



**IWIRC BOARD MEETING  
APRIL 22, 2020  
VIA VIDEO CONFERENCE**

Join Zoom Meeting

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One tap mobile

+19292056099,,97578857521# US (New York)

+13126266799,,97578857521# US (Chicago)

1. Quorum?
2. Approve January 2020 Minutes/Chair's Report (M. Pickett)
3. Financial Report (M. Kaufman/K. Fellows)
4. Committee Reports (Committee reports are attached for review prior to meeting)
5. Regional Reports (Reports received are attached for review prior to meeting)
6. Regional and International events (M. Pickett, S. Bedker, Regional Directors)
  - a) Events that have been cancelled or postponed
  - b) Upcoming events
    - (1) Asia Conference tentative August 26, 2020
    - (2) IWIRC on the Vine, Santa Barbara, CA, (Date TBD)
    - (3) IWIRC Fall Conference- San Diego (October 13-14, 2020)
7. 2020 Founders Awards (M. Pickett, S. Bedker)
  - a) Nominations due May 15, 2020
8. 2020 Leadership Summit Update (L. Blanco, J. Kimble)
9. International Networks (S. Bedker, Regional Directors, L. McKelvey)
  - a) Status Update on interest in new networks - Ireland, South Africa, South Korea, South America, etc.

10. Domestic Networks (S. Bedker, K. McDonald)
  - a) Network Chair's meeting
  - b) New Networks
11. Annual Network Reports
12. Membership Policy Amendment re deferral
13. COVID – 19 (M. Pickett/Program Committee)
  - a) Virtual Programming – feedback, on wellness program, other ideas
  - b) How to support networks (General discussion)
14. E Board Retreat (M. Pickett)
15. Advisory Council (M. Pickett)
  - a) Proposed Structure and policy
  - b) Resolution re: changes to Bylaws
16. Other Business

Documents included for Board meeting

1. Minutes to January meeting
2. March 2020 financial results
3. Sponsorship update
4. Membership report
5. Proposed Advisory Council Policy and Structure
6. Proposed resolution for amendment to Bylaws
7. Deferred Membership Dues Policy



**IWIRC BOARD MEETING MINUTES  
VIA TELECONFERENCE  
JANUARY 23, 2020**

Board Members in attendance at the meeting are identified on Exhibit A hereto.

**Approve Minutes/Chair's Report** (M. Pickett): M. Pickett welcomed the Board to its first board meeting of 2020 and welcomed our new board members. M. Pickett reported we now have over 1600 members. L. Blanco moved to approve the October 2019 minutes. Second by M.G. Diehl. The Minutes from October 2018 Board meeting were subsequently approved.

**Financial Report** (M. Kaufman): M. Kaufman reported that we ended 2019 ahead of budget and with a surplus of funds because of higher membership numbers and a higher renewal rate than budgeted. M. Kaufman encouraged the Board to apply for grant funds, as needed. The 2020 sponsorship drive is ongoing. As of last week, sponsorship commitments were approximately \$30k under budget but the sponsorship committee is working to sign up additional sponsors for 2020. M. Kaufman encouraged anyone to reach out with potential sponsors/ sponsorship targets. M. Pickett reminded the Board of the guidelines on the use of grant funds (network/ individuals).

**Committee Reports** (Committee Reports were circulated with the call agenda). M. Pickett explained the guidelines for board reports for new Committee directors and how the reports are reviewed by the Executive Board and are used to drive the agenda for board calls and to address any issues that may arise. From a transition standpoint, certain of the reports covered the last quarter of 2019.

M. Pickett called for questions related to the Committee Reports.

**Regional Reports** (Reports were circulated with the call agenda); M Pickett discussed the need for board reports to be submitted at least 7 days prior to the board meeting and thanked everyone that provided reports on time. There were no questions flowing from the Reports.

**Regional and International events** (M. Pickett, S. Bedker, Regional Directors) regional directors submitted reports for the board meeting; lots of activities scheduled, especially in Europe and Asia; J. Collett from Hong Kong said her report will be updated after a board call later this week; C Shulman indicated is a group of Korean women in IWIRC; J. Collett reported that Korea and Indonesia are both possible networks;

a) Upcoming IWIRC regional conferences M Pickett mentioned all the following regional conferences:

(1) IWIRC at the Shore, March 5-6, 2020 at new location, Hard Rock Hotel & Casino, Atlantic City;

(2) IWIRC at the Lakes, January 30, 2020, Sundara Inn & Spa, Wisconsin Dells, WI;

(3) IWIRC at Blueridge Mountains, March 19, 2020, Renaissance Asheville Hotel;

(4) IWIRC on the Vine, Santa Barbara, CA, September 11-13, 2020;

b) INSOL Capetown, South Africa March 15-17, 2020 – IWIRC Panel/Reception M. Drennan and P. Sinha are putting together a panel on different negotiation styles from around the world

c) Asia Conference Fall 2020 July or August; waiting for Singapore insolvency conference date to be announced so that this conference can piggyback on it;

d) IWIRC/GRR London is planning a repeat of last year's event; date will be provided when it becomes available (probably early Nov); IWIRC/GRR will also host a separate conference in Hong Kong (Asia) around INSOL conference

**2020 Leadership Retreat Update** (L. Blanco, J. Kimble): L. Blanco provided an update on the status of planning the Leadership Summit in Minneapolis in July. An outline schedule and the hotel information should be distributed to Board Members next week.

**International Networks** (S. Bedker, Regional Directors) – S. Bedker reported there was interest and discussion around new networks in Ireland, South Africa, South Korea, South America. There were discussions surrounding meetings in Ireland, and in Chile for South America. T. Freedman reported she will be in Dublin in April and will reach out to M. Drennan to coordinate a meeting with women in Ireland. N. Miller reported there was a group of ladies meeting in Uruguay and that there are new members signing up in central and south America, even though there's not a network in these smaller countries.

**Domestic Networks** (S. Bedker/K. McDonald): S. Bedker reported that Western KY is trying to restart network; V. Peo indicated there is an upcoming Networks Chair Meeting and that she will have a more robust report following meeting; Networks Committee is working to set network goals for the year.

**Advisory Council:** M. Pickett provided an update on the new Advisory Counsel reporting that in 2013 IWIRC Board approved an Advisory Board, but subsequently

no board was appointed and no structure for an advisory board was put in place. The Executive Board now feels this is the time to appoint an Advisory Counsel. The E-Board will be working on governance structure and appointment of advisory counsel members and formally changing the name to the Advisory Council. E-Board will present recommendations to the full Board at the April Board Meeting for Board approval.

**Board member onboarding:** M Pickett provided an update on the board transition process stating that the goal is for smooth transition of board members and committee members and maintaining continuity in projects and goals of committees. The E-Board is brainstorming more formal processes to transition new board member into their new board roles;

a) M. Pickett asked for feedback on current process and areas where the process could be improved to ensure continuity and seamless board role transitions:

(1) M Hager reported that she felt there had been many improvements because of formal committee reports but that there is still room for improvement;

(2) At large directors were reminded that they need to find a committee to work on and need guidance to do so (T. Freedman also agreed to this);

(3) A. Bendana reported she was thinking of a project regarding mentoring and assisting younger members and will discuss with M. Pickett once formalized;

(4) C. Bent reported that she thought the process has pros and cons; there is flexibility to finding out what you want to do once on the board; boot camp and package was very helpful as a new member;

(5) Tara Schellhorn reported that she had been working with previous Program Committee members which had been very helpful to her and J. Dubose;

(6) J. Collett indicated that getting to choose what you want to work on as an at large director and having structure was helpful;

(7) E. Gunn reported that the onboarding package has been helpful;

(8) The Eboard will reach out to new at large directors to get them involved on a committee

## **Other Business**

b) A reminder was given to send email to S. Bedker to report attendance at Board call

c) R. Evergreen called for any information about members in the news for next newsletter and for other opportunities to promote members;

**Meeting Adjournment:** L. Blanco moved to adjourn the meeting. M. Hager provided a second and the call was ended.

**Exhibit A – Board Members present on January 23, 2020 Board Call:**

Karen Fellowes  
Stephanie Bramer  
Valerie Bantner-Peo  
Lauren McKelvey  
Melissa Hager  
CC Schnapp  
Sara Van Allen  
Lezya Blanco  
Joanne Collett  
Lacey Rochester  
Carren Shulman  
Terri Freedman  
Stuti Jain  
Mary Grace Diehl  
Aisling Dwyer  
Rosa Evergreen  
Jennifer Kimble  
Michelle Pickett  
Jodi DuBose  
Camille Bent  
Kristin Siracusa  
Elizabeth Gunn  
Pooha Sinha  
Margie Kaufman  
Tara Schellhorn  
Chrissy Sanfelippo  
Evelyn Meltzer  
Monica Blacker  
Amy Vulpio  
Nyana Miller  
Alicia Bendana  
Shari Bedker

**IWIRC International**  
**Balance Sheet**  
As of March 31, 2020

	Mar 31, 20
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
1050 Checking	261,569.58
1051 Morgan Stanley Accts	
Banc Cali 9/18/20 0.75%	55,000.00
Merchants 5/20/20 1.65%	145,000.00
First Rep San Fran 5/19/20 2.4%	150,000.00
Bank of China 5/28/20 2.45%	105,000.00
Midvale UT 3.05% 11/23/2020	50,000.00
Salt Lake City 10/26/20 3.0%	140,000.00
MS Privat BK 2.75% 8/17/2020	34,000.00
Ally BK Midvale 5/18/2020 2.7%	39,000.00
1052 Liquid Asset Fund	2,497.50
<b>Total 1051 Morgan Stanley Accts</b>	<b>720,497.50</b>
<b>Total Checking/Savings</b>	<b>982,067.08</b>
<b>Accounts Receivable</b>	
1200 Accounts Receivable	23,175.82
<b>Total Accounts Receivable</b>	<b>23,175.82</b>
<b>Other Current Assets</b>	
Accrued Interest-Receiveable	0.48
1400 Prepaid Expenses	
1406 Spring Luncheon	
1409 Intermezzo	1,091.50
<b>Total 1406 Spring Luncheon</b>	<b>1,091.50</b>
<b>Total 1400 Prepaid Expenses</b>	<b>1,091.50</b>
1412 Prepaid Postage	37.01
6000 Undeposited Funds	-250.00
<b>Total Other Current Assets</b>	<b>878.99</b>
<b>Total Current Assets</b>	<b>1,006,121.89</b>
<b>TOTAL ASSETS</b>	<b>1,006,121.89</b>

**IWIRC International**  
**Balance Sheet**  
As of March 31, 2020

	<b>Mar 31, 20</b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Other Current Liabilities</b>	
2015 Deferred Revenue	
2021 Individual Sponsor	250.00
2020 Leadership Summit Sponsor	23,500.00
Membership	40,553.00
2016 2018 Sponsorships	
Diamond	10,000.00
Platinum	13,000.00
Gold	12,250.00
Silver	15,000.00
Individual	4,750.00
<b>Total 2016 2018 Sponsorships</b>	<b>55,000.00</b>
2015 Deferred Revenue - Other	-117,764.00
<b>Total 2015 Deferred Revenue</b>	<b>1,539.00</b>
<b>Total Other Current Liabilities</b>	<b>1,539.00</b>
<b>Total Current Liabilities</b>	<b>1,539.00</b>
<b>Total Liabilities</b>	<b>1,539.00</b>
<b>Equity</b>	
3200 Retained Earnings	795,065.63
Net Income	209,517.26
<b>Total Equity</b>	<b>1,004,582.89</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>1,006,121.89</b>

