrivera@ferraiuoli.com](mailto:jrivera@ferraiuoli.com); [erubino@kslaw.com](mailto:erubino@kslaw.com); [zeina.safadi@troutman.com](mailto:zeina.safadi@troutman.com); [sschlax@nyemaster.com](mailto:sschlax@nyemaster.com); [ssrikaruna@tgf.ca](mailto:ssrikaruna@tgf.ca); [muren@bakerlaw.com](mailto:muren@bakerlaw.com); [avelazquez@potteranderson.com](mailto:avelazquez@potteranderson.com); [XWANG@GOODWINLAW.COM](mailto:XWANG@GOODWINLAW.COM); [cwehrle@stites.com](mailto:cwehrle@stites.com); [hweissburg@preti.com](mailto:hweissburg@preti.com); [tyler.wilson@troutman.com](mailto:tyler.wilson@troutman.com); [lyu@alvarezandmarsal.com](mailto:lyu@alvarezandmarsal.com); [alexis.zobeideh@katten.com](mailto:alexis.zobeideh@katten.com)  
**Subject:** IWIRC Summer Associate Zoom Gathering--Follow Up and IWIRC Information  
**Date:** Friday, July 16, 2021 10:47:01 AM

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Good morning,

Thank you for registering for the IWIRC Summer Associate Zoom Gathering! I am writing as a member of the IWIRC International Membership Committee and am interested in how we can help you succeed in your academic pursuits or in beginning your career.

I joined IWIRC right out of law school, when I was new to the profession and eager to learn more. IWIRC offered an opportunity to meet women at all stages of law practice through my local network who were willing to speak candidly about their experience and gave me excellent advice that I still rely on. It also provided a chance to try my hand at leadership roles early in my career and meet fantastic friends. IWIRC's networks and offerings have only expanded since I joined, and I wanted to make you aware of what we can offer you.

Each IWIRC chapter is a network of women at various stages of experience with a diversity of practice areas and professions within insolvency and restructuring. Local networks also offer programming, resources, contacts, and events to support medium to long term planning of your career. We also offer guidance regarding fundamentals and best practices as you navigate the early stages of your career.

Through the Speakers Bureau ([link here](#)) you are able to workshop paper topics or otherwise gain or give insight into your own area of academic or professional expertise. Several noteworthy IWIRC members have been published in the American Bar Association Journal, the American Bankruptcy Institute magazine and website, and in the IWIRC newsletter, among other international publications. If you are looking to place your work in a broader publication, we would be happy to support your efforts through our membership and networks. Members have been a part of drafting the UNCITRAL Model Law and started the INSOL International Foundation Certificate with the inaugural class through IWIRC scholarship opportunities.

**As a student, [you are invited to join IWIRC for just \\$35 a year.](#) **New practitioners (<3 years of practice) can join at a discounted rate of \$125.** It is a steal, especially considering the following resources available to members:**

- (1) Access to a local network, including exclusive social, educational, and professional development programs;
- (2) Ability to create a member profile where you can highlight your interests;
- (3) Opportunity to join an International IWIRC Committee here: [www.iwirc.com/membership/volunteer](http://www.iwirc.com/membership/volunteer);
- (4) Ability to sign up upcoming virtual events around the globe: [www.iwirc.com/events](http://www.iwirc.com/events);
- (5) Read articles by our members: <https://www.iwirc.com/resources/articles>;
- (6) Ask a question of our members or find a mentor:

<https://www.iwirc.com/resources/mentoring>; and

(7) Scholarship opportunities, including generous stipends and complimentary membership for law students participating in the Just the Beginning Summer Judicial Internship Diversity Project.

You can learn more about these benefits and sign up to join at <https://www.iwirc.com/membership>.

Any questions? Please feel free to reach out to me, CC Schnapp, ([Alexandra\\_Schnapp@ganb.uscourts.gov](mailto:Alexandra_Schnapp@ganb.uscourts.gov)), or IWIRC Administrative Director, Shari Bedker ([sbedker@iwirc.com](mailto:sbedker@iwirc.com)), and let us know how we can help.

Thank you for your interest in IWIRC. We are excited to have you and look forward to connecting at a future event (virtual or otherwise!).

Alexandra CC Schnapp  
IWIRC Member Services Director  
Law Clerk to Chief Bankruptcy Judge Wendy L. Hagenau  
United States Bankruptcy Court, Northern District of Georgia  
[Alexandra\\_Schnapp@ganb.uscourts.gov](mailto:Alexandra_Schnapp@ganb.uscourts.gov)  
(404) 215-1017

### **What is the best piece of professional advice you have ever received?**

Always carry a business card.

Business development is like dating, you should try to see if you click but if not don't push it and find someone you click with.

Your best marketing tool is excelling at actual legal skills.

Be curious.

Always be helpful and humble - both go a long way in the workplace

To join IWIRC -- in all seriousness, this was the best advice because it got me involved in the bankruptcy industry at an early age. I developed lifelong friends and colleagues in the industry who have been supporters, mentors and friends for 20+ years.

Whatever you do, be the best at it

Always check (and re-check) the bankruptcy code.

Take ownership of your work.

Read as much law as you can while you're starting because you won't have as much time later.

### **What would be your advice to your younger self?**

Explore every option that interests you and ask questions.

Spend more time thinking about long term goals, including the type of lifestyle you want to live 20 years into the future.

Don't wait too long to get out of someone else's shadow at your own firm or place of employment.

Take care of yourself. This is a long life, and this profession can be difficult at times.

Worry less (a lot less)!

Join IWIRC -- best way to meet people and have immediate supporters, mentors and friends in the industry.

Be faithful to your own career, not the firm.

Learn from mistakes, but don't dwell on them.

Slow down.

### **What challenges have you faced in your career in general, and as a woman specifically?**

As a woman in restructuring there are 2 things that stand out, the old boys club and of course perception issues. Women are aggressive and bitchy or timid and unsure of themselves when men are thought to know what they are doing and get it done. Neither of these things have gone away although over time we have seen a tiny bit of improvement.

Being mistaken as being inexperienced because I am (was) young or female. Being able to successfully advocate for myself while still being viewed as a "team player".

Not being taken seriously at times, especially as a younger woman. Having someone else take credit for my work or my ideas. As a junior lawyer, having difficulties with more senior women not wanting to lay a path for those of us who are younger.

Timing of having a baby and being on maternity leave and how that might fit in with promotion prospects.

I've been laid off from two companies as a result of acquisitions. This has been tough but also enabled me to go to new places and experience new ways of doing things, new colleagues and new opportunities.

Sexism in general. Lack of opportunities and disrespect. No encouragement to develop and even sanctions for being committed to deliver perfect work.

Balancing obligations at work and home and saying no to things that I don't want to do.  
Getting credit at work for the fact that I also have a part-time job as a mother of two children under 3--getting the firm to understand that not every billable hour is created equal.  
Trying to convince men I'm as smart as they are.

**What has been your biggest career struggle and how did you overcome it?**

Anxiety. Not thinking I am good enough and holding myself back. It's a work in progress, but being part of a supportive network of people who understand has been incredibly helpful.

Still working through that now.

Finding my niche - both in terms of practice area and practice team - took time. But it was well worth it. It took a lot of work to figure out what I wanted to do and who I wanted to work with.

Confidence – still working on it.

Getting laid off after an acquisition. I reached out and used my network to help me find a job. It was humbling but also really amazing to see people step up and reach out and support you. Boss that would prevent me from developing more creative/effective solutions and creating professional relations.

First came up for partner during the Great Recession in 2008 and I did not make it ... they only made 1 partner instead of the usual 5-7. I had to keep going and not take it too personally that things were out of my control.

Creating work/life balance. I haven't.

Balancing home/office. I'm not sure I have overcome it. Do take time for yourself and don't be ashamed of it.

**What skills have been most important to you in your career, and how did you develop them?**

Networking and conversing with people I don't know. I am talkative with friends, but I had to use my stage performing skills to push me to talk to people that I don't know.

Networking. It's not as easy or fun as it looks but it is very important to keep up and be in front of people. And of course, being very good in the work that you do

Attention to detail and thinking on my feet. The only way to learn that is through experience and opportunity to handle things independently.

Attention to detail, risk assessment and responsiveness. All require a lot of time on a task and so I have possibly spent more time than needed on tasks in the past just to ensure I have bottomed out issues sufficiently

Networking - just doing it over and over again. Also, using my network to connect others and help them with business and job opportunities. Reaching out to people and helping others. Then, it comes back to you when you need it as well.