## IWIRC 2020 Approved Budget

								NOTES	2020 Approved Budget	2020 Actuals as of 3/31/2020	2020 % of Budget	2020 Actual vs Budget - Better (Worse)	2019 Actuals as of 12/31/2019
<b>CORE RECEIPTS</b>													
Membership Renewals								A	\$248,684	\$ 69,446	27.93%	\$ (179,238)	\$ 238,752
New Memberships								B	\$30,000	\$ 21,015	70.05%	\$ (8,985)	\$ 73,157
<b>Total Membership Dues/Fees</b>									<b>\$278,684</b>	<b>\$ 90,461</b>	32.46%		<b>\$ 311,910</b>
Sponsorships (paid in 2020)									\$105,000	\$ 92,550	88.14%	\$ (12,450)	\$ 99,775
<b>Total Sponsorship</b>								C	<b>\$105,000</b>	<b>\$ 92,550</b>	88.14%		<b>\$ 99,775</b>
INSOL Membership Dues									\$1,500	\$ 1,125	75.00%	\$ (375)	\$ 1,225
Investment Income								D	\$5,000	\$ 473	9.45%	\$ (4,527)	\$ 13,371
Regional Event Income										\$ -			\$ -
Miscellaneous Income										\$ 100		\$ (100)	
<b>TOTAL "CORE RECEIPTS"</b>									<b>\$390,184</b>	<b>\$ 184,709</b>	47.34%		<b>\$ 426,280</b>
<b>Administration &amp; Professional Fees</b>													
Administrative Services								E	\$86,400	\$ 20,100	23.26%	\$ 66,300	\$ 80,400
Audit and Taxes								F	\$10,000				\$ 7,500
Accounting Services								G	\$9,600	2,400	25.00%	\$ 7,200	9,600
<b>Total Admin &amp; Prof. Fees</b>									<b>\$106,000</b>	<b>22,500</b>	21.23%		<b>97,500</b>
<b>Office Expenses</b>													
Insurance									\$6,000	\$ 2,185	36.42%	\$ 3,815	\$ 6,902
Postage & Delivery									\$4,000	\$ 1,136	28.41%	\$ 2,864	\$ 6,966
Printing									\$2,500	\$ 1,009	40.37%	\$ 1,491	\$ 3,490
Telephone (\$60/month)									\$800	\$ 374	46.76%	\$ 426	\$ 1,652
Credit Card Processing (monthly fee, processing charges)									\$12,000	\$ 3,499	29.16%	\$ 8,501	\$ 14,687
Event Registration Software & APP									\$12,500	\$ 12,262	98.10%	\$ 238	\$ 12,212
Miscellaneous (office supplies, storage, layout, database)									\$4,000	\$ 2,661	66.54%	\$ 1,339	\$ 7,471
<b>Total Office Expenses</b>								I	<b>\$41,800</b>	<b>\$ 23,128</b>	55.33%		<b>\$ 53,381</b>
<b>Operating Expenses</b>									<b>\$147,800</b>	<b>\$ 45,628</b>	30.87%		<b>\$ 150,881</b>
Op expenses as % of Revenue										25%			35%

## IWIRC 2020 Approved Budget

				NOTES	2020	2020 Actuals	2019	2019 Actual vs Budget - Better (Worse)	2019 Actuals
					Approved Budget	as of 3/31/2020	% of Budget		as of 12/31/2019
MEMBER SERVICES									
			Website Maintenance	J	\$7,500	\$ 12,362	164.82%	\$ (4,862)	\$ 11,381
			Website Upgrade		\$25,000				
			Translation for Brazil		\$0	\$ -			\$ 750
			Giveways/Board Gifts	K	\$3,000	\$ 308	10.27%	\$ 2,692	\$ 707
			Travel Stipends	L	\$28,750	\$ 250	0.87%	\$ 28,500	\$ 15,045
			New Member Receptions		\$1,000	\$ -	0.00%	\$ 1,000	\$ 1,104
			Network Annual Rebates	M	\$51,000	\$ 175	0.34%	\$ 50,825	\$ 50,475
			Network Grants	N	\$15,000	\$ 4,848	32.32%	\$ 10,152	\$ 5,941
			Newsletter	O	\$800	\$ -	0.00%	\$ 800	\$ 616
NET COST OF MEMBER SERVICES					\$132,050	\$ 17,943	13.59%		\$ 86,020
			Mbr Srvs as % of Revenue	#REF!					
TOTAL EXPENSES					\$279,850	\$ 63,571	22.72%		\$ 236,901
% expenses spent on member services					47%	28%			36%
"GROSS MARGIN"					\$110,334	\$ 121,138	109.79%		\$ 189,380
			Gross margin %		28%	66%			44%
SPRING MEETING & FOUNDERS AWARDS									
			Receipts						
			Spring Meeting Registrations	P	\$45,000	\$ -	0.00%	\$ (45,000)	\$ 55,435
			Spring Event Sponsors	Q	\$4,000	\$ -	0.00%	\$ (4,000)	\$ 2,900
			Total Receipts		\$49,000	\$ -	0.00%		\$ 58,335
			Disbursements						
			IWIRC Speakers Travel Expenses			\$ -	0.00%	\$ -	\$ -
			Luncheon	R	\$12,000	\$ -	0.00%	\$ 12,000	\$ 13,000
			Breakfast/Break	S	\$13,000	\$ -	0.00%	\$ 13,000	\$ 9,048
			Opening Reception	T	\$6,000	\$ -	0.00%	\$ 6,000	\$ 5,660
			Group Dinner	U	\$15,000	\$ -	0.00%	\$ 15,000	\$ 11,647
			Audio/Visual/Spring WiFi	V	\$4,500	\$ -	0.00%	\$ 4,500	\$ 3,590
			Other Expenses for the Spring Meeting (printing, staff, signs e	W	\$10,000	\$ 3,036	30.36%	\$ 6,964	\$ 10,335
			Total Disbursements		\$60,500	\$ 3,036	5.02%		\$ 53,279
NET COST OF SPRING MEETING					\$ (11,500)	\$ (3,036)	26.40%		\$ 5,056

## IWIRC 2020 Approved Budget

							NOTES	2020	2020 Actuals	2019	2019 Actual vs Budget - Better (Worse)	2019 Actuals
								Approved Budget	as of 3/31/2020	% of Budget		as of 12/31/2019
				FALL PROGRAM								
				Receipts								
				Opening Reception			X	\$8,000	\$ -	0.00%	\$ (8,000)	\$ 7,000
				IWIRC Dinner			Y	\$10,000	\$ -	0.00%		\$ 15,975
				Education Session			Z	\$32,500	\$ -	0.00%	\$ (32,500)	\$ 28,250
				Intermezzo Events			AA	\$6,000	\$ -	0.00%	\$ (6,000)	\$ 1,490
				Fall Event Sponsors			BB	\$3,000	\$ -	0.00%	\$ (3,000)	\$ 3,000
				Total Receipts				\$59,500	\$ -	0.00%		\$ 55,715
				Disbursements								
				Opening Reception				\$17,500	\$ -	0.00%	\$ 17,500	\$ 32,381
				Breakfast & Breaks			CC	\$13,000	\$ -	0.00%	\$ 13,000	\$ 17,333
				Speaker Fees					\$ -	0.00%	\$ -	\$ 151
				Photographer					\$ -	0.00%	\$ -	\$ 1,243
				Luncheon				\$15,000	\$ -	0.00%	\$ 15,000	\$ 15,155
				Dinner			DD	\$30,000	\$ -	0.00%	\$ 30,000	\$ 26,063
				CLE State Fees				\$1,000	\$ -	0.00%	\$ 1,000	\$ 931
				NCBJ Exhibit Booth				\$2,500	2,750	110.00%	\$ (250)	\$ 2,750
				Audio/Visual				\$5,000	\$ -	0.00%	\$ 5,000	\$ 5,284
				Printing				\$4,000	\$ 1,080	27.00%	\$ 2,920	\$ 875
				Tote Bag Giveaway			BB	\$2,500	\$ -	0.00%	\$ 2,500	\$ 8,032
				Other Expenses (staff travel, signs, delivery, etc.)			EE	\$7,500	\$ -	0.00%	\$ 7,500	\$ 5,719
				Intermezzo Events			AA	\$6,000	\$ -	0.00%	\$ 6,000	\$ 1,979
				Total Disbursements				\$104,000	\$ 3,830	3.68%		\$ 117,897
				NET COST OF FALL PROGRAM				\$ (44,500)	\$ (3,830)	8.61%		\$ (62,182)
				NET OF SPRING & FALL PROGRAMS				\$ (56,000)	\$ (6,866)	12.26%		\$ (57,127)
				SURPLUS / (DEFICIT)				\$ 54,334	\$ 114,272	210.31%		\$ 132,253
				% of Core Receipts				14%	62%			31%
							NOTES	2020	2020 Actuals	2019	2019 Actual vs Budget - Better (Worse)	2019 Actuals

## IWIRC 2020 Approved Budget

				Approved Budget	as of 3/31/2020	% of Budget		as of 12/31/2019
<b>Available for Committees, Projects</b>				<b>\$ 54,334</b>	<b>\$ 114,272</b>	210.31%		<b>\$ 132,253</b>
<b>COMMITTEE PROJECTS</b>								
<b>Leadership Summit</b>								
Admin Director Travel				\$2,000	\$ 2,584	129.22%	\$ (584)	\$ 1,577
Sponsorship					\$ (30,750)			
Contingency				<u>\$15,000</u>		<u>0.00%</u>	\$ 15,000	<u>\$ 15,000</u>
Net Cost Leadership Summit				<b>FF \$17,000</b>	<b>\$ (28,166)</b>	-165.68%		<b>\$ 16,577</b>
<b>Awards</b>								
Woman of the Year				\$3,000	\$ -	0.00%	\$ 3,000	\$ 2,940
Rising Star				\$2,500	\$ -	0.00%	\$ 2,500	\$ 1,708
Founders Awards & Recipient Travel (Crystal and Pins)				\$4,000	\$ -	0.00%	\$ 4,000	\$ 2,913
<b>Total Awards</b>				<b>GG \$9,500</b>	<b>\$ -</b>	0.00%		<b>\$ 7,561</b>
<b>Communications Committee</b>								
Trademark Legal & Processing					\$ -	#DIV/0!	\$ -	\$ -
Press Releases (using internal list in 2019)					\$ -	#DIV/0!	\$ -	\$ -
<b>Total</b>					<b>\$ -</b>	#DIV/0!		<b>\$ -</b>
<b>Program Committee (other than Spring, Fall and Summit)</b>								
ABI Sponsorship				\$5,000	\$ -	0.00%	\$ 5,000	\$ 5,000
E-Board Travel				\$15,000	\$ 5,534	36.89%	\$ 9,466	\$ 6,048
III Conference Sponsorship				\$2,000	\$ 2,000	100.00%	\$ -	\$ 2,000
NCBJ Community Outreach				\$0	\$ -			\$ 250
AIRA Sponsorship				\$2,500	\$ 2,500			\$ 2,500
Net cost for special programs				<b>\$24,500</b>	<b>\$ 10,034</b>	40.96%	\$ 14,466	<b>\$ 15,798</b>
<b>TOTAL COMMITTEES &amp; PROJECTS</b>				<b><u>\$ 51,000</u></b>	<b><u>\$ (18,132)</u></b>	-35.55%		<b><u>\$ 39,936</u></b>
<b>NET SURPLUS / (DEFICIT) for budgeting</b>				<b><u>\$ 3,334</u></b>	<b><u>\$ 132,404</u></b>	3971.32%		<b><u>\$ 92,317</u></b>
<b>2019 Sponsors Paid in 2018</b>								<b><u>\$ (54,775)</u></b>
<b>2020 Sponsors Paid in 2019</b>					<b><u>\$ (73,175)</u></b>			<b><u>\$ 73,175</u></b>

## IWIRC 2020 Approved Budget

[illegible]

**IWIRC**  
**2020 Approved Budget**[illegible]

IWIRC Sponsorship Master Sheet												
4/10/2020			\$ -				Designated Cash Paid	\$ -				
							In Kind Paid	\$ -				
2020 Budget=\$105,000							Undesignated Cash Paid	\$ 86,225				
			\$ -				Grand Total Paid	\$ 86,225				
							Outstanding Balances	\$ 6,325				
							Total Pledged	\$ 92,550				
IWIRC Member	Firm	Firm Website	2019 Pledge Level	2020 Pledge Date	2020 Pledge Level	\$\$	Paid Date	Amt. Paid	Logo	Ad	Website	
Basler, Carianne	Alix Partners	alixpartners.com	Titanium	7/26/2019	Titanium	\$ 7,500	4/9/2020	\$ 7,500				
Lerner, Abby	Prime Clerk	PrimeClerk.com	Diamond	7/26/2019	Diamond	\$ 5,000	2/26/2020	\$ 5,000				
Pullo, Christine												
Teter, Melinda	BMS now Stretto	bmsadvantage.com	Diamond									
Hinderer, Candus	Alvarez and Marsal	alvarezandmarsal.com	Diamond	1/3/2020	Diamond	\$ 5,000	2/26/2020	\$ 5,000				
Ryan, Lauren	Alvarez and Marsal	alvarezandmarsal.com	Diamond									
Michaelis, Michele	BDO USA LLP	bdo.com	Platinum	11/26/2019	Gold	\$ 1,750	1/3/2020	\$ 1,750				
Feil, Tinamarie	BMC Group	BMCGroup.com	Platinum	2/24/2020	Platinum	\$ 3,000		\$ 750				
Kaufman, Margie	Getzler Henrich Associates	getzlerhenrich.com	Platinum	7/26/2019	Platinum	\$ 3,000	12/10/2019	\$ 3,000				
Pickett, Michelle	PWC Canada	PWC.com	Platinum	7/26/2019	Platinum	\$ 3,000	12/19/2019	\$ 3,000				
Blanco, Leyza	Sequor Law	Sequorlaw.com	Platinum	7/26/2019	Platinum	\$ 3,000	12/16/2019	\$ 3,000				
Evergreen, Rosa	Arnold & Porter	arnoldporter.com	Platinum									
Meerovich, Tanya	FTI Consulting	FTIConsulting.com	Platinum	10/4/2019	Platinum	\$ 3,000	11/13/2019	\$ 3,000				
Mann, Ken	Equity Partners HG	EquityPartnershg.com	Platinum									
Vaughan, Lori	Trenam Law	Trenam.com	Platinum	7/26/2019	Platinum	\$ 3,000	8/19/2019	\$ 3,000				
Kimble, Jennifer	Lowenstein Sandler LLP	Lowenstein.com	Platinum	9/11/2019	Platinum	\$ 3,000	11/21/2019	\$ 3,000				
Gordon, Francine	KCCLLC	kccllc.com	Platinum									
Mann, Ken	SC & H Capital	www.schcapital.com		3/10/2020	Platinum	\$ 3,000	3/10/2020	\$ 3,000				
Keller, Robin	Hogan Lovells US LLP	www.hoganlovells.com	n/a	12/13/2019	Platinum	\$ 3,000	1/24/2020	\$ 3,000				
Mitnick, Jane	SM Financial Services Corp.	smfinancialservicescorp.com	Gold	10/16/2019	Gold	\$ 1,750	10/16/2019	\$ 1,750				
Valentine, Nancy	Miller Canfield	https://www.millercanfield.com/	Gold	11/1/2019	Gold	\$ 1,750	1/24/2020	\$ 1,750				
Tashiro, Annerose	Schulte - Braun	www.schulte-braun.de	Gold									
Jarvis, Annette	Young Conaway Stargatt & Taylor	youngconaway.com	Gold									
Porepa, Jodi	EY	ey.com	Gold									
Farrell, Kathy	EY	ey.com	Gold									
Esso, Michelle	Baker Hostetler	bakerlaw.com	Gold	1/21/2020	Gold	\$ 1,750	1/21/2020	\$ 1,750				
Day, Allison	Genovese Joblove & Battista	https://www.gjb-law.com/	Gold	3/10/2020	Gold	\$ 1,750	3/10/2020	\$ 1,750				
Levine, Carol	Arthur B. Levine Company	https://levinecompany.com/	Gold	11/1/2019	Gold	\$ 1,750	11/4/2019	\$ 1,750				
DiBlasi, Kelly	Weil, Gotshal & Manges LLP	weil.com	Gold									
Meyerowitz, Jennifer	Summit Investment Management, LLC	summit-investment.com	Gold	11/1/2019	Gold	\$ 1,750	1/21/2020	\$ 1,750				
Groff, Pamela	Barnes & Thornburg, LLP	btlaw.com	Gold									
Johnson, Kristina	Jones Walker	joneswalker.com	Gold	10/11/2019	Gold	\$ 1,750	2/7/2020	\$ 1,750				
Hansen, Beth	Opera Carolina	https://www.operacarolina.org/	Gold	7/26/2019	Gold				x		x	
Gould, Leanne	Gould Consulting Services	https://www.gouldforensics.com/	Gold	11/1/2019	Gold	\$ 1,750	1/10/2020	\$ 1,750				
Wertz, Jennifer	Jackson Walker	iw.com	Gold	2/11/2020	Gold	\$ 1,750	2/11/2020	\$ 1,750				
Ball, Jasmine	Debevoise & Plimpton LLP	Debevoise.com	Silver	7/26/2019	Gold	\$ 1,750	9/16/2019	\$ 1,750				
Eustis, Kristen	Miles & Stockbridge PC	MilesStockbridge.com	Platinum	7/26/2019	Gold	\$ 1,750	9/13/2019	\$ 1,750				
DeMarb, Rebecca	DeMarb Brophy LLC	demarb-brophy.com	Silver	9/26/2019	Silver	\$ 1,250	12/3/2019	\$ 1,250				
Christianson, Shawn	Buchalter, PC	Buchalter.com	Silver	2/24/2020	Silver	\$ 1,250	3/10/2020	\$ 1,250				
Elkin, Judith	Judith Elkin PLLC		Silver									
Kayserlian, Krikor	Krikor Kayserlian E. Advogados Associados	kayserlian.com.br	Silver									
Austin, Elizabeth	Pullman & Comley, LLC	Pullcom.com	Silver	8/21/2019	Silver	\$ 1,250	8/27/2019	\$ 1,250				
Fowler, Sarah	Mattingly Burke Cohen & Biederman LLP	mbcblaw.com	Silver									
Williams, Leanne	Thornton Grout Finnigan LLP	TGF.ca	Silver	7/26/2019	Silver	\$ 1,250						
Manne, Beverly	Tucker Arensberg PC	tuckerlaw.com	Silver	11/1/2019	Silver	\$ 1,250	3/10/2020	\$ 1,250				
Fitzgerald, Judith	Tucker Arensberg PC											
Calderin, Jacqueline	Agentis PLLC	tuckerlaw.com	Silver									
Voorhies, Nellwyn	Donlin Recano	donlinrecano.com	Silver	7/26/2019	Silver	\$ 1,250						
Zedd, Zachary	Baker Tilly	bakertilly.com	Silver	12/12/2019	Silver	\$ 1,250	12/27/2019	\$ 1,250				
Meltzer, Evelyn	Pepper Hamilton	PepperLaw.com	Silver	12/18/2019	Silver	\$ 1,250	12/18/2019	\$ 1,250				
McElvey, Lauren	Odin, Feldman, Pittleman PC	ofplaw	Silver									
Barron, Bernadette	Barron Business Consulting	barronbusinessconsulting.com	Silver	1/28/2020	Silver	\$ 1,250	1/28/2020	\$ 1,250				
Feeney, Hon. Joan	JAMS	www.jamsadr.com	Silver	8/21/2019	Silver	\$ 1,250	8/21/2019	\$ 1,250	X		X	
McLemore, Jennifer	Williams Mullen	williamsmullen.com	Silver	11/1/2019	Silver	\$ 1,250	12/19/2020	\$ 1,250				
West, Erin	Godfrey & Kahn, S.C.	ewest@gklaw.com	Silver	1/8/2020	Silver	\$ 1,250	3/10/2020	\$ 1,250				
Zmugg, Leslie	Gordon Brothers	lzmugg@gordonbrothers.com	Silver	1/21/2020	Silver	\$ 1,250	1/21/2020	\$ 1,250				
Schellhorn, Tara	Riker Danzig Scherer Hyland & Perretti LLP	www.riker.com		2/25/2020	Silver	\$ 1,250	2/25/2020	\$ 1,250				
Bowers, Brenda	Vorys	www.vorys.com		3/2/2020	Silver	\$ 1,250	3/2/2020	\$ 1,250				
Jones Walker					Silver	\$ 1,250	2/6/2020	\$ 1,250				
Ball, Jasmine	Debevoise & Plimpton LLP	https://www.debevoise.com/		11/1/2019	Individual							

Bent, Camille	Baker Hostetler	bakerlaw.com	Individual	1/24/2020	Individual	\$	225	1/24/2020	\$	225						
Blacker, Monica	BAX Advisors LLC	BaxAdvisorsLLC.com	Individual	7/26/2019	Individual	\$	225	7/29/2019	\$	225						
Blanco, Leyza	Sequor Law	Sequorlaw.com	Individual	7/26/2019	Individual	\$	225	7/29/2019	\$	225						
Castillo-Morales, Solymar	Goldman, Antonetti & Cordova LLC	www.gaclaw.com	Individual	7/26/2019	Individual	\$	225	7/29/2019	\$	225						
Cica, Dawn	Carlyon Cica Chtd.	<a href="https://carlyoncica.com">https://carlyoncica.com</a>	Individual	7/26/2019	Individual	\$	225	7/29/2019	\$	225						
Colwell, Bodie	Preti Flaherty LLP	Preti.com	Individual		Individual	\$	225	2/12/2020	\$	225						
Downey, Jane	Moore Taylor Firm	<a href="https://www.mooretaylorlaw.com/">https://www.mooretaylorlaw.com/</a>		10/11/2019	Individual	\$	225	10/23/2019	\$	225						
Dubose, Jodi	Stichter Ridel Blain & Postler PA	<a href="http://www.srbp.com">www.srbp.com</a>		11/1/2019	Individual	\$	225									
Dwyer, Aisling	Maples and Calder	MaplesandCalder.com	Individual	8/13/2019	Individual	\$	225	8/13/2019	\$	225						
Elkin, Judith	Judith Elkin PLLC			11/21/2019	Individual	\$	250	11/21/2019	\$	250						
Escobar, Annette				3/27/2020	Individual	\$	225	3/27/2020	\$	225						
Evergreen, Rosa	Arnold & Porter		Individual													
Fardon, Eloise Kate	Stephenson Harwood	shlegal.com	Individual	7/26/2019	Individual	\$	225	7/29/2019	\$	225						
Fitzgerald, Judith	Tucker Arensberg PC	tuckerlaw.com		11/1/2019	Individual	\$	500	11/1/2019	\$	500						
Freedman, Terri	Freedman Law, LLC		Individual													
Hager, Melissa	Kelley Drye & Warren LLP	www.kelleydrye.com	Individual	7/26/2019	Individual	\$	225									
Harper, Stephanie	Uberbase	uberbase.com	Individual													
Jacobs, Sabina				3/16/2020	Individual	\$	225	3/16/2020	\$	225						
Johnson, Ericka	Womble Bond Dickinson	www.womblebonddickinson.com/us	Individual	7/26/2019	Individual	\$	225									
Kaufman, Margie	Getzler Henrich Associates		Individual	7/26/2019	Individual	\$	225	2/7/2020	\$	225						
Kelly, Suzanne	KGSR	KGRestructuring.com	Individual													
Kimble, Jennifer	Lowenstein Sandler LLP	Lowenstein.com	Individual	7/26/2019	Individual	\$	225	7/29/2019	\$	225						
Kopacz, Marti	Brant Point Advisors			10/11/2019	Individual	\$	225									
Lau, Justine	Mourant	Mourant.com	Individual													
Lucas, Tina	Banner Bank	BannerBank.com	Individual													
Manewitz, Sharon	Manewitz Weiker Assoc LLC	manewitzweiker.com	Individual													
McDonald, Kelly	Barclays	<a href="https://home.barclays/">https://home.barclays/</a>	Individual	7/26/2019	Individual	\$	225	7/29/2019	\$	225						
McKelvey, Lauren	Odin, Feldman, Pittleman PC	SFPlaw.com	Individual	7/26/2019	Individual	\$	225									
McLemore, Jennifer	Williams Mullen	williamsmullen.com	Individual	7/26/2019	Individual	\$	225	12/19/2019	\$	225						
Meltzer, Evelyn	Pepper Hamilton	PepperLaw.com	Individual													