Discipline. No questions asked. Focusing in the goal, rather than complaining about the steps to achieve it.

I have always been a good writer, but a nervous speaker. I think practice and preparation helps.

Understanding what work product makes the clients / partner's life easier.

Critical thinking, issue spotting, write clearly. I learned by reading court orders and thinking about the organization of them.

### **What opportunities do you recommend younger IWIRC members try to develop their skills?**

Apply for the leadership summit. Meeting a smaller group of people who are actively engaged in the organization and doing activities together makes you feel like a significant part of the global network.

Attend events, get to know your peers, make some connections with the generations before you and those generations that will follow. You never know how you can help someone and how that favor will come back around.

Get into court early and often! Take the "loser" cases no one else wants so you can hone your skills. And try to get into court with senior attorneys to observe and see what works and what doesn't work.

IWIRC board positions offer the chance to work in a team, provide input and impact, be organized and efficient, learn to network and even help public speaking skills.

Go to conferences. Reach out to people that you know are attending and say hello and try to make a plan to meet them in person. People appreciate the reach out. Continue to introduce yourself to people you want to meet and make connections. Stay in touch with people by sending emails, articles, and letting them know you are thinking of them.

Being humble to understand that you are in formation. Learning AS MUCH AS POSSIBLE from each situation and dos/dont's from the colleagues/bosses/firms. Take advantage of what you want to replicate and defining what you don't want to do when you are the leader. Ask to handle a hearing instead of the partner. Judges really appreciate seeing young lawyers take a key role.

Say "yes" to opportunities--yes, even the nonbillable ones. Experience is collective, so start having some.

Attend seminars.

### **What tips do you have for becoming more efficient at work?**

Allocate time to your tasks. Don't check email every time you hear it ping if you are in the middle of something.

Put down the mobile as it is very distracting, mute the whats app groups as best as possible and focus on one task at a time

Notes on my phone - I always make notes at a conference of people I've met, things I need to follow up on, opportunities that I heard about, etc.

Prepare. Organize your routine/cases as much as you can. Do the work in advance. Be one step ahead

Get up early--it's the only part of the day that belongs to you.

Try to keep a schedule of what time you come and go.

### **Is this where you thought you would end up?**

I thought I would be a veterinarian.

I don't recall anyone as a child saying that they wanted to work in restructuring or even knew this type of work existed. But it has cultivated friendships both personal and work related that have been amazing

Yes.

No - not when I started practice. But I'm happier than I would have been doing what I initially thought I wanted to do - and that is a very good thing.

Yes and no! I always wanted to be a lawyer but didn't think of working abroad and in an international context.

Definitely NOT. As a bankruptcy attorney, I always thought I'd be practicing law -- not on the business side. Now that I'm on the business side, I can't imagine practicing law again.

Definitely not. I'm happy things didn't go as planned. ;)

Pretty much.

Yes.

#### **What do you wish you knew about our field before starting in it?**

The boys club and the perception of women within it. The fact that we as women discuss it so much is great, but the men really need to hear it and start to be allies.

It is male dominated. And there is a lot of after-hour networking, professional activities, etc... that are necessary to stay relevant.

How exciting and draining and all-consuming it can be. That it is feast and famine - sometimes you are so busy you can barely breathe, and other times you have little to do.

It is so demanding on one's time and very little time or opportunity to switch off.

I wish I had gotten my MBA - that skill set would have been very helpful both as a bankruptcy attorney and on the business side.

Networking is almost as important as the work itself

I wish I had better financial acumen, and that I had taken Secured Transactions in law school.

That there are A LOT of different kind of bankruptcy attorneys and practices.

#### **What are you most proud of?**

What I know that I have done to help my organizations, friends, and colleagues even if they do not know or recognize it.

This amazing community of women.

My chambers ranking at age 25 and developing my own practice to where it is today.

Being involved in cases that have been significant to the practice of insolvency law in Canada.

Managing to be a mum and work full time.

My network and my relationship with professionals in the industry. I value my reputation and appreciate that people think of me as a leader.

Helping those around me to achieve their full potential

Becoming partner while I was also struggling through a 7-year battle with infertility before finally welcoming my daughter.

My children.

Pro bono work.

#### **What is the best way to overcome a mistake?**

Facing it and fixing it.

Own up to it, and work on improving

Own it, apologize, fix it, and move on.

Be honest. Take responsibility. And see what you can do to fix it.

Acknowledge it, think how to learn from it then let it go. Don't continue to beat yourself up about it.

Admit it - learn from it - don't do it again.

Acknowledge it, evaluate its reasons, and never allow yourself to repeat them

Learn from it, but don't dwell on it.  
Own it and do everything you can to fix it.  
Own it, admit it.

### **Do you have a mentor? How have they influenced you?**

A whole host of ladies from IWIRC DC: Suzanne Kelly encouraged me to apply for leadership and get more involved; Lauren McKelvey was a sounding board as I tried to move forward with a new career path; Rosa Evergreen has supported my personal choices outside of my career.

I have had many mentors over my career. They have influenced me to have Moxie and speak up.

Yes, I have several. I observe what they do and go to them for advice. They also have sponsored me for board positions and other professional opportunities.

I did a formal mentoring program about 5 years ago but my mentor moved away so I don't really have someone to look up to and discuss my role and advancement now.

I have many mentors -- some in my younger years, some in my older years. Some I look up to and some I just appreciate their advice.

Yes. She was my boss for several years. Although she was not a typical mentor, she showed me (by her own conduct) the type of professional I wanted to become and how to.

Yes. They help me be less hard on myself.

I watched George Cauthen think outside the box.

### **What do you look for in a job applicant?**

Confidence, knowledge, ability and desire to learn

Eloquent, professional, history of interest in the field, and humble.

Clever, hard working and curious

Experience, leadership, personality, ability to work with others, creative, dedicated, self starter.

Someone who is committed and a team player

Someone who is positive and eager to learn about new things (areas of the law, client's businesses, etc.)

Someone who is genuine--in their interests, in their reasons for applying to my firm, in their presentation and self.

Someone who works hard and doesn't jump ship every year.

### **What can IWIRC members do to stay current in the field – things to read, organizations to join, people to talk to?**

Discuss your cases with others once they are done, it's hard to get good insight just from articles and panels. Casual conversations can go a long way

Volunteer for speaking opportunities; ask local bars for panel positions; go to CLE events and conferences.

Join local networks, reach out to colleagues in the industry, build a tribe and be curious about what is happening in the industry

IWIRC, TMA, ABI, AIRA are all great for specific things. I think they all have great people, great mentors, great leadership. Keep in touch with people you work with and read articles.

Reach out to folks who wrote the articles and comment and ask questions. Attend conferences and see what the hot topics are.



Insolvency conferences and related articles are always a good idea.

Attend conferences for IWIRC and other organizations and write articles or speak at conferences to become knowledgeable about key issues

Write one article a year (with someone else or by yourself); attend one conference a year; and have a mentor both inside your place of work and outside of your place of work.

**What are some of your favorite things to do/watch/read for inspiration?**

I love to sing, with my friends. I also listen to music with a solid beat and it makes me happy. Reading stories where the moral character wins is also pretty inspirational.

Any movie with a strong female lead.

TED talks, Brenne Brown, being around women in any arena that are working hard and excelling (whether at sports, work, family life, etc...).

I read to escape, so its criminal fiction and whodunnits for my down time. Podcasts are my source of inspiration.

How I Built This - Podcast - so good and so inspiring. Also, I loved Bob Iger's book (former CEO of Disney).

Yoga and meditation,

Take a run or hike outside to clear my head,

I regularly read the Atlantic and I love female novelists, Louise Erdrich, Nella Larsen, and Margaret Atwood (at the moment),

ABI email blasts,



## **IWIRC Membership Services**

At the Leadership Summit on Thursday, July 22, 2021, attendees discussed best practices for engaging and retaining members. Here are some key takeaways.