IWIRC Titanium Sponsorships

4/15/2020

Total Pledged \$ 7,500.00 Total Paid #####

IWIRC Member	Firm	Email	Firm Website	Marketing Contact	Marketing cont. email	2019 level	2020 Pledge Date	2020 Pledge Level	\$\$	Paid Date	Amt. Paid	Sponsor HL	Logo Ad Website
CarriAnne Basler	AliaPartners	cbasler@alixpartners.com	www.alixpartners.com	Erin Gomolinski	<a href="mailto:egomolinski@alixpartner.com">egomolinski@alixpartner.com</a>	Platinum	7/26/2019	Platinum	\$	7,500.00	4/9/2020	\$ 7,500.00	4/27/2020

Total Pledged \$ 7,500.00 Total Paid \$ 7,500.00

IWIRC Diamond Sponsorships

2/7/2020

Total Pledged \$ 10,000 Total Paid \$ 10,000

IWIRC Member	Firm	Email	Firm Website	Marketing Contact	Marketing cont. email	2019 Level	2020 Pledge Date	2020 Pledge Level	\$\$	Paid Date	Amt. Paid	Logo	Ad	Website
Pullo, Christine	Prime Clerk	cpullo@primeclerk.com	primeclerk.com			Diamond	7/29/2019	Diamond	\$ 5,000.00	2/26/2020	\$ 5,000.00			
Ryan, Laureen	Alvarez and Marsal	lryan@alvarezandmarsal.com	alvarezandmarsal.com			Diamond	1/3/2020	Diamond	\$ 5,000.00	2/26/2020	\$ 5,000.00			

Total Pledged \$ 10,000 Total Paid \$ 10,000

IWIRC Platinum Sponsorships

4/15/2020

Amount Pledged \$ 27,000 Amount Paid \$ 24,000

IWIRC Member	Firm	Email	Firm Website	Marketing Contact	Marketing cont. email	2019 Pledge Level	2019 Pledge Date	2020 Pledge Level	\$	Paid Date	Am't Paid	2020 Set	Set	Website	Notes
Lori V. Vaughan	Trenam Law	lvahgan@gmail.com	www.trenam.com	Lori Rabinowitz	lrabinowitz@trenam.com	Platinum	7/26/2019	Platinum	\$ 3,000.00	8/19/2019	\$3,000.00				
Michelle Pickett	PWC	michelle.pickett@ca.pwc.com	www.pwc.com/ca	Malika Karunaratne	malika.karunaratne@ca.pwc.com	Platinum	7/26/2019	Platinum	\$ 3,000.00	12/19/2019	\$3,000.00				
Margie Kaufman	Getzler Henrich & Associates	mkaufman@getzlerhenrich.com	<a href="https://www.getzlerhenrich.com">https://www.getzlerhenrich.com</a>	Mary Ellen Bianco	mbianca@getzlerhenrich.com	Platinum	7/26/2019	Platinum	\$ 3,000.00	12/10/2019	\$3,000.00				
Laura Blanco	Sesqui Law	blanco@sesquilaw.com	www.sesquilaw.com	Marianna Shulman	mshulman@lowenstein.com	Platinum	7/26/2019	Platinum	\$ 3,000.00	11/16/2019	\$3,000.00				
Jennifer Kimble	Lowenstein	jkimble@lowenstein.com	www.lowenstein.com	Lynday Ayzenshtat	layzenshtat@lowenstein.com	Platinum	9/11/2019	Platinum	\$ 3,000.00	11/21/2019	\$3,000.00				
Tanya Meerovich	FTI Consulting	tanya.meerovich@fticonsulting.com	<a href="https://www.fticonsulting.com/">https://www.fticonsulting.com/</a>	Sheba Bellacian-Harris	Sheba.Bellacian-Harris@FTIConsulting.com	Platinum	10/4/2019	Platinum	n/a	n/a	n/a				
Robin Keller	Hogan Lovells	robin.keller@hoganlovells.com	www.hoganlovells.co	Jess Batitzky	jess.batitzky@fticonsulting.com				\$ 3,000.00	11/13/2019	\$3,000.00				
Tinamarie Feil	BMC Group	rfeil@bmcgroup.com	<a href="https://www3.bmcgroup.com/">https://www3.bmcgroup.com/</a>	Angella Perkins	angella.perkins@fticonsulting.com		12/13/2019	Platinum	n/a	n/a	n/a				
Ken Mann	SC & H Capital	kmann@schgroup.com	www.schcapital.com	David Miller	david.miller@hoganlovells.com	Platinum	2/24/2020	Platinum	\$ 3,000.00	1/24/2020	\$3,000.00				
				Jen Presswood	jpresswood@schgroup.com		3/10/2020	Platinum	\$ 3,000.00	3/10/2020	\$3,000.00				

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Amount Pledged \$27,000.00 Amount Paid \$ 24,000

4/15/2020

Total Pledged	\$	21,000.00	Total Paid	\$	19,250.00
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IWIRC Member	Firm	Email	Firm Website	Marketing Contact	Marketing cont. email	2019 Pledge Level	2020 Pledge Date	2020 Pledge Level	\$\$	Paid Date	Amt. Paid	Logo	Ad	Website
<b>Beth Hansen</b>	<b>Opera Carolina</b>	<a href="mailto:beth@operacarolina.org">beth@operacarolina.org</a>	<a href="https://operacarolina.org/">https://operacarolina.org/</a>	<b>Megan Miller</b>	<a href="mailto:megan@operacarolina.org">megan@operacarolina.org</a>		<b>2/26/2019</b>	<b>Gold</b>						
Jasmine Ball	Debevoise & Pimpton LLP	<a href="mailto:jbali@debevoise.com">jbali@debevoise.com</a>	<a href="http://www.debevoise.com">www.debevoise.com</a>	Karen Greco	<a href="mailto:kgreco@debevoise.com">kgreco@debevoise.com</a>	Silver	7/26/2019	Gold	\$	1,750.00	9/16/2019	\$	1,750.00	
Kristen Eustis	Miles & Stockbridge PC	<a href="mailto:keustis@milestockbridge.com">keustis@milestockbridge.com</a>	<a href="http://www.milestockbridge.com">www.milestockbridge.com</a>			Platinum	7/26/2019	Gold	\$	1,750.00	9/13/2019	\$	1,750.00	
Kristina Johnson	Jones Walker LLP	<a href="mailto:kjohnson@joneswalker.com">kjohnson@joneswalker.com</a>	<a href="http://www.joneswalker.com">www.joneswalker.com</a>	Madeline Santon	<a href="mailto:msanton@joneswalker.com">msanton@joneswalker.com</a>	Gold	10/11/2019	Gold	\$	1,750.00	2/7/2020	\$	1,750.00	
<b>Jenny Minick</b>	<b>SM Financial Services Corporation</b>	<a href="mailto:jennyminick@smfc.com">jennyminick@smfc.com</a>	<a href="https://www.smfinancialservices.com">https://www.smfinancialservices.com</a>	<b>Linda McDonough</b>	<a href="mailto:lmc@smfc.com">lmc@smfc.com</a>	<b>Gold</b>	<b>10/16/2019</b>	<b>Gold</b>	<b>\$</b>	<b>1,750.00</b>				
Nancy Valentine	Miller Canfield	<a href="mailto:nvalentine@miller-canfield.com">nvalentine@miller-canfield.com</a>				Gold	11/1/2019	Gold	\$	1,750.00	1/24/2020	\$	1,750.00	
Jennifer Meyerowitz	Summit Investment	<a href="mailto:jmeyerowitz@summit-investment.com">jmeyerowitz@summit-investment.com</a>	<a href="http://summit-investment.com">summit-investment.com</a>			Gold	11/1/2019	Gold	\$	1,750.00	1/21/2020	\$	1,750.00	
Leanne Gould	Gould Consulting Services	<a href="mailto:leanne@gouldforensics.com">leanne@gouldforensics.com</a>	<a href="https://www.gouldforensics.com/">https://www.gouldforensics.com/</a>			Gold	11/1/2019	Gold	\$	1,750.00	1/10/2020	\$	1,750.00	
Levine, Carole	Arthur Levine	<a href="mailto:cleve@levinecompany.com">cleve@levinecompany.com</a>	<a href="https://levinecompany.com/">https://levinecompany.com/</a>			Gold	11/1/2019	Gold	\$	1,750.00	11/4/2019	\$	1,750.00	
Michaels, Michele	BDO, LLP	<a href="mailto:mmichaels@bdo.com">mmichaels@bdo.com</a>	<a href="http://www.bdo.com">www.bdo.com</a>	Meaghan Pear	<a href="mailto:mpear@bdo.com">mpear@bdo.com</a>	Gold	11/26/2019	Gold	\$	1,750.00	1/3/2020	\$	1,750.00	
Eso, Michelle	Baker Hostetler	<a href="mailto:messo@bakerlaw.com">messo@bakerlaw.com</a>	<a href="https://www.bakerlaw.com/">https://www.bakerlaw.com/</a>			Gold	1/21/2020	Gold	\$	1,750.00	1/21/2020	\$	1,750.00	
Wertz, Jennifer	Jackson Walker	<a href="mailto:jawertz@jw.com">jawertz@jw.com</a>	<a href="http://www.jw.com">www.jw.com</a>			Gold	2/11/2020	Gold	\$	1,750.00	2/11/2020	\$	1,750.00	
Day, Allison	Genovese Joblove & Battista	<a href="mailto:ajday@gbj-law.com">ajday@gbj-law.com</a>	<a href="https://www.gbj-law.com/">https://www.gbj-law.com/</a>			Gold	3/10/2020	Gold	\$	1,750.00	3/10/2020	\$	1,750.00	

Total Pledged	\$	21,000.00	Total Paid	\$	19,250.00
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4/15/2020