### **Finding New Members**

- Partner with other local networks – bar or industry associations – to host joint events.  
For example:
  - Happy hour with a young lawyer group.
  - Panel with local bar association to speak to a broader group of people.
  - IWIRC luncheon at ABI regional conferences.
- Encourage current members to bring new members to events.
  - Membership +1 events encourage members to bring prospective members.
  - Provide those that bring friends opportunity to enter raffle for prize as an incentive (ex. a bottle of nice wine or local restaurant gift certificate).
  - Some networks kick off the year with a membership-focused event. Others tie membership drives to the start of a new school year/start for new hires.
- Target law clerks who are generally early in their career.
  - Consider inviting them to attend events free of charge.
  - Highlight reduced rates available to judicial and government employees.
  - Law clerks often invite other law clerks to join and may even encourage judges to attend events/get involved.
  - When in private practice, former law clerks can share IWIRC and get firm buy in.
- Reach out to lapsed members with personal emails/calls/invitations.
- Create a Members & Friends list to map out various firms to target potential members.
- Promote IWIRC within firm.
- Reach out to variety of industries.
  - Think beyond attorneys and consider inviting claims agents, accounting firms, other turnaround professionals.
  - Also consider female professionals who may have more interest in female support than restructuring specifically.

### **Targeting Students**

- Approach deans and bankruptcy professors and introduce them to IWIRC.
- Professors are often the best source of student referrals.
- Consider targeting other young business professionals.
  - Consider hosting a restructuring panel of FA women at business schools.
  - Business conferences may offer avenue for promoting IWIRC.
    - For example, Wharton hosts a restructuring with a decent # of women.
- Law school events:
  - Host (free) happy hour events for students to join.
  - Volunteer at the local law school.
    - Solicit IWIRC members to help judge a local moot court competition.
  - Host event in connection with law school conference/symposium.
  - Connect students with judges, possibly at an event sponsored/hosted by IWIRC or professional development panel.
- Highlight reduced rates for students and new practitioners and scholarship opportunities.

- Remember: even if a student may not join while in school, she may keep IWIRC in mind and join later in practice.

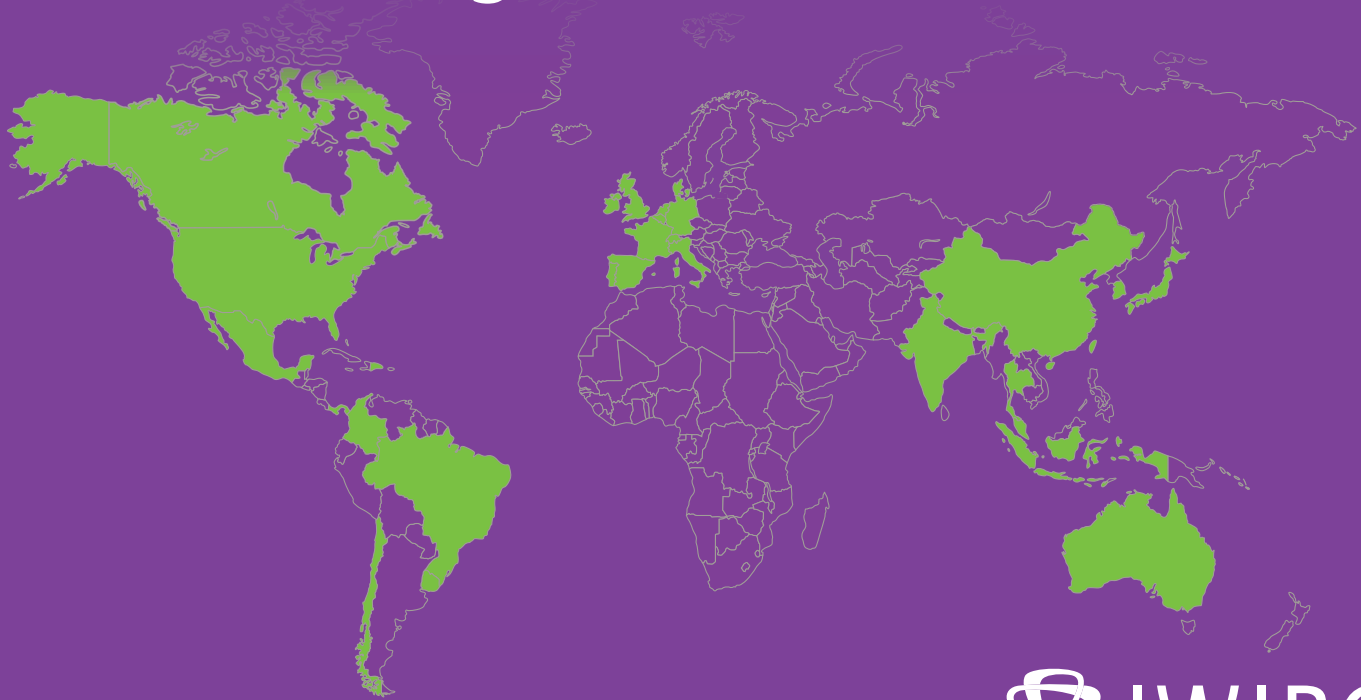
### Engaging New Members

- Send new members a personal welcome note or phone call (from chair/board).
  - Include local newsletter and information about upcoming events.
  - Can also include international newsletter and link to events page.
  - Highlight benefits of IWIRC and opportunities to get involved.
- Host a mixer for new members and the board in a smaller setting to allow introductions before larger event.
- Host a welcome event over Zoom, which is generally easy to attend and requires little commitment.
- Pair new members with existing/involved members.
- Expand local network board to include members from broader geographic and practice areas to increase visibility/breadth.

### Events

- **Flagship events:** consider holding a regular members-only event that can draw a crowd and drive membership sign ups and renewals. Some examples:
  - “Bestest Party Ever” (changing themes with drinks and humor)
  - Cayman beach BBQ (festive and fun, outdoor event)
  - Hong Kong black tie gala (THE event of the season, sold out in < 15 minutes)
  - White elephant holiday gift exchange (hilarious and memorable)
  - Chicago holiday high tea (classy annual event that draws large crowds)
- **Judicial events**
  - Judge centered events garner a lot of interest/participation.
  - Panels are popular. Consider inviting judges from different jurisdictions and/or other courts to draw a larger pool of attendees.
  - Host a round table event to allow members access to judges in small group setting. Speed mentoring or speed networking can work well.
- **Social events**
  - Happy hour events are easy to host and have a low barrier to entry.
  - Special interest events, i.e. cultural events and small behind-the-scene museum tours, can offer members something different beyond typical happy hour.
  - Crafting and hands on events give members an opportunity to get outside of comfort zone and try hand at a new activity; usually very memorable.
    - Think mask decorating at the IWIRC Leadership Summit in NOLA.
    - Other ideas: pottery painting, glass blowing, jewelry making, candles.
- **Educational events:** may be a big draw in some areas and less in others (ex, highly sought after in China and Latin America, whereas social events more popular in HK)
  - Try to do educational focused CLEs that appeal to broadest set of people
  - Lunch and learn events over lunch hour can be easy to access and work for members eager to get home after work (ex., in Puerto Rico, women generally leave after work).
- Holiday events are often very popular and only open to members, which can be a big draw.

# International Women's Insolvency & Restructuring Confederation



*Be Inspired. Be Informed. Be Connected.*

 **IWIRC**<sup>®</sup>  
connecting women worldwide



## **Be Inspired**

IWIRC is committed to the connection, promotion and success of women in insolvency and restructuring worldwide.

For almost 30 years, IWIRC has been connecting women worldwide. Across the board room, courtroom and the continents, our diverse relationships make IWIRC the premier organization for women in the restructuring and insolvency professions.

IWIRC networks are located in Asia, Europe, North America and South America. We welcome the development of new networks in these or new regions.

***“This is a community of women that understands my life. Both my successes and my struggles. I can find a mentor and be a mentor”***

## IWIRC supports professionals at all levels and career stages, and celebrates the achievements of our members.

- ▶ Awards at both the international and local levels
  - Woman of the Year In Restructuring
  - Founders Awards
  - Rising Star Awards
  - Asia Woman of the Year
  - Various Local Network Awards
- ▶ Promotion and feature of articles published by members in e-newsletters and on social media
- ▶ Active and vibrant social media presence on LinkedIn, Facebook, Twitter, etc. helps promote members.
- ▶ Discounted rates for students and new practitioners.
- ▶ Focus on diversity, including support for pipeline program participants such as Just the Beginning.
- ▶ Leadership opportunities at the local, regional and international level.