Total Pledged \$ 20,000 Total Paid \$ 17,500.00

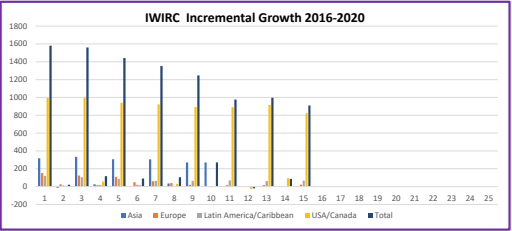
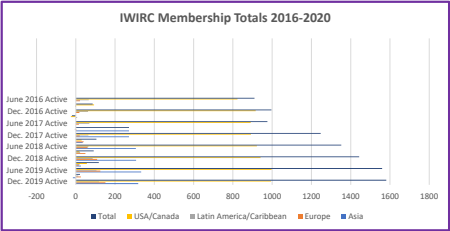
IWIRC Member	Firm	Email	Firm Website	Marketing Contact	Marketing cont. email	2019 Level	2020 Pledge Date	2020 Level	\$\$	Paid Date	Amt. Paid	Logo	Ad	Website
Leanne Williams	Thornton, Grout, Finnegan	<a href="mailto:williams@tfg.ca">williams@tfg.ca</a>	<a href="http://www.tfg.ca/">http://www.tfg.ca/</a>	Leanne Williams	<a href="mailto:williams@tfg.ca">williams@tfg.ca</a>	Silver	7/26/2019	Silver	\$ 1,250					
Nellwyn Voorhies	Donlin Recano	<a href="mailto:nvoorhies@donlinrecano.com">nvoorhies@donlinrecano.com</a>	<a href="http://www.donlinrecano.com">www.donlinrecano.com</a>			Silver	7/26/2019	Silver	\$ 1,250					
Elizabeth Austin	Pullman & Comley, LLC	<a href="mailto:eaustin@pullcom.com">eaustin@pullcom.com</a>	<a href="http://www.pullcom.com">www.pullcom.com</a>	Denise Suggs	<a href="mailto:dsuggs@pullcom.com">dsuggs@pullcom.com</a>	Silver	8/21/2019	Silver	\$ 1,250	8/27/2019	\$ 1,250.00			
Hon. Joan Feeney	JAMS	<a href="mailto:jfeeney@jamsadr.com">jfeeney@jamsadr.com</a>	<a href="http://www.jamsadr.com">www.jamsadr.com</a>	Laura Jennett	<a href="mailto:ljennett@jamsadr.com">ljennett@jamsadr.com</a>	Silver	8/21/2019	Silver	\$ 1,250	8/21/2019	\$ 1,250.00			
Rebecca DeMarb	DeMarb Brophy, LLC	<a href="mailto:rdemarb@demarb-brophy.com">rdemarb@demarb-brophy.com</a>	<a href="https://www.demarb-brophy.com/">https://www.demarb-brophy.com/</a>			Silver	9/26/2019	Silver	\$ 1,250	12/3/2019	\$ 1,250.00			
Manne, Beverly	Tucker Arensberg PC	<a href="mailto:bmanne@tuckerlaw.com">bmanne@tuckerlaw.com</a>	<a href="http://www.tuckerlaw.com">www.tuckerlaw.com</a>			Silver	11/1/2019	Silver	\$ 1,250	3/10/2020	\$ 1,250.00			
McLemore, Jennifer	Williams Mullen	<a href="mailto:jmclmore@williamsmullen.com">jmclmore@williamsmullen.com</a>	<a href="http://www.williamsmullen.com">williamsmullen.com</a>	Elizabeth Gaddy	<a href="mailto:egaddy@williamsmullen.com">egaddy@williamsmullen.com</a>	Silver	11/1/2019	Silver	\$ 1,250	12/19/19; 2/20/20	\$ 1,250.00			
Kuhn, Liz	Baker Tilly	<a href="mailto:elizabeth.kuhn@bakertilly.com">elizabeth.kuhn@bakertilly.com</a>	<a href="http://bakertilly.com">bakertilly.com</a>			Silver	12/12/2019	Silver	\$ 1,250	12/27/2019	\$ 1,250.00			
Meltzer, Evelyn	Pepper Hamilton LLP	<a href="mailto:meltzere@pepperlaw.com">meltzere@pepperlaw.com</a>	<a href="https://www.pepperlaw.com/">https://www.pepperlaw.com/</a>	Barbara Brady	<a href="mailto:bradyb@pepperlaw.com">bradyb@pepperlaw.com</a>	Silver	12/18/2019	Silver	\$ 1,250	12/18/2019	\$ 1,250.00			
West, Erin	Godfrey & Kahn, S.C.	<a href="mailto:ewest@eklaw.com">ewest@eklaw.com</a>	<a href="https://www.eklaw.com/">https://www.eklaw.com/</a>	Emily McKeown	<a href="mailto:emckeown@eklaw.com">emckeown@eklaw.com</a>	Silver	1/8/2020	Silver	\$ 1,250	3/10/2020	\$ 1,250.00			
Zmugg, Leslie	Gordon Brothers	<a href="mailto:izmugg@gordonbrothers.com">izmugg@gordonbrothers.com</a>	<a href="https://www.gordonbrothers.com/">https://www.gordonbrothers.com/</a>			Silver	1/21/2020	Silver	\$ 1,250	1/21/2020	\$ 1,250.00			
Barron, Bernadette	Barron Business Consulting	<a href="mailto:bbarron@barronbusinessconsulting.com">bbarron@barronbusinessconsulting.com</a>	<a href="http://barronbusinessconsulting.com/">http://barronbusinessconsulting.com/</a>			Silver	1/28/2020	Silver	\$ 1,250	1/28/2020	\$ 1,250.00			
Christianson, Shawn	Buchalter	<a href="mailto:schristianson@buchalter.com">schristianson@buchalter.com</a>	<a href="http://www.buchalter.com">www.buchalter.com</a>			Silver	2/24/2020	Silver	\$ 1,250	3/10/2020	\$ 1,250.00			
Schellhorn, Tara	Riker Danzig	<a href="mailto:tschellhorn@riker.com">tschellhorn@riker.com</a>	<a href="http://www.riker.com">www.riker.com</a>	R. Delavan	<a href="mailto:rdelavan@riker.com">rdelavan@riker.com</a>	Silver	2/25/2020	Silver	\$ 1,250	2/25/2020	\$ 1,250.00			
Bowers, Brenda K.	Vorjys, Seymour, and Pease LLP	<a href="mailto:bkbowers@vorjys.com">bkbowers@vorjys.com</a>	<a href="http://www.vorjys.com">www.vorjys.com</a>	Ryan R. Daniels	<a href="mailto:rrdaniels@vorjys.com">rrdaniels@vorjys.com</a>	Silver	3/2/2020	Silver	\$ 1,250	3/2/2020	\$ 1,250.00			
	Jones Walker					Silver	2/6/2020	Silver	\$ 1,250	2/6/2020	\$ 1,250.00			

Total Pledged \$ 20,000 Total Paid \$ 17,500.00

IWIRC Member	Firm	Email	Firm Website	Marketing Contact	Marketing cont. email	2019 Level	2020 Pledge Date	2020 Pledge Level	\$\$	Paid Date	Amt. Paid	Website
Monica Blacker	BAX Advisors LLC	<a href="mailto:monica@baxadvisorsllc.com">monica@baxadvisorsllc.com</a>	<a href="http://baxadvisorsllc.com">baxadvisorsllc.com</a>			Individual	7/26/2019	Individual	\$ 225	7/29/2019	\$ 225.00	
Blanche Zelmanovich	EY	<a href="mailto:blanche.zelmanovich@ey.com">blanche.zelmanovich@ey.com</a>	<a href="http://www.ey.com">www.ey.com</a>			Individual	7/26/2019	Individual	\$ 225			
Jennifer Kimble	Lowenstein Sandler LLP	<a href="mailto:jkimble@lowenstein.com">jkimble@lowenstein.com</a>	<a href="http://lowenstein.com">lowenstein.com</a>			Individual	7/26/2019	Individual	\$ 225	7/29/2019	\$ 225.00	
Jennifer McLemore	Williams Mullen	<a href="mailto:jmclmore@williamsmullen.com">jmclmore@williamsmullen.com</a>	<a href="http://WilliamsMullen.com">WilliamsMullen.com</a>	Elizabeth Gaddy	<a href="mailto:egaddy@williamsmullen.com">egaddy@williamsmullen.com</a>	Individual	7/26/2019	Individual	\$ 225	12/19/2019	\$ 225.00	
Lauren Friend McKelvey	Streetshares	<a href="mailto:lauren@streetshares.com">lauren@streetshares.com</a>	<a href="http://streetshares.com">streetshares.com</a>			Individual	7/26/2019	Individual	\$ 225			
Solymar Castillo-Morales	Goldman, Antonetti & Cordova LLC	<a href="mailto:scastillo@gaclaw.com">scastillo@gaclaw.com</a>	<a href="http://www.gaclaw.com">www.gaclaw.com</a>			Individual	7/26/2019	Individual	\$ 225	7/29/2019	\$ 225.00	
Fardon, Eloise Kate	Stephenson Harwood	<a href="mailto:eloise.fardon@shlegal.com">eloise.fardon@shlegal.com</a>	<a href="http://shlegal.com">shlegal.com</a>			Individual	7/26/2019	Individual	\$ 225	7/29/2019	\$ 225.00	
Schellhorn, Tara	Riker Danzig	<a href="mailto:tschellhorn@riker.com">tschellhorn@riker.com</a>	<a href="http://www.riker.com">www.riker.com</a>			Individual	7/26/2019	Individual	\$ 225	7/29/2019	\$ 225.00	
Cica, Dwn	Carlyon Cica Chtd	<a href="mailto:dcica@carlyoncica.com">dcica@carlyoncica.com</a>	<a href="http://carlyoncica.com">carlyoncica.com</a>			Individual	7/26/2019	Individual	\$ 225	7/29/2019	\$ 225.00	
Pullo, Christine	Prime Clerk	<a href="mailto:cpullo@primeclerk.com">cpullo@primeclerk.com</a>	<a href="http://www.primeclerk.com">www.primeclerk.com</a>			Individual	7/26/2019	Individual	\$ 225	7/29/2019	\$ 225.00	
Wintle, Keri	Duane Morris LLP	<a href="mailto:kwintle@duanemorris.com">kwintle@duanemorris.com</a>	<a href="http://duanemorris.com">duanemorris.com</a>			Individual	7/26/2019	Individual	\$ 225			
Kaufman, Margie	Getzler Henrich	<a href="mailto:mkaufman@getzlerhenrich.com">mkaufman@getzlerhenrich.com</a>	<a href="https://getzlerhenrich.com">https://getzlerhenrich.com</a>			Individual	7/26/2019	Individual	\$ 225	2/7/2020	\$ 225.00	
Johnson, Ericka	Womble Bond Dickinson (US) LLP	<a href="mailto:ericka.johnson@sbd-us.com">ericka.johnson@sbd-us.com</a>	<a href="http://www.womblebonddickinson.com/us">www.womblebonddickinson.com/us</a>			Individual	7/26/2019	Individual	\$ 225			
McDonald, Kelly	Barclays	<a href="mailto:kelly.mcdonald@barclays.com">kelly.mcdonald@barclays.com</a>	<a href="https://home.barclays/">https://home.barclays/</a>			Individual	7/26/2019	Individual	\$ 225	7/29/2019	\$ 225.00	
Hager, Melissa	Kelley Drye & Warren LLP	<a href="mailto:mhager@kelleydrye.com">mhager@kelleydrye.com</a>	<a href="http://www.kelleydrye.com">www.kelleydrye.com</a>			Individual	7/26/2019	Individual	\$ 225	2/7/2020	\$ 225.00	
Blanco, Leyza	Sequor Law	<a href="mailto:lblanco@sequorlaw.com">lblanco@sequorlaw.com</a>	<a href="http://www.sequorlaw.com">www.sequorlaw.com</a>			Individual	7/26/2019	Individual	\$ 225	7/29/2019	\$ 225.00	
Dwyer, Aisling	Maples and Calder	<a href="mailto:aisling.dwyer@maples.com">aisling.dwyer@maples.com</a>	<a href="http://MaplesandCalder.com">MaplesandCalder.com</a>			Individual	8/13/2019	Individual	\$ 225	8/13/2019	\$ 225.00	
Downey, Jane	Moore Taylor Law Firm	<a href="mailto:jane@mttlaw.com">jane@mttlaw.com</a>	<a href="https://www.mooretaylorlaw.com/">https://www.mooretaylorlaw.com/</a>				10/11/2019	Individual	\$ 225	10/23/2019	\$ 225.00	
Kopacz, Marti	Brant Point Advisors	<a href="mailto:mempkpacz@gmail.com">mempkpacz@gmail.com</a>					10/11/2019	Individual	\$ 225			
Valentine, Nancy	Miller Canfield	<a href="mailto:valentinena@millercafield.com">valentinena@millercafield.com</a>	<a href="https://www.millercafield.com/">https://www.millercafield.com/</a>			Individual	11/1/2019	Individual	\$ 225			
Texeira, Soraya Brasileiro	Minas Gerais Court of Appeal	<a href="mailto:sorayabrasileiro@gmail.com">sorayabrasileiro@gmail.com</a>					11/1/2019	Individual	\$ 225	11/4/2019	\$ 225.00	
Meyerowitz, Jennifer	Summit Investment	<a href="mailto:jmeyerowitz@summit-investment.com">jmeyerowitz@summit-investment.com</a>	<a href="https://summit-investment.com/">https://summit-investment.com/</a>				11/1/2019	Individual	\$ 225	11/26/2019	\$ 225.00	
Dubose, Jodi	Stichter Riedel Blain & Postler PA	<a href="mailto:jdubose@srpb.com">jdubose@srpb.com</a>	<a href="http://www.srbp.com">www.srbp.com</a>				11/1/2019	Individual	\$ 225			
Ball, Jasmine	Debevoise & Plimpton LLP	<a href="mailto:jbali@debevoise.com">jbali@debevoise.com</a>	<a href="https://www.debevoise.com/">https://www.debevoise.com/</a>				11/1/2019	Individual				
Fitzgerald, Judith	Tucker Arensberg PC	<a href="mailto:jfitzgerald@tuckerlaw.com">jfitzgerald@tuckerlaw.com</a>	<a href="http://tuckerlaw.com">tuckerlaw.com</a>				11/1/2019	Individual	\$ 500	11/1/2019	\$ 500.00	
Elkin, Judith	Judith Elkin PLLC	<a href="mailto:elkinj@mac.com">elkinj@mac.com</a>					11/21/2019	Individual	\$ 250	11/21/2019	\$ 250.00	
Sanfelippi, Christina	Fox Rothschild LLP	<a href="mailto:csanfelippo@foxrothschild.com">csanfelippo@foxrothschild.com</a>	<a href="http://foxrothschild.com">foxrothschild.com</a>				1/3/2020	Individual	\$ 225	1/3/2020	\$ 225.00	
Bent, Camille	Baker Hostetler	<a href="mailto:cbent@bakerlaw.com">cbent@bakerlaw.com</a>	<a href="http://www.bakerlaw.com">www.bakerlaw.com</a>				1/24/2020	Individual	\$ 225	1/24/2020	\$ 225.00	
Colwell, Bodie	Preti Flaherty	<a href="mailto:bcolwell@preti.com">bcolwell@preti.com</a>	<a href="http://www.preti.com">www.preti.com</a>			Individual	2/12/2020	Individual	\$ 225	2/12/2020	\$ 225.00	
Jacobs, Sabina							3/16/2020	Individual	\$ 225	3/16/2020	\$ 225.00	
Escobar, Annette							3/27/2020	Individual	\$ 225	3/27/2020	\$ 225.00	
Total Pledged									\$	7,050	Total Paid	\$ 5,475.00