**1993**  
IWIRC  
Founded

**1994**  
First Members  
Join

**1995**  
Central Ohio  
Western  
Pennsylvania  
Australia

**1996**  
Canada  
New England  
New York  
Michigan

**2001**  
Northeast  
Ohio

**2002**  
Delaware

**2003**  
Dallas/Fort  
Worth  
Chicago  
Connecticut  
Carolinas  
Florida  
Georgia

**2004**  
New Jersey  
Southern  
California

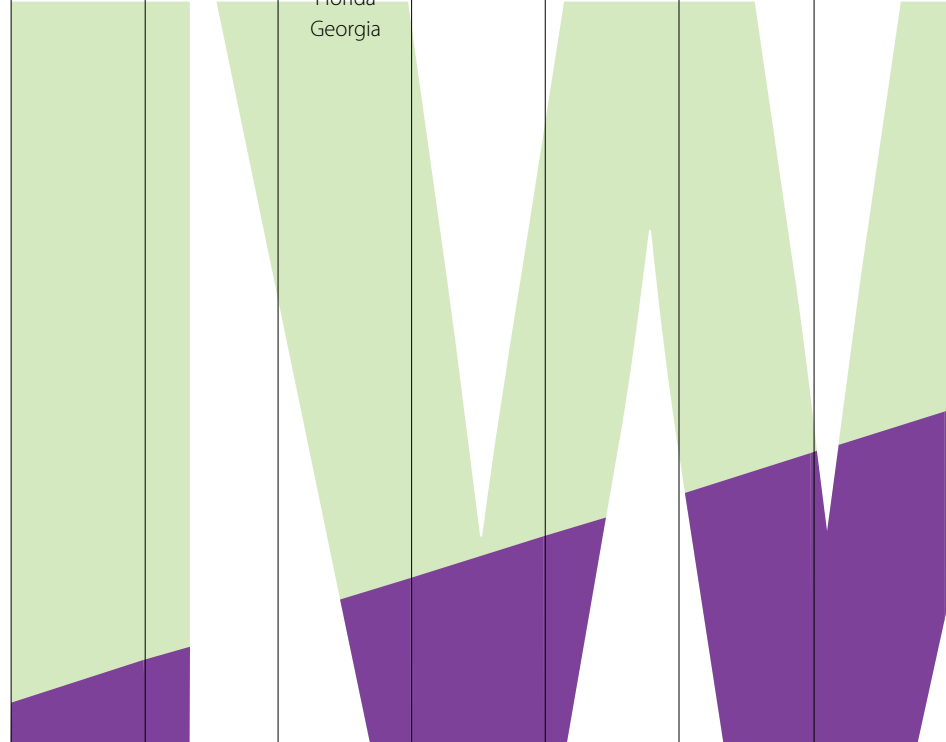
**2005**  
Hong Kong  
Houston  
Europe

**2006**  
Virginia  
Northern  
California

**2007**  
Greater  
Maryland  
Mountain/  
Desert

## International Growth for IWIRC means access to career advancement for women around the world.

IWIRC was founded in December 1993 by Selinda Melnik (an attorney), Laureen Ryan (a financial advisor) and Martha Fetner (an investment banker), to empower and encourage women in the insolvency field.



**2008**

China

**2009**

Tennessee  
Singapore

**2010**

Greater Cincinnati/  
Western Kentucky  
Alabama  
Washington,  
D.C.

**2011**

Greater Philadelphia  
Louisiana  
Cayman Islands  
Western Canada

**2012**

Japan  
Montreal

**2013**

Midwest  
Minnesota  
India  
Central Kentucky

**2015**

Puerto Rico

**2017**

Wisconsin

**2018**

London  
Brazil  
Oklahoma

**2020**

Latin America  
Korea

**2021**

Ireland  
Indonesia





## Be Informed

- ▶ IWIRC is the “go to” resource for knowledgeable, diverse experts for speaking engagements across multiple professional organizations in the field of restructuring and insolvency
- ▶ Two annual International meetings
- ▶ Six U.S. Regional Conferences and one Asia Regional Conference (and growing)
- ▶ Countless local network events where members can earn CLE/CPE credits
- ▶ IWIRC’s membership directory is a source for business referrals! Members can find another member anywhere in the world
- ▶ With the advent of virtual programming and events, IWIRC’s opportunities for speaking engagements, written scholarship and our member’s reach has increased exponentially.







## Be Connected

### **Global Organization, Regional Connections, Local Networks.**

IWIRC offers its members the opportunity for involvement at the global, regional, and local levels. The International board creates programs to foster cross border relationships and educate members. Global and regional conferences are scheduled in conjunction with other major restructuring conferences, leveraging business development opportunities and travel budgets. These conferences are ideal for meeting other professionals in a welcoming environment.

In-person and virtual events organized by local networks across the globe and time zones have expanded and grown the personal and professional networks of all members. Professional, educational and social activities within their communities and regions are structured to meet the specific needs and interests of network members.





## IWIRC Drives Business

IWIRC has become the “go to” resource for major organizations in the industry looking for women who are experts in their field.

When asked for referrals and suggestions for panels, IWIRC members go to the IWIRC directory first.

IWIRC provides an opportunity for self-promotion and a way to increase presence in the industry.

**#IWIRCFIRST**

### IWIRC Referral Survey Results

Have you had business referred to you **from** an IWIRC member?

**73%**  
**Yes!**

Have you referred business **to** an IWIRC member?

**84%**  
**Yes!**

Have you received any other business opportunities from **being** an IWIRC member?

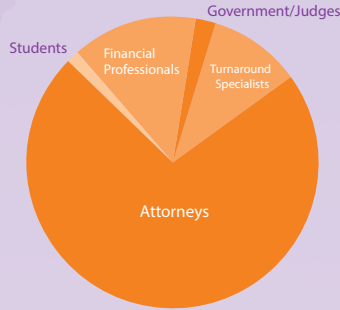
**68%**  
**Yes!**

## Opportunities

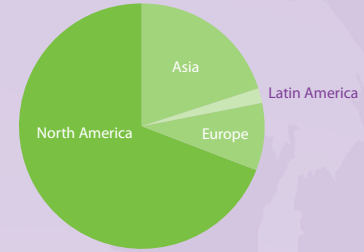
- ▶ Both local networks and the international organization offer leadership opportunities for those seeking to take their careers to the next level. Board and committee positions are available to all who are actively involved at the international, regional and local levels
- ▶ IWIRC's Speakers Bureau database (accessed through the website) provides a list of IWIRC experts available for various speaking engagements to outside organizations
- ▶ Speaking opportunities at IWIRC conferences/events as well as on IWIRC panels held in conjunction with other conferences throughout the world
- ▶ Members can be a part of the IWIRC UNCITRAL delegation that formulates international insolvency law at the United Nations.

Strength  
Over **1,700**  
Members  
Worldwide

## Professions



## Worldwide Presence



Networking  
Almost **50**  
Networks  
Worldwide

Providing a robust network of contacts, an excellent resource for referrals, career guidance, practice expertise and camaraderie.

## Events



**100s**  
of Educational and  
Networking events  
worldwide.

## Leadership



Leadership roles at the Network and the International Board level are available to all who are actively involved.

Visit [www.IWIRC.com](http://www.IWIRC.com) to join, get involved and as your go to source for referrals

Contact Shari Bedker, Administrative Director with any questions at [sbedker@iwirc.com](mailto:sbedker@iwirc.com), +1-434-939-6002.



 [facebook.com/IWIRCIntl](https://facebook.com/IWIRCIntl)

 [twitter.com/iwirc](https://twitter.com/iwirc)

 [linkedin.com/company/iwirc](https://linkedin.com/company/iwirc)

 [youtube.com/user/IWIRC](https://youtube.com/user/IWIRC)

## Program Committee Report, October 2021

The Program Committee is excited to have planned an in-person conference starting, now! Tonight, we will host our traditional cocktail reception to open NCBJ, followed by a buffet dinner, cocktail party style, at the Eitlejorg Museum. The Museum, a Native American art museum, will host us in both indoor and outdoor spaces to make us as comfortable as possible.

Tomorrow morning, we have our traditional educational panels, first on the Supply Chain, a very hot topic right now, and then on Commercial Real Estate. Our lunch will be as familiar as possible, but without the Rising Star Awards, which will be awarded at a later date during a virtual event. The Rising Star Awards were moved to a virtual event because of continuing travel restrictions. In place of our typical intermezzos, we are trying something different with stage of careers afternoon teas, so to speak, held at three different locations off site.