www.womblebonddickinson.com/us

Region	Dec. 2019 Active	Net Change from June 2019	June 2019 Active	Net Change from Dec 2018	Dec. 2018 Active	Net Change from June 2018	June 2018 Active	Net Change from Dec. 2017	Dec. 2017 Active	Net Change from June 2017	June 2017 Active	Net Change from Dec.2016	Dec. 2016 Active	Net Change from June 2016	June 2016 Active
Asia	318	-15	333	26	307	1	306	35	271	271	0	0	0	0	0
Europe	151	26	125	16	109	49	60	40	20	4	16	-2	18	-3	21
Latin America/Caribbean	118	13	105	19	86	22	64	0	64	-5	69	7	62	-4	66
USA/Canada	994	-3	997	56	941	19	922	30	892	1	891	-25	916	93	823
Total	1581	21	1560	117	1443	91	1352	105	1247	271	976	-20	996	86	910



**APRIL 2020 PROGRAMMING COMMITTEE REPORT**  
**JODI DUBOSE & TARA SCHELLHORN, U.S. PROGRAMMING COMMITTEE CO-DIRECTOR**  
**REBECCA DEMARB, VICE DIRECTOR OF SPRING PROGRAMS**

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As you are all aware, the Spring Conference, which was scheduled for April 22-23, 2020 at the J.W. Marriott in Washington, D.C., was cancelled in response to the COVID-19 pandemic. We will be moving one of the panels “When in Rome: A Comparative Look at Fiduciaries Around the Globe” to the agenda for the Fall Conference.

Always resourceful, we found a way to repurpose our second panel, which was going to be led by a wellness speaker.

On April 8, 2020, we proudly launched #iwircathome, which will serve as a platform for IWIRC to offer virtual content for the foreseeable future.

To kick things off, we are offering a 5 part series called “Take Care Tuesdays.” The series will include 3 webinar events with a focus on well-being, fitness and social connection and 2 virtual social events. Tara Antonipillai, JD (a well-being consultant, speaker, teacher and author who focuses on helping law firms and other organizations develop and expand workplace well-being programs) will lead each session, covering evidence-based wellness practices and opportunities for fun social-connection. In addition to offering an opportunity for connection and calm in an otherwise chaotic week, Tara will discuss simple and practical strategies for maintaining well-being. We will cover a different topic every week, and each session will be held at a different time to allow as many members to join as possible. The sessions will be recorded and available for 48 hours after each session to allow those who were unable to make it to participate.

The first “Take Care Tuesday” is scheduled for April 14, 2020 at 12:15 p.m. (Eastern Time) and will focus on making well-being practices work for you. Tara will discuss simple, efficient, evidenced-based strategies for calming your mind and body - and we will practice together.

The remaining schedules is as flows:

- April 21, 2020 at 7 p.m. (Eastern Time) – Virtual Social Event – Professional Make-up at Home Workshop
- April 28, 2020 - Stretch & Strengthen - Virtual Yoga and Strength Building Exercises For Everyone (to counteract all of the sitting)
- May 5, 2020 – Virtual Social Event – TBD
- May 12, 2020 – Part II of “Make Well-being Work for You” – Using Social Connection Strategies and Fun Gratitude Practices to Build Well-being

In addition, on Thursday, April 22, we will host a virtual dinner/happy hour on Zoom in place of our previously scheduled conference dinner. We are working out the details now.

Depending on how all of this is received, we will evaluate opportunities to continue bringing virtual content to our members, including on more substantive issues. We also have a few other ideas we are considering to reach out to our membership during this difficult time.

Finally, we are working closely with the Communications Committee to make these virtual events known to our members.



## Communications

Spring 2020

The Communications team has continued to stay busy creating and sharing content in 2020.

Rosa, CC, Amy, and Kim have been holding monthly telephonic meetings to discuss upcoming projects and our social media presence.

We have continued to brainstorm ideas for mini newsletters and other communications (burbs, alerts, pictures, you name it!) that we can roll out in 2020 – though the topics have changed somewhat in our recent unpredictable climate! As you will see below though, we also need all members to contribute news and ideas to help make communication a success. Here are some of the things we have been working on:

- **Members in the news** (send us your news!) – this is always a big one for submissions and readers. We got great feedback on the last “members in the news” and we have already received a few updates for our next communication, so we will seek to send out a solicitation and run another issue in the next month or so.
- **Highlighting some of the regional events:** we have some content from IWIRC on the Lakes and IWIRC at the Shore that we are working to find a way to package and recap.
- **Celebrating Women’s History in the Month** – we asked for members to contribute stories about women they admire, but we did not receive a lot of input. Ultimately, given the lack of response, we decided to run this with other material. Remember -- we need YOUR help with communications. Please send in content when you see our requests! We cannot provide quality newsletters to our members without your input and content.
- **Connecting in the Time of Corona/COVID** – we have solicited member feedback on tips and tricks they use for managing these unprecedented times. While we did not receive a lot of submissions, we will put together a mini-newsletter with what we have – and plenty of ideas of our own! – soon.
- **Highlighting Spring virtual programs** – big thanks to our programming team for their work! We have been taking some screenshots of the meetings and will share these on social media.

Similar to prior years, we will continue to share news and alerts on social media, and we are working on a schedule and topics, and welcome all ideas for social media.

We also continue to work with Shari and her team on the website. Stay tuned for some great developments there.

We are always looking for volunteers who want to help our committee -- let us know if you want to join us!

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!

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## MEMORANDUM

**TO:** IWIRC E-Board

**FROM:** Blanche Zelmanovich and Chrissy Sanfelippo

**DATE:** April 8, 2020

**RE:** **IWIRC Membership Committee Report**

### **I. Membership Committee**

<b>Name</b>	<b>Title</b>	<b>Email</b>	<b>Network</b>
Blanche Zelmanovich	Member Services Director	Blanche.Zelmanovich@ey.com	New York
Chrissy Sanfelippo	Vice Director of Member Services	csanfelippo@foxrothschild.com	Chicago
Camille Bent	Member	cbent@bakerlaw.com	New York
Evelyn Meltzer	Member	meltzere@pepperlaw.com	Delaware
Eloise Matsui	Member	Eloise.Matsui@shlegal.com	Hong Kong
Sara-Ann Van Allen	Member	sara.vanallen@dentons.com	Toronto
Kristen Eustis Siracusa	Member	keustis@milesstockbridge.com	Greater Maryland
Kerri Mumford	Member	mumford@lrclaw.com	Delaware
Elizabeth Gunn	Member	elizabeth.gunn@dss.virginia.gov	Virginia
Jacqueline Calderin	Member	jc@agentslaw.com	Florida
Stuti Jain	Member	imstutijain@gmail.com	Singapore
Honorable Mary Grace Diehl	Member	MG_Diehl@ganb.uscourts.gov	Georgia

### **II. Action Items**

#### **A. Maintain Membership/Attract New Members**

##### **1. Outreach**

The Committee will follow up with people whose IWIRC membership has recently expired. The goal is to get these people to renew their membership or understand why they have decided not to renew their IWIRC membership.

2. *IWIRC's Value to Members During COVID-19 Pandemic*

The Committee intends to focus on retaining members and identify ways in which IWIRC can provide value to its members during this unprecedented time. One option involves organizing virtual coffee/happy hours based on group dynamics. For example, virtual coffee/happy hours tailored to single members or members living alone, members with children, and members who have lost their jobs.

3. *Marketing Materials*

The Committee is in the process of revising and updating IWIRC's marketing materials, including the brochure. The goal is to develop templates for marketing materials so that the materials can be easily updated each year.

4. *Seasoned Professional Retention Subcommittee*

The Committee has begun an outreach campaign to senior IWIRC members that are rainmakers within the insolvency industry. The goal is to understand why those women have remained members of IWIRC and what they consider to be the benefits of IWIRC.

5. *In-house Counsel Membership Subcommittee*

The Committee intends to examine how to increase IWIRC membership amongst in-house counsel. The subcommittee is working to identify possible organizations to target and determine the appropriate messaging to target organizations regarding the benefits of joining and partnering with IWIRC.

6. *Continue with New Member/First Conference Happy Hour*

The Committee intends to continue hosting new member happy hours at IWIRC international conferences.

B. *IWIRC Spring Conference*

Since the Spring Conference has been cancelled, the Committee intends to follow up with the new members who were scheduled to attend the Spring New Member Cocktail Party and arrange a virtual event for the new members in lieu of the cocktail party.

C. *IWIRC Fall Conference*

The Committee intends to begin working on the Fall New Member Cocktail Party in October. Also, the Committee intends to work with international to ensure that the registration price for Fall Conference includes IWIRC membership as was done for the 2019 Fall Conference.

## **IWIRC New Network and Regional Development – Director Report**

IWIRC Board of Directors Meeting April 22, 2020

The position of New Network and Regional Development Director was added as a new Board position in 2020. Accordingly, we spent the first few months of 2020 defining the position and forming a committee. We welcome any new members to the committee and any input as to the scope of the committee.