Soon, we will turn to planning our spring conference,

The registration numbers as of September 30 are:

90 in-person

20 virtual

160 judges and guests plus 90 IWIRC members at reception-250

68 at dinner

5 for 0-10 experience intermezzo

21 10-20 experience intermezzo

25 over 20 experience intermezzo



## Communications

### September 2021 Update

It is hard to believe that 2021 is almost over! The Communications team stayed busy creating and sharing content in the first half of the year.

We have continued to brainstorm ideas for mini newsletters and other communications. Some of the things we have been working on in 2021:

- **Celebrating New Female Bankruptcy Judges:** A number of the most recent new bankruptcy judges are also IWIRC members. We profiled many of the new judges to celebrate their accomplishment!
- **Members in the news:** – We submitted quarterly member news but we need you to send us your news for the next one!! Please send any news to [news@iwirc.com](mailto:news@iwirc.com). We always get great feedback on this publication and we want to showcase each of you. New promotion? New company? Family/personal news? Share it all!
- **Highlighting some of the networks/ regional events:** Highlighting more of what networks/ regions are doing! We submitted a network newsletter but would love to do more of that. Please share your news. We can all learn from each other; if your network had a good program - share it.
- **Bankruptcy statistics:** Beatriz Faneca spearheaded an effort to gather some interesting statistics regarding the impact of the COVID pandemic on the volume insolvency proceedings filed around the world. We published a mini-newsletter summarizing these findings.

Things in the works:

- **Collaborating with the DEI Committee:** We are working with the DEI Committee on ideas for collaboration, including profiles of their Just the Beginning Foundation scholars as they launch that program.
- **Collaborating with the Membership Committee on New Mentorship Initiative:** The Membership Committee is rolling out a new mentorship initiative. We brainstormed ways to help them publicize the initiative, including a potential launch in January (National Mentoring Month).
- **Global Holidays and Observances:** We have worked with both the Diversity Committee and leaders from a number of international networks to develop a list of U.S. and international holidays celebrating women and diversity (e.g., women's history month, lunar new year, pride, Juneteenth) that we will observe through social media posts.
- **Growing our social media presence:** – Recent stats suggest an increase in social media use, particularly on Instagram and LinkedIn. We will continue to work on ideas to develop our social media presence with this in mind.



- **Resumption of in-person events:** Has your network begun to resume in-person events? We would love to highlight your happy reunions on in our network newsletter or on social media!

We welcome ideas for new communications initiatives, so please share ideas!

As a final note, **please continue to send us your news and ideas at [news@iwirc.com](mailto:news@iwirc.com)**. We look forward to hearing from you!

# Diversity Committee

- Committee Calls
- Juneteenth Social Media Post
- Pride Month Social Media Post
- National Disability Independence Day Social Media Post
- Assist with Leadership Summit Diversity Presentation & Led Breakout Discussion Groups

Melissa Hager & Demetra Liggins

## UNCITRAL Committee Report, October 2021

This summer Working Group V completed its work on SME (essentially small bankruptcies, where there are few or no assets) and submitted the SME Model Law for approval to the UN Commission on International Trade Law. It should be deemed final. Also this summer UNCITRAL approved work on two topics submitted a few years ago on Choice of Law and Enforcement of Bankruptcy Judgments. It's likely these two topics will be inserts to the existing Model Law on Insolvency and the Model Law on Enterprise Group bankruptcies rather than stand alone proposals, which the SME Model Law was, since they overlap with the work that had been completed before 2018. The next session is scheduled for Dec 13-17 and is currently slated to be in person in Vienna, though presumably that could change based on travel restrictions currently in place in the EU.

Our IWIRC-UNCITRAL group held 2 Zoom meetings since our last report attended by Tinamarie and Carren, Barbara Rumora-Scheltema, Debra Grassgreen, Judy Elkin, Karen Fellowes, Kat Crinson, Kat Burke, Sonya Van de Graaff, Pooja Sinha, Zulima Gonzalez and Hon. Lisa Beckerman to discuss ideas for the group (out of which our recent request for funding arose), proposed work, and participation at meetings and related events, among other things.

Also this summer the UN Secretariat sent out an email to so called "experts" in insolvency, ie certain past NGO attendees, requesting help in preparing drafts for the upcoming December meeting. The Secretariat usually sends out these requests before substantial drafting begins but in the past these have been in person meetings over several days. Here the Secretariat wanted 2 2-hour sessions on Sept 15 and 16 to grasp some of the issues before beginning to draft. She will likely schedule another before the December meeting. Carren attended on September 15 and Kat Crinson and Debra Grassgreen on September 16. There were a total of 10 attendees each day and everyone participated in the informal video conference setting.

As always, happy to answer any follow up questions,

Tinamarie and Carren

## IWIRC Asia: Report of the Asia Team

September 2021

### Asia Leadership team - current members:

1. Pooja Sinha, Asia Networks Director ("PS") (Singapore)
2. Aisling Dwyer, Asia Regional Director ("AD") (Hong Kong)
3. Mei Yen Tan, Asia Regional Vice Director – Programming ("MYT") (Singapore)
4. Stuti Jain, Asia Regional Vice Director – Membership ("SJ") (Singapore)
5. Pooja Mahajan, Director-At-Large ("PM") (India)
6. Upasana Rao, Director-At-Large ("UR") (India)
7. Aruni Weerasekera: Member, Advisory Council ("AW")

### 1. Woman of the Year in Restructuring (WOYR) (Asia) Award

- The winner, Mamta Binani, was announced at the IWIRC Asia Conference on 15 September 2021.
- The 2 other finalists were also announced at the conference: Viola Jing of Allen & Overy in Hong Kong and Maneesha Dhir of Dhir & Dhir Associates in India.
- WOYR winner has received great coverage in Indian media.

### 2. Asia regional events since last Board Report

#### • IWIRC Asia Conference on 15 Sept 2021

◆ **Attendees:** 101

◆ **Sponsors:** Carey Olson, Mishcon De Reya, Kroll, Connie Lau from Perun Consultants and Mamta Binani

◆ **Organizing Committee:** Veronica Chan, AD, PS, MYT, Sheila Ng, Debby Lim, Ellyn Tan, Lauren Tang, Jungeun Ko, Jiwon Nam, Anoopal Kaur, Dong Ming, Mamta Binani, Yuri Sugano

◆ **Session content:** Technical seminar – Decision Making in a Restructuring: The panellists were Mamta Binani, Rose Kehoe from Kroll, Tahirah Ara from Mishcon de Reya, Amelia Tan from Cary Olson and Connie Lau from Perun Consultants. Panel was moderated by MYT. Smooth technically and good content, hard to link India to other jurisdictions but not easy to involve all jurisdictions. Soft skills seminar - Dare to Lead: Seminar was led by Angie Wong, Founder of Wong Global Leadership and based on the impactful work of Dr. Brené Brown and her Dare to Lead™ courage-building program. The seminar was well received.

◆ **Networking opportunities:** People were able to move around between breakout rooms, which presented a good way to network.

- **Connecting the Dots** – 2nd session in 2021 series held on 15 July 2021 on the topic of membership. The cost of membership and payment issues (as already raised to IWIRC International) and issues of growing and retaining members during the pandemic were prevalent in the discussion and several boards do not have a separate Membership Chair which might contribute to the difficulties involved in attending to membership.

### 3. Material Updates for Asian Networks

- **Hong Kong network (AD and AW)**

- ◆ The HK board is working well in the new hybrid environment with a mix of events and first in person board meeting planned for October, subject to social distancing rules in place at the relevant time.
- ◆ Membership has dropped during 2021 but AGM will be in December which may see renewals and new memberships ahead of any contested elections.

#### Past Events:

- ◆ **15<sup>th</sup> Sept:** In person drinks event after the Asia Conference- 168 signed up. First major R&I in person event in HK and very well attended. Needed to be vaccinated to attend.
- ◆ **29<sup>th</sup> July:** Lunch bites / coaching webinar with Nikki Hobin, Founder and CEO of Flourish Consultancy, for which over 80 members and friends registered, and more than 50 members attended the event, with 13 of them joining from the other Asian networks. The general feedback from the attendees was very positive. The attendees found the content useful, the topic excellent and Nikki a very good speaker. Special mention for the practical aspects of the webinar which focused on personal development and branding rather than business development.
- ◆ **16<sup>th</sup> June and 23<sup>rd</sup> June:** Two private screenings were organised at a centrally located cinema, where numbers were restricted due to social distancing rules. The return to in person programming and 18 members and friends, and 4 representatives from BRG joined each screening. It seemed members really were thrilled to return to in person networking and expressed hope for further in person events.