### **Committee Members**

Lauren McKelvey (New Network and Regional Development Director)  
Alicia Bendana

### **Committee Scope**

1. ***Regional Scope.*** The committee is primarily focused on regions with little to no IWIRC presence. We intend to coordinate our efforts with nearby network directors as applicable. For example, for Russia and Eastern Europe, we will coordinate with the European Networks Director. Regional scope:
  - i. Africa
  - ii. Australia (address issue of official/unofficial Australian networks)
  - iii. Mexico and Central America
  - iv. Middle East
  - v. Russia and Eastern Europe
2. ***Operational Scope.*** Our operational scope for 2020 consists of the following:
  - a. Promoting IWIRC in new regions by sponsoring events or conferences in new regions; and
  - b. Exploring the formation of new IWIRC networks in new regions by reaching out to members and potential members in new regions.

### **Committee Activities**

The committee began identifying events and conferences in new regions for IWIRC to sponsor or become involved with, starting with the INSOL Annual Conference in Cape Town, South Africa on March 15, 2020. That conference, and many others, were cancelled as a result of the worldwide outbreak of COVID-19. Due to the uncertainty surrounding the scheduling of international conferences, this activity of the committee has been paused for now.

The committee began identifying IWIRC members and potential members within the committee's regional scope to discuss their interest in the formation of new networks in their regions. We expect to begin reaching out to these members and potential members in April of 2020.

## **US Networks Committee Report—April 22, 2020**

In our most recent US Networks Committee report submitted January 22, 2020, we identified four goals for the US Networks Committee for this year:

- Establishing a geographically diverse committee to assist with new network start-up and frequent touch points with networks.
- Committee members to join network board calls (if invited) to provide guidance and tips from the IWIRC International perspective and to gather real-time feedback from the Networks to provide to IWIRC International;
- Taking guidance from the work on network goals over the last several years, to draft a statement of first principles and best practices for each goal, geared to the varying characteristics of our US networks.
- The committee also expects to set a goal for launching networks based on feedback from the International Board.

Following on those goals, we have established the US & Canada Networks Sub-Committee, chaired by the US Regional Director, Valerie Bantner Peo. Below we provide a summary of the purpose, goals, and action items for the sub-committee. We encourage Networks in Canada and the US to cascade to their respective Boards and members that we welcome and are actively soliciting participation on the sub-committee by IWIRC members. Please reach out to Valerie at [vbantnerpeo@buchalter.com](mailto:vbantnerpeo@buchalter.com) to volunteer to serve on the sub-committee.

### ***US & Canada Networks Sub-Committee***

- Why form a Committee?
  - Each IWIRC network is unique. Across the US and Canada, IWIRC networks seize opportunities and overcome challenges to achieve success as networks.
  - Past US Networks Directors have identified eight “Network Goals” to frame those opportunities and challenges.
  - The purpose of the committee is to refine and inform the Network Goals with reference to specific network experiences, facilitate connections between networks, and provide all networks with tools to achieve their unique goals.
- Committee Goals and Action Items:
  - Draft a statement of first principles and best practices for each of the eight Network Goals, informed by each of the US and Canadian networks (both for informational purposes and for benchmarking):
    - Communications
    - Geography
    - Membership
    - Sponsorship
    - Regional
    - Leadership
    - Planning

- Diversity of Events
- Support the Networks through:
  - Joining Network board calls (if invited) to provide guidance and tips from the IWIRC International perspective.
  - Gathering real-time feedback from the Networks to provide to IWIRC International.
  - Connecting Networks to other Networks with similar goals and challenges.
- Support new Network start-up:
  - Establishing goals and a timeline to launch networks based on feedback from the International Board:
    - San Antonio/Austin
    - Seattle/Pacific Northwest
- Provide leadership and networking opportunities to IWIRC members

**Submitted by Kelly McDonald, 2020 US Networks Director, and Valerie Bantner Peo, 2020 US Regional Director on April 10, 2020.**

## IWIRC Asia: Report of the Asia Team<sup>1</sup>

14 April 2020

### Asia Leadership team - current members<sup>2</sup>:

1. Pooja Sinha, Asia Networks Director ("PS") (Singapore)
2. Eloise Matsui, Asia Regional Director ("EM") (Hong Kong)
3. Aisling Dwyer, Asia Regional Vice Director – Programming ("AD") (Hong Kong)
4. Stuti Jain, Asia Regional Vice Director – Membership ("SJ") (Singapore)
5. Joanne Collett, Director-At-Large ("JC") (Hong Kong)
6. Rose Kehoe, Director-At-Large ("RK") (Hong Kong)
7. Upasana Rao, Director-At-Large ("UR") (India)

### **1 Asia Leadership for 2020**

- No material updates We had our second call of the year on 31 March.

### **2 3rd IWIRC Asia conference, Singapore**

- Sub-co has been set up and had first meeting. AD and Sheila Ng of the Singapore Board are co-secretaries of the organizing committee.
- Intention was still to host in Singapore (August, to coincide with IPAS, but still unconfirmed). We may need to reassess.
- Decision to put on hold for the time being – revisit in 2 months (or earlier if IPAS confirms their conference). AD/Sheila will connect with the sub-committee.

### **3 Women of the Year in Restructuring (WOYR) Asia Award**

- Vannin had initially committed to sponsor for 3 years (2018-2020) but has expressed reservations on sponsoring this year.
- Reach out to another litigation funder to confirm if they will sponsor for 2020.
- In any event, Vannin sponsored AUD3000 in 2019, only USD1000 used for 2019, so funds available. View is we should go ahead in 2020 regardless of sponsorship.
- Asia Sub-Committee includes PS, AW, AD and JC.

### **4 Asia regional events since last Board Report**

- No material updates

### **5 Supporting the 6 networks in Asia**

- All networks in a holding pattern given the COVID-19 crisis.
- In 2020 we plan to host regular calls for the Co-Chairs of the 6 networks to share information and experiences. Next call is on 22 April 2020. JC will coordinate for 2020. We will ask all network

<sup>1</sup> Please let us know if there are any Asia-specific items requiring our input at the Board meetings relating to this board report or other matters.

<sup>2</sup> It has been agreed that the At-Large responsibilities will be assigned as follows: (i) Liaison for Asia Network chairs – JC; (ii) New network support and Communications – RK and UR.

chairs to submit a short report with material network updates prior to the call so calls can be more focused.

- In 2020 we also plan to bring together the communications chairs of the 6 networks to share information and learnings. **RK** and **UR** will co-ordinate. Japan network doesn't have a communications chair (or equivalent) so this is also a target.

#### Material Updates for Asian Networks

- **Hong Kong network (AD, JC responsible) :**
  - **JC, AD, RK** and **EM** are attending the HK network board meetings on a rotating basis as observers to keep communication channels open between local and international. AGM was held in early December. New Co-Chairs are Veronica Chan and Catriona Lim. Previously scheduled events such as the Yoga evening event (27 February) had to be cancelled.
  - IWIRC HK has been doing newsletters to keep in touch with members on "soft" topics such as work-from-home tips.
- **Singapore (PS, SJ) :**
  - AGM held on 5 March 2020. Elections were uncontested - Debby Lim continues in her Co-Chair role with Ellyn Tan taking over the other Co-Chair's role from Cat D'Alton.
  - High-profile IWIRC INSOL event including members of the Singapore judiciary had to be cancelled.
  - Virtual "meet and greets" with other Asian networks and informal newsletters similar to HK also on the cards.
  - Anchor Network for hosting the IWIRC Asia Conference 2020
  - Key 2020 priorities:
    - Further diversification of the board in future years
- **Malaysia (JC, AW):**
  - New board in place following AGM. PS, AW, JC and EM had an introductory call with the Co-Chairs.
  - Key 2020 priority:
    - Establish more effective communication channels with Malaysia board and international.
    - Involve Malaysia in regional events
- **India (SJ, UR and PS):**
  - AGM in planning stage- Plan is to hold in May.

- Webinar on COVID-19 related domestic and policy initiatives hosted by the IWIRC India Network with PS of the Singapore network covering international aspects for an industry association on 9 April. Well-received with 100+ attendees.
- Key priorities for 2020:
  - establishing updated network rules of operation
  - search for candidates for reconstitution of the board
- **Japan (EM, JC).**
  - No material updates
  - Key priorities:
    - regular board meetings
    - communications chair / responsibility
    - join a regional event via v/c
    - building membership from accounting background
- **PRC (RK, AW).**
  - No material updates.
  - Planning for 2020 AGM in process.
  - Key priorities for 2020: regular board meetings.

## 6 Formation of new networks

- 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** - Priority for 2019 (and continuing into 2020) was development of an Indonesia network. In Indonesia, the charge has been led by Debby Sulaiman, Partner at an Indonesian law firm, HHP and Nawal Nely of EY. The IWIRC Indonesia set up is still in progress and the necessary documents are being processed. We have offered support in the form of assistance with a membership drive and/or the constitution of an appropriately diverse board and are awaiting a response. We have had very little communication with Debby Sulaiman as of late despite multiple reach-outs and are therefore trying to ascertain next steps including whether somebody else would be better-placed to be in charge. **RK, SJ, PS.**
- **Korea (AW, UR)**
  - Planning in an advanced stage. AW closely involved. They had a meeting, and looking to finalise a timetable, to be able to submit to e-board. Originally thinking to launch in Q2. Everything on hold.

## 7 Other Initiatives/Updates

- **Programming Update - AD**

- Some networks have included cross network events in their plans for the year. AD to follow up before next network chair call. Think about using technology to stay connected.
- **Membership Update - SJ**
  - Connected Singapore team with Claire Fulton in HK, to use the template they use for asking members to reconnect.
  - India board - thinking of some seminars, and opening up to members only.
- **Ongoing initiative to promote women on panels** – Several discussions with ALB in the recent past to promote more women on panels for their upcoming conferences in SG and HK (which currently stand indefinitely postponed) for which IWIRC is a supporting partner. Challenging to do so because ALB is very sponsorship-focussed and generally only allows speakers from the law & accounting space if their firms are also sponsors.
- **Strengthening relationships with other organisations**
  - **INSOL (Liaison: PS)**
    - INSOL IWIRC Panel on Cultural Considerations in a restructuring context previously scheduled for INSOL Capetown to be potentially rolled out as an IWIRC Webinar.
    - Asian Networks have been encouraged to publicize the complimentary spots for IWIRC on the INSOL Foundation course.
  - **GRR**
    - GRR SG rescheduled to September or end-Aug (tentatively as part of SG Restructuring Week)
    - GRR HK rescheduled to 8 Dec. EM is person responsible (Co-Chair of conference).
  - **ALB**
    - See update above
    - PS, AD liaison –HK and SG Boards now communicating directly.
  - **III (Liaison: EM)**
    - Hong Kong 2020 conference cancelled and changed to New York. This has now also been cancelled/adjourned (but no new date set). Appears the NextGen program won't be run in 2020; so aim for more Asian representatives in the program for 2021 (but may be difficult given the 2021 conference is scheduled for Sao Paulo).

April 2020 Below is my report as Canada Regional Director:

1. **Ontario**

- Currently has 63 active members, which is slightly less than the beginning of 2020. The Network has experienced a slight downward trend in total memberships since 2019, which has been further exacerbated by the COVID-19 crisis. Overall the network continues to have strong membership numbers.
- 14 member board with 2 new Sponsorship Director positions for 2020.
- The Network is continuing to work on its new sponsorship package, however rollout will likely be delayed due to COVID-19.
- The Network held its AGM on February 25, 2020, which was well attended. As all social gatherings are currently banned by government order, the Network's programming for 2020 has been put on hold until the COVID-19 crisis is over and social events are once again permitted.
- When programming is recommenced, the board is looking at organizing an event in conjunction with the Toronto International Film Festival, hosting at least one educational event, a cooking event and its annual Holiday High Tea in December.

2. **Western Canada**

- approximately 60 members
- 10 member board with a good cross section of practitioners.
- The Network typically holds multiple events each year spread over three major cities in Western Canada. Due to the COVID-19 crisis, and the prohibition on events and gatherings, 2020 programming is on hold.

The Network held a large regional event in Vancouver on February 6, 2020 in conjunction with ARIL (largest insolvency conference in Canada). Attendees included members from across Canada.

3. **Montreal**

Montreal continues to struggle with only two members and no board of directors. It may be that dissolution of the Network is the best course of action. I will consider next steps and make a recommendation after the COVID-19 crisis is over.



Sara-Ann Van Allen  
Counsel

## **Europe Update for Board report, April 2020**

Not too much to report except the following :-

### **CV19 Response**

London Steer Co met to discuss and respond to CV19. It was agreed that all events would be postponed with immediate effect until further notice. The Steer Co is currently considering whether future events starting from May can be run as virtual events. Events Committee investigating the use of webinar and video technology.

### **Events:-**

IWIRC London ran a successful event in London in Feb which was the last event run prior to CV19. As above for future events, also considering a virtual “fizz Thursday” for members to keep connected during this time.

I am also working with Pooja to see what events we could run together, consider our INSOL / IWIRC panel remotely. More to follow.

### **Mentoring**

IWIRC London have launched their formal mentoring programme.

### **Membership**

Membership has stayed flat, discussions ongoing re communications with members and support. Is freezing of memberships something International is considering?

### **Network planning**

I continue to have emails and conversations with Irish ladies regarding starting an IWIRC network. I also have received interest to start a regional network in Manchester and Leeds. Also identifying other European network opportunities during this time.

### **Sponsorship**

Discussions have been had how to deal with Sponsorships over this time. Steer Co to consider this and revert based on international response.

Best wishes

Mia Drennan

**TO:** IWIRC Board of Directors  
**FROM:** Nyana Abreu Miller, Latin America Regional Director  
**DATE:** April 16, 2020  
**RE:** Network development in Latin America

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As you can imagine, the disruption caused by the Coronavirus has caused the cancellation of events that would have promoted network development, but it has also created some unique opportunities for virtual connection.

The Brazil network held its first event in Rio de Janeiro on March 12-13, 2020. It was very well organized and well-attended, despite the looming pandemic. Brazil began imposing mandatory quarantine the following week, so we made it in the nick of time! Following the event, the IWIRC Brazil WhatsApp group has had a lively exchange of congratulations, support for one another during the pandemic and professional resources.

Call pals – some of the Brazilian members have expressed reservations about whether their English is sufficient for them to attend IWIRC events outside of Brazil and adequately engage in professional conversations. To help them to practice English in a professional context and make personal connections to IWIRC members outside of Brazil, we have launched an initiative called “Call Pals.” Like pen pals for the modern woman, call pals agree to speak to each other through a platform like What’sApp once a week for approximately an hour. If the non-Brazilian member has an interest in learning or some experience in speaking Portuguese, it may be a mutual language exchange. The first class, including eight pairs of Call Pals, has now been formed and we hope to have additional classes in the future.

- This program is ongoing and I will be following up with the pairs during the following month to see how it is going.

We had to cancel a brunch that was organized in partnership with the Offshore Alert Conference taking place in Miami April 19-21, 2020. Because the conference draws members from throughout the region, this would have been a joint event organized by the Florida, New York and Brazil networks. Hopefully next year we will make it work and if Offshore Alert is during the same week as IWIRC’s Spring Meeting, it may be a good opportunity for members traveling from abroad.

In the works for Spring Meeting 2021 – I have had preliminary discussions with a professor at University of Miami about organizing a certificate program about insolvency law for foreign attorneys. The goal is that most of the course will be taught online but that the students will come together with the faculty for an in-person part of the course during the same week as the Spring Meeting. So far it is only a concept, but my goal is to provide our international members with a double-header type of benefit similar to what US practitioners receive by being able to attend IWIRC and ABI.

Beyond Brazil – we are in constant conversations with women in BVI, Panama, Guatemala, Dominican Republic, Mexico, Colombia, Uruguay and other countries about how to expand IWIRC. After the pandemic is abated we expect these conversations to bear fruit.



## **IWIRC: Advisory Council Structure & Policy**

**As of April 22, 2020**

The following constitutes the structure and policy of an advisory council (an “Advisory Council”) to IWIRC’ which will assist the Executive Committee and IWIRC in furthering its mission of being the premier networking organization for women in the insolvency fields across the world.

At an IWIRC Executive Committee (“Executive Committee”) meeting held February 27, 2020, the Executive Committee approved a proposal for the creation of the Advisory Council and recommended consideration of the following policy and structure by the Board of Directors of IWIRC (the “Board”):

### **I. Structure and Purpose**

- A. Creation: It is proposed that the Board adopt a resolution creating the Advisory Council to assist in furthering the mission of IWIRC. The Advisory Council will work under the auspices and at the direction of the Executive Committee.
- B. Composition: The Advisory Council will be comprised of up to eight (8) current IWIRC members who are leaders in the insolvency field. The members of the Advisory Council will be appointed by the Executive Committee, considering the demographics of IWIRC’s membership as well as geographic/professional diversity.
- C. Membership: The Advisory Council will be comprised of a diverse group of individuals who share a strong commitment to IWIRC, its mission, and goals.
  - 1. Advisory Council members shall be geographically diverse to correspond with IWIRC’s current geographic footprint, as well as its desire to expand its geographical footprint; and
  - 2. Advisory Council members shall be diverse as to insolvency practice areas, including, but not limited to, legal, accountancy, turnaround management, investment banking, banking, academia, government, judiciary and bankruptcy services.
- D. Structure:
  - 1. The members of the Advisory Council shall be appointed by a majority vote of the Executive Committee for a two (2) year term commencing January 1, 2020. Advisory Council members shall serve no more than two (2) year terms;
  - 2. Advisory Council members will have demonstrated a commitment to IWIRC’s mission, either through personal experiences or leadership in IWIRC, either at the network or international level;
  - 3. At the Executive Committee meeting in the fall preceding the end of the term of the sitting Advisory Council, the Executive Committee will review the membership of the Advisory Council and make a determination as to the membership of the Advisory Council for the following two (2) year period. No more than three (3) members of the Advisory Council should resign or roll off the Advisory Council in any given year; and

4. The Executive Committee will continue to evaluate the effectiveness of the Advisory Council in assisting with the fulfillment of the mission of IWIRC.
- E. Purpose: The purpose of the Advisory Council is to enhance and increase the presence of IWIRC around the world.
1. Members of the Advisory Council will be ambassadors of IWIRC and will use their reputations, networks, seniority and experience to:
    - i. support the growth and development of IWIRC through outreach into the community (at both the local and international level);
    - ii. broaden awareness of and resources for IWIRC's mission;
    - iii. represent the Board at industry and international events;
    - iv. mentor members of the Board;
    - v. assist as necessary in IWIRC's annual sponsorship drive;
    - vi. assist in strategic planning as requested by the Executive Committee;
    - vii. undertake such other tasks or initiatives as may be requested by the IWIRC Executive Committee; and
    - viii. one (1) member of the Advisory Council will be selected by the Executive Committee annually to serve on IWIRC's annual Nominating Committee for the Board for following year.
- F. Meetings:
1. The Advisory Council shall commit to meet semi-annually in person in conjunction with the meetings of IWIRC's Board at IWIRC's Annual Spring and Fall Conferences. While in person attendance is encouraged, audio or video conference participation is permissible;
  2. At in person Board meetings, the Advisory Council shall report to the Board on its activities.; and
  3. Additional meetings of the Advisory Council may be held as the Advisory Council deems necessary in order to meet the goals of the Advisory Council.
- G. Initial Composition, January 1, 2020
1. The Executive Committee has nominated the following IWIRC members to be members of the Advisory Council for a two (2) year term effective January 1, 2020:
    - a. Kelly Conlan
    - b. Jennifer Meyerowitz
    - c. Nellwyn Voorhies
    - d. Aruni Weerasekera

## PROPOSED BOARD RESOLUTION

WHEREAS the IWIRC Board of Directors ("Board") considers that the creation of an Advisory Council would complement the effectiveness of the official board of directors and networks and is in the best interest of the organization:

It is hereby RESOLVED that: the Board agrees to create an advisory council to serve as a valuable complement to the Board.

The advisory council is a group of individuals, appointed by the Executive Board for the purpose of assisting IWIRC in its mission of being the premier networking organization for women in the insolvency field across the world.

Appointments to the Advisory Council: Appointment to the Advisory Council will be done by a majority of the members of the IWIRC Executive Board. Appointments should be planned to implement a well-balanced advisory council reflecting the demographics and diversity of IWIRC as a whole.

Duties of the Advisory Council: The duties of the Advisory Council shall be guided by the Executive Board and the Executive Board shall direct the range and extent of duties to be performed by the Advisory Council. The Advisory Council shall not generally get involved in issues that involve the administration of the organization and should, as a rule leave such matters to the board.

Compensation: Advisory Council members will not be financially compensated for their activity. However, travel stipends may be available to subsidize travel by members of the Advisory Council as applicable and within the parameters set forth for such stipends.

# IWIRC Annual Dues Deferral Policy

Effective March 27, 2020

## Maternity Leave, Unemployment, or Active Military Duty

In an effort to assist IWIRC members in continuing their membership during periods of maternity/family leave, unemployment or active duty, active members can apply for a deferral of dues if they meet the conditions below:

- Is on maternity/parental leave from their employer, in order to provide care for a family member for an uninterrupted period of no less than three months to no more than one year. For purposes of this deferral, family includes spouse, children, siblings, parents, or parents-in-law.  
OR
- Has been currently unemployed for at least three months for up to no more than one year and is actively searching for work  
OR
- Has been deployed to active military duty.

## How to Apply

Please submit your request confirming that you meet the above conditions to [sbedker@iwirc.com](mailto:sbedker@iwirc.com) . All dues deferral requests are treated confidentially and reviewed by the Executive Board for approval.

Active members may have their dues waived for up to one year and are eligible to request an additional dues deferral if they become unemployed again.

In the year following participation in the program, the member will receive an invoice for the full dues amount. The Dues Deferral Program operates on an annual basis and may be terminated at the close of any calendar year.

**FOURTH AMENDED AND RESTATED BY-LAWS  
OF THE INTERNATIONAL WOMEN'S  
INSOLVENCY & RESTRUCTURING CORPORATION  
Approved November 26, 2019**

**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. *Non-Profit 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, 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, 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 her or his dues for the current membership year.

#### **ARTICLE IV. NETWORKS.**

- Section 1. *Authority and Organization.* The Board of Directors 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 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 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.
- Section 10. *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 13 of this Article).
- Section 11. *Regular Meetings.* Regular meetings of the Board will be held at least quarterly and may be conducted telephonically 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. *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 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 five 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 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 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. 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 shall assume the responsibility for ongoing governance, including preparing for and managing the election process, At-Largely 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, 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. *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.* 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 America Regional Director, U.S. Regional Director, Communications and News Co-Directors, Member Services Director, U.S. Program Committee 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, 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 Director, 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.
- 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.

- Section 4. *Resignations.* Any Management Committee member may resign her 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. 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. The At Large Directors shall be assigned by the Executive Committee to such tasks or responsibilities as may be identified or determined from time to time.

#### **ARTICLE IX. 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, Network Committees, a Communications and News Committee, and a Member Services 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 member recognition programs, assume responsibility for the Mentoring program, survey members to develop additional benefits, develop speakers bureau and other professional development strategies.

- 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 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 Committee.* 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 and North America regions will serve and lead the Network Committees for their respective regions.
- Section 7. *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 described in Article VI, Sections 5.
- 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 geographic 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.
- 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 other advisory boards and/or 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.

### **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 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.