#### Upcoming events:

- ◆ Charity event with Feeding HK, Boxing Class with Lights Out HK, Speed Networking event and a Virtual Art Tour with IWIRC Korea are all in the planning for the final quarter of the year.
- **Singapore (PS and MYT)**
    - ◆ **30<sup>th</sup> July Virtual event:** Masterclass: Corporate Transactions and the IRDA. Had an extremely good pan-industry attendance reflecting the “market” for events focused on the cross-over of litigation and transaction. The event looked at how the new Singapore law (IRDA) affected drafting of transactional documents with the IRDA provisions in mind.
    - ◆ **27<sup>th</sup> August Virtual Event:** Mindfulness held with Erin Lee. First of its kind event for Singapore, attendance numbers on the lower side as a fair bit of Zoom fatigue in Singapore.
    - ◆ **13<sup>th</sup> August Virtual Event:** The boards of IWIRC Singapore and IWIRC India co-hosted a virtual meet-and-greet conceptualised as the first of a series of "IWIRC Huddles" - virtual meets in small groups with IWIRC Boards/members from around the world. The event was spearheaded by Smitha Menon from IWIRC Singapore and Upasana Rao from IWIRC India with support from Singapore Board Member Pooja Sinha and India Co-Chair Maneesha Dhir. The event was centred around a discussion on the “Tightrope Bias” for women- To further enhance participation, there was flex for a limited number of external invitees to participate as well. The participants almost overwhelmingly agreed that the bias does exist and shared examples from their own professional lives. There was also a lively exchange of perspectives around what individuals and organisations could do to overcome this bias- from “calling it out”, “ignoring it and soldiering on”, being generally more conscious of our own implicit biases (be

it towards men or women) to having more gender-neutral feedback and appraisal mechanisms in place within organisations. This was a particularly topical discussion for the Singapore-based participants as 2021 has been designated as the Year of Celebrating SG Women.

#### Upcoming events

- ◆ IWIRC shall be a Supporting Partner for the annual Singapore Insolvency Conference to be held on 13/14 October and which is expected to follow a hybrid format.
- ◆ Virtual “Meet and Greet” with the North California network on 21st October-Possibly centred around a discussion on “Cryptocurrency: A Sham or a New Frontier?”
- **Malaysia (PS and MYT)**
  - ◆ Given the significant rise in Covid-19 cases, most offices are still closed, and employees continue to work from home. Therefore, it has been a little difficult to plan & host events currently.
- **India (PM, UR, PS and SJ)**
  - ◆ **30<sup>th</sup> July Virtual event:** IWIRC India organized a Tea-time event with IWIRC India members on the one-hour meet and greet session was organized to introduce the Board to the members and the members to each other and the Board. This is the first time IWIRC India had organised a members’ meet and greet. The event was well received. The Board discussed the benefit of membership with the members and heard the members on their expectations from IWIRC.
  - ◆ **13<sup>th</sup> August:** The boards of IWIRC Singapore and IWIRC India co-hosted a virtual meet-and-greet conceptualised as the first of a series of “IWIRC Huddles”. The details are covered in the Singapore section.

#### Upcoming events

- ◆ IWIRC India is organizing a virtual session on “Self-Introspection & Ethics - Driving Force of the Insolvency Profession” on October 2, 2021, in association with INSOL India, The Bhubaneswar Branch of The Institute of Chartered Accountants of India, The NCLT Kolkata Bar Association and IBC Laws. The event is being spearheaded by Mamta Binani and various eminent speakers from the insolvency space in India have been invited to speak at the session.
- ◆ IWIRC India is also planning a conference in the last quarter of the calendar year where it is proposed to invite Ms. Justice Hima Kohli for the conference. Based on confirmation from her, the format and details of the event will be decided. If feasible, it is planned to have a hybrid event.
- **PRC (AD with help from Veronica Chan)**

#### Update:

- ◆ AW, AD and Veronica Chan have been conferring about further support and development needed for IWIRC China and how best to go about same. Looking into board recruitment and succession and whether other cities like Shenzhen could be involved to a greater level. Several individuals currently not part of the PRC board or membership have expressed interest in joining the 2022 board.

#### Past Events:

- ◆ **15<sup>th</sup> Sept:** In person drinks event after the Asia Conference sponsored by Harneys
- ◆ IWIRC China has also aided events run by IWIRC Singapore and IWIRC Brazil.
- **Korea (AW)**
  - ◆ The continued state of lockdown in Korea has made it extremely challenging for the new Korea board, consequently they are yet to all meet in person. The co-chairs Jungmin and Jiwon are in constant contact with the board via email to ensure engagement as best possible.

**Upcoming events**

- ◆ Virtual Art Tour event on October 27, 2021, co-hosted by the Korea network and Hong Kong networks.
- ◆ 1st Anniversary event, early December 2021, options being considered include a cocktail hour or a Korean food fiesta.

**4. New networks Update**

- We continue to have discussions to see how we can help the launch of additional IWIRC networks regionally including by assistance in terms of the setup process, recruiting of members etc.
- **Indonesia**
  - ◆ Indonesia became the 8th Asia network effective 13 September 2021
  - ◆ **Network co-chairs:** Tahirah Ara and Erline Herrmann
  - ◆ The network plans to host its inaugural board meeting in October 2021
  - ◆ Network launch was announced at the IWIRC Asia Conference. The network is preparing for their first board meeting where among other things, they will discuss plans for the launch event and adopt their network rules. PS will join the meeting as an Observer and give an overview on IWIRC International.
- **Australia:** There was some recent interest expressed by someone in Australia about an Australian network and Shari had reached out to the Asia Leadership team for any input. AW, AD and PS will discuss the viability of same, against the backdrop of a crowded market in Australia and the previous experiences with the Australian "IWIRC" network which did not want to be part of IWIRC International. Debby Lim has also expressed an interest in getting involved if needed.
- **New Zealand:** There were some discussions on considering New Zealand. PS has now followed up with International to check if any action is required on this.

**5. Other Initiatives/Updates (Ongoing and Planned)**

- **Membership Update – SJ**
  - ◆ In July 2021, the follow up call with Membership Chairs was hosted as the 2nd Connecting the Dots session to discuss if networks' intentions regarding memberships are being realised.
  - ◆ Reduced membership rates for young members, students & academics have now been approved by International and we hope that this will help us in increasing membership.

- ◆ Membership payment continues to be an issue for China which finds the payment options are difficult for their members due to firewalls and security issues. Additionally, members in India & Singapore are unable to use PayPal to make payments for renewals & new members. This is making it difficult for the Asia networks to retain & attract new members. This issue has been discussed with Shari Bedkar & Brandi who are now working with PayPal to find a solution.
- **Asia Network Chair Update Calls:** We plan to hold a call amongst the Board members of all 8 networks in November 2021 as a round-up to discuss the achievements & challenges in 2021 and focus of 2022.
- **IWIRC's Role in UNCITRAL:** PS spoke as the IWIRC Representative on the Panel on MSE Insolvencies, 2021 Incheon Law & Business Forum: "Navigating the Storm: Helping MSMEs Set Sail with Legal Harmonization" organised by the UNCITRAL Regional Centre for Asia and the Pacific
- **Strengthening relationships with other organisations**
  - **INSOL (Liaison: MYT)** – MYT and Yuri Sugano are members of the Asia Advisory Council whilst MYT also sits on the INSOL Board of Directors.



Below is my report as Canada Regional Director (October 2021)

Canada has 3 networks (Montreal, Western Canada and Ontario).

### 1. **Montreal**

Unfortunately, there have not been any positive developments in the Montreal network. It currently only has 2 members and no constituted board. I would recommend waiting until the end of the pandemic to determine if revival of the network is possible.

### 2. **Western Canada**

The Western Canada network has floundered under ineffective/absent leadership for the last couple of years. There has been a positive development as a former Chair of the Western Canada network has agreed to put her name forward to become Chair again to revitalize the network. The current Chair has advised that she will call for elections but it may be that we will need to force the issue if nothing happens.

### 3. **Ontario**

The Ontario network continues to be strong. The network hosts regular events featuring both fun events and substantive events. The Ontario network hosted its first small in person summer social event. The virtual escape room event run with the Western Pennsylvania network in June was a huge success. Ontario has an upcoming joint virtual event with the Latin America network featuring an experienced speaker who will discuss relationship building in today's environment.

Leanne



Leanne M. Williams | | [LWilliams@tgf.ca](mailto:LWilliams@tgf.ca) | Direct Line +1 416 304 0060 | Suite 3200, TD West Tower, 100 Wellington Street West, P.O. Box 329, Toronto-Dominion Centre, Toronto, Ontario M5K 1K7 | 416-304-1616 | Fax: 416-304-1313 | [www.tgf.ca](http://www.tgf.ca)

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To: IWIRC Board of Directors

From: Margot MacInnis, Caribbean Network Director

Re: Activities in Q3 for developing Caribbean networks:

Date: 28 September 2021

**New Networks:**

There are several countries in the Caribbean region with a moderate to high level of interest in becoming involved and setting up an IWIRC network including:

- Bahamas
- BVI
- Bermuda

**Progress Since last meeting**

- Continuing to attend the New Network sub committee meetings – held on 10 August and 14 September. This subcommittee has been instrumental in providing background and approach for new network start up. There is a lot of cross over in all the primary regions in terms of challenges and we have been able to leverage contacts to push ahead in new regions and countries.
- Bermuda – key contact interested in starting the network is reaching out to 10 or more contacts generated from other Caribbean based IWIRC members. Anticipate a follow up call on progress in mid October.
- BVI – there are at least 25 women across a number of firms who met for lunch on 24 September to discuss kicking off an IWIRC BVI network. They are planning an event in November to generate interest in IWIRC – to be hosted by GT, Mourant, Harneys and Kalo.

## IWIRC BOARD REPORT

SEPTEMBER 28, 2021

VALERIE BANTNER PEO, U.S. NETWORKS DIRECTOR

TARA SCHELLHORN, U.S. REGIONAL DIRECTOR

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### New/Struggling U.S. Networks:

- I. Over the past several months, we focused on identifying new and struggling networks in the U.S. We enlisted the help of two directors-at-large – Kim Brown and Jane Downey – and worked together to undertake outreach to women primarily in Indiana, Tennessee and Kentucky. As a result of a very successful luncheon hosted by Jane during the ABI Southeast conference, we have identified women in Louisville and Nashville who are interested in working on networks and taking leadership roles. We will build further on this momentum when IWIRC co-hosts a lunch during the TMA conference in Nashville in October. Jane has volunteered to attend. We are excited about the progress being made. We have also been working with Nancy Valentine on plans to revitalize the NEON Network. Nancy is working on a kick-off event for this fall.

### U.S. Network Goals:

- I. We are orienting the 2021 Network Chair meetings around three overarching network goals: (1) Membership, (2) Programming, and (3) Leadership. In our view, the three goals encompass several sub-goals, including communications, sponsorship, diversity, succession planning and governance.

### Network Chair Meetings:

- I. Update from June 15, 2021 meeting

The quarterly U.S. Networks meeting was held by zoom and was attended by 36 IWIRC Network co-chairs and other IWIRC leaders. The meeting featured a Membership Workshop.

The Workshop began with a report on International IWIRC member services from U.S. Member Service Director C.C. Schnapp and Vice Director of Member Services Kerri Mumford, a report on New Networks and Regional Development by Co-Directors of New Networks and Regional Development, Lauren McKelvey and Blanche Zelmanovich, and an update on the Diversity, Inclusion and Belonging Committee by Co-Director Melissa Hagar. We then heard from the Chairs of the Dallas/Fort Worth and Wisconsin Networks about (i) how they have been engaging current members and (ii) how they have been attracting new members during the pandemic. Finally, we broke out into smaller groups to discuss various Membership related questions. Minutes from the meeting are attached.

- II. Leadership Summit – July 22, 2021

We helped to coordinate a portion of the programming during the leadership summit where we (i) featured various networks discussions their plans going forward for in-person, virtual and/or hybrid events and (ii) coordinated break-out sessions for the network chairs.

- III. Preview of April 20, 2021 Network Chair Meeting: Programming Workshop

We will lead a workshop focused on Leadership at the next Network Chairs meeting, scheduled for October 5, 2021.

The meeting will begin with a short presentation about international leadership opportunities and a discussion by Jenn Kimble and Tara Schellhorn about best practices for governance and succession planning for networks. The meeting will then feature two network spotlights (Florida and Chicago) during which the network Co-Chairs will discuss their network's tips for governance and planning for the future. Then, we will move to break-out sections for the chairs to separately discuss, and then report back to the larger group.

We hope this discussion helps provide the network chairs focus on things like good governance and succession planning, which are critical to maintaining a strong and vibrant network.

IV. 2021 Network Chair Meeting Schedule:

1. January 26
2. April 20
3. June 15
4. July 21-23 (Leadership Summit)
5. October 5
6. November 9

**Regional Partnerships:**

- I. We are working closely with the Vice Director of Regional Programming to pair networks that share complimentary goals in order to facilitate programming and partnership throughout the year. We hope to assist Networks in continuing to focus on virtual programming and fostering relationships between members in different Networks.



## **NETWORK CHAIR MEETING**

**June 15, 2021**

**10:00 a.m.-11:00 a.m. Eastern Time**

### **MINUTES**

#### **1) Introduction**

- a. US Networks Director (Valerie Bantner Peo, Northern California Network, Buchalter)
- b. US Regional Director (Tara Schellhorn, New Jersey Network, Riker Danzig)

#### **2) Membership Workshop**

Valerie explained that the focus of these meetings revolves around three network goals: Programming, Membership and Leadership

After the January meeting she and Tara surveyed the network chairs to find out what is going on at the network level. Their survey results indicated many US Networks are concerned about MEMBERSHIP.

1. How to attract new members?
2. How to keep existing members engaged?
3. How to leverage IWIRC's global footprint?

She also reported on their discussions with other Regional Directors, discussing the various opportunities and challenges facing our respective regions, and the possibility for co-sponsoring events across regions, and supporting one another through coordinated membership outreach and information sharing.

Participating in these discussions were:

- Pooja Sinha (Asia) & Aisling Dwyer (Asia)
- Leanne Williams (Canada)
- Margot MacInnis (Caribbean)
- Rita Gismondi (Europe)
- Nyana Miller (Latin America)
- Tara Schellhorn (U.S.) & Valerie Bantner Peo (U.S.)

- b. **Member Services: CC Schapp, U.S. Member Services Director**, shared that each new IWIRC member now gets a revamped welcome letter explaining in more detail the benefits of becoming an IWIRC member. She also shared that IWIRC held four Virtual New Member Receptions during the IWIRC Annual Conference and connected with many eager new IWIRC members – over fifty – who want to become more active and even join committees.



**Kerri Mumford, Vice Director of Member Services**, described the Virtual New Member Receptions as very much “global” events, and also shared the broader wish that we make the website more usable.

c. **New Networks and Regional Development** (Lauren McKelvey and Blanche Zelmanovich, Co-Directors of New Networks and Regional Development)

Lauren gave a committee overview, explaining the primary goal is to launch new networks in new regions, such as the Middle East, Africa, and Oceania; and the secondary goal is to help re-launch networks in existing regions. Tertiary goals include the promotion of IWIRC networks new regions, such as the Ukraine, and the development of a “pitch deck” that networks can use to get people to join.

They also shared how the Network Chairs can help, which is primarily what opportunities you’ve encountered for new networks – if you’ve met people from some these “potential” regions, let them know! Second, if you hear of a conference in the Middle East, Africa, or Oceania, let them know that as well, so they can sponsor a happy hour or something that allows potential IWIRC networks to gather.

They also suggested that well-established networks reach out to plan a joint event with a new network.

d. **Update on Diversity, Inclusion & Belonging Committee** (Melissa Hager and Demetra Liggins, Co-Directors of Diversity, Inclusion & Belonging)

Melissa explained that this became a “standing committee” during this calendar year, and that bringing the goals of Diversity, Inclusion & Belonging to the network level would take more time, and that they are definitely starting with a blank slate. She shared that they would have two important posts on social media during the month of June: one for Pride month and one for Juneteenth. She also shared a recent “win” of adopting the practice of using “Closed Captioning” for IWIRC events to make accommodations for hearing -impaired participants.

Melissa extended an invitation to those who are allies to the Diversity, Inclusion & Belonging movement to join the committee, explaining that they are not just offering a “seat at the table” but the opportunity to be seen, heard, and welcomed for their diverse views.



- e. **Network Spotlights** – we invited several networks to share (i) how they are engaging their current members and (ii) how are they getting new members?

**i. Dallas/Fort Worth Network (Laura Smith and Katherine Hopkins)**

Laura and Kate shared that they are hoping to get their membership numbers back up now post-Covid. They described how they typically “book-end” their year with two annual events, one is the “Bestest Party Ever” – a food-themed event, and a “Holiday Tea.” They also shared that co-sponsoring event with TMA and involving their sitting judges has boosted event interest and attendance.

**ii. Wisconsin Network (Deanne Koll)**

Deanne explained that the Wisconsin Network is still in its infancy with 21 members. She described them as very tightknit, with very little money but a lot of spunk. She shared her view that the only way to increase the membership is to show the value of their group through their programming and networking. Some of their “wins” include their standing monthly virtual “coffee chat” – this was very casual, but well-attended. They also grew their membership by partnering with the state bar association. They were about to have their first in-person event at a resort in Wisconsin and had almost 30 registered.

- f. **Break Out Session: Tara gave instructions for the groups to discuss, and then welcomed them back and asked them to share from their groups:**

- **What are the biggest benefits of IWIRC?** Hosted by Corey Booker (Virginia)

Corey reported that they felt one of the biggest benefits is the valuable networking opportunities that IWIRC provides. Further, the genuine rapport between colleagues of different ages and stages of career and family is huge, as is having a shared mentality of helping one another rise.

- **How is your network implementing diversity, inclusion and belonging?** Hosted by Amy Vulpio (Greater Philadelphia)

This group came up with three possible steps:

- Partner with another group that is focused on DEI to host an event (e.g., we helped one of our local judges promote a diversity seminar and hosted a post-seminar happy hour last year pre-pandemic)



- Recognize male allies (some networks give a formal award) and encourage them to attend IWIRC events and to feel welcome
- Designate a Diversity officer or committee on your local network's board

- **What is the value of the global IWIRC footprint to your network?** Hosted by Monsi Morales (SoCal)

This group felt that the international draw is very important, but wondered if the U.S. networks are taking full advantage of the international potential.

- **How can we encourage members to think #iwircfirst and promote business referrals?** Hosted by Katherine Ruiz Diaz and Camille Somoza (Puerto Rico)

Katherine and Camille shared the importance of giving credit for referrals made, as well as providing a place for members to catch up and network. They also reminded the group that members can make referrals on Bankruptcy, but also on other matters as well.

- **What is your networking doing to engage existing members?** Hosted by Alexandra Garrett (Gulf Coast)

- Our networks are reenergizing and reinvigorating our memberships by beginning to host in person events. Members are Zoomed out and excited to meet in person again. Some recent in person events included a group shopping trip and sushi dinner.
- Designating city reps who are each responsible for planning at least one event per year helps networks that are geographically spread out reach more members.
- Some of our networks have recently hosted in person or Zoom CLEs, providing value to current members and attracting new ones.
- The Gulf Coast Network hosts one or two lunches with bankruptcy judges from within the network's geographical area each year. These events always fill up quickly.
- Our networks found that diversifying the timing and mode of access of events helps reach more members. By offering events in the morning, at lunchtime, and after work, some in person and some by Zoom, allows more members to find an event that fits within their schedules.
- One of our networks is reaching its members by being more relaxed. The Florida Network has planned a "Real Easy Summer," where events are casual and require no registration or commitment. They are come if you can, as you are.





- **What is your networking doing to attract new members?** Hosted by Amy Swedberg (Minnesota)
  - Challenge each member to recruit new members
  - Contact the local Bankruptcy Bar Association
  - Reach out to professors at law schools and to bankruptcy law clerks
  - Host casual events/cocktail parties (with no registration minimums, Eventbrite, etc.,) for people to connect
  
- g. Conclusion: Tara wrapped the networking part of the meeting by reminding the group that the next meeting will focus on LEADERSHIP.
  
- h. Upcoming Deadlines
  - a. 2021 Rising Star Award Nominations—**August 15, 2021**
  - b. 2022 Board Nominations—**September 15, 2021**
  - c. 2022 WOYR Award Nominations – **February 15, 2022**
  
- i. Upcoming IWIRC Programming and Conferences –
  - a. IWIRC Summer Associate Networking – **July 14, 2021** – invite your summers (women & men!)
  - b. IWIRC Virtual Leadership Summit—**July 21-22, 2021**
  - c. 2021 Fall Conference – **October 5-6, 2021, Indianapolis, IN**
  
- j. 2021 Network Chair Upcoming Meeting Schedule:
  - a. July 21-22 (Virtual Leadership Summit)
  - b. September 21
  - c. October 5

**Attendees:**

Valerie Bantner-Peol

Shari Bedker

Corey Booker



Brianne Boyle  
Ashley Champion  
Jenny Cudahy  
Rebecca DeMarb  
Maneesha Dhir  
Shari Dwoskin  
Rita Gismondi  
Allsandra Glorioso  
Rasneek Gujral  
Cate Hopkins  
Deborah Hornbostel  
Sabina Jacobs-Margot  
Deanne Koll  
Liz Machado  
Kate Magee  
Jen McConnell  
Lauren McKelvey  
Kerri Mumford  
Kelly Neal  
Gabrielle Palmer  
LeannePrendergast  
Aimee Prieto  
Ginny Robbins  
Katherine Ruiz-Diaz  
Tara Schellhorn  
CC Schnapp  
Laura Smith  
Camille Somoza  
Kristina Stanger  
Jennifer Taylor  
Patty Tomasco  
Anne Vanderkamp  
Amy Vulpio  
Cheryle Wesler  
Blanche Zelmanovich

**Apologies:**

Michaela Lam

**To:** IWIRC Board of Directors

**From:** Lauren Friend McKelvey, Co-Director of New Network and Regional Development  
Blanche Zelmanovich, Co-Director of New Network and Regional Development

**Board Meeting Date:** October 5, 2021

**Re: New Networks and Regional Development Committee Report**

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The Committee is focusing on the following 4 objectives this year:

**a. Potential New Networks in New Regions**

The committee is primarily responsible for launching new networks in new regions in which IWIRC does not already have a presence. We identify locations for new networks both reactively (someone reaches out to us regarding a new network) and proactively (we identify locations where we have IWIRC members or other IWIRC connections). The committee is working with connections in the following countries as potential locations for new networks:

- i. Dubai/UAE
- ii. New Zealand
- iii. Australia - IWIRC founded a network in Australia many years ago, however that network has since disbanded. In March, we received interest to restart the IWIRC Australia network.
- iv. South Africa
- v. Lebanon

**b. Potential New Networks in Existing Regions**

The committee also assists with launching new networks in regions in which IWIRC already has a presence. Each of these regions has regional/network directors who are primarily responsible for new networks in their regions, but our committee assists the regional/networks directors as needed. The committee is working with regional/network directors and/or has identified the following as potential locations for new networks:

- i. Europe
  1. Scotland
  2. Portugal
  3. Ukraine
  4. Netherlands
  5. Channel Islands
- ii. Asia
  1. Indonesia (Launched)
- iii. Caribbean
  1. We are pursuing a Caribbean Network until which time there is mass to have separate networks on each island nation. We are planning on reaching out to potential members in BVI, Bahamas, Bermuda, Turks & Caicos, and Eastern Caribbean.

- iv. Latin America
  - 1. Mexico (Paperwork Submitted)
  - 2. Argentina
- v. U.S.
  - 1. Pacific Northwest (Washington/Oregon)
  - 2. Tennessee
  - 3. Nevada

**c. IWIRC Promotion in Countries without an IWIRC Network**

The third objective of the committee to promote IWIRC in countries without an IWIRC network. We don't necessarily need to launch a new network in a new country/region, we could just start by adding new members or holding events in the new country/region until there is enough support and momentum for a new network.

- i. Consider conference participation: sponsor happy hour, panel; have IWIRC attendees serves as ambassadors. We continue to review III and INSOL schedule of conferences to identify if there are any conferences in countries without an IWIRC network that we may want to participate in.
- ii. We have recently been following up with non-IWIRC members from around the globe who attended the IWIRC Symposium in March.

**d. IWIRC New Network Resources**

The committee's fourth objective is to create and enhance the resources we provide to those involved in new network formation. We already have a new network information package that we disseminate, but we are working on additional and supplemental materials, including a new "elevator pitch" deck for potential leaders of new networks.