



IWIRC FULL BOARD MEETING

**January 17, 2019
VIA CONFERENCE CALL**

- I. Approve Full Board Minutes/Chair's Report – C.Basler
- II. Financial Report – J. Kimble/M. Kaufman
 - A. Sponsorship Update
 - B. 2018 Financials
 - C. Grants/Stipends
- III. 2019 Leadership Summit - M. Pickett
- IV. WOYR Award – Nominations still open
- V. Committee Reports – Please read Attached Reports
- VI. Committee/Regional Highlights/Requests
 - A. Networks
 - 1. Annual Report Distribution and Completion
 - B. Programming
 - 1. Spring Conference
 - 2. Upcoming Regional Events – Sign up now!
 - a. IWIRC at the Lake
 - b. IWIRC at the Shore
 - C. Communications
 - 1. Identification of Website Updates – Volunteers
 - 2. Branding
 - D. Membership
 - E. Newsletter
 - 1. Upcoming Deadlines
 - F. IWIRC Survey – Subcommittee Needed
 - G. Other Committee Requests
- VII. Good and Welfare

IWIRC Finance Committee Report-January 2019

Please find attached the December 2018 financial reports for your information. This will be our final report for the year that will be transmitted to the auditor when they are ready for fieldwork. The bottom line is we ended the year at a surplus of \$112,309 against a budgeted surplus of \$33,380, so a very good result.

Quick summary of why the surplus was higher than budgeted:

\$30K more in new memberships than projected (thank you London and HK!)

Spring expenses were quite a bit lower than budgeted because of the restaurant for group dinner was less expensive than anticipated

IWIRC did not provide any out of pocket funding for Leadership Summit because the event was fully funded by sponsorships.

2019 sponsorship pledges are at \$92,520 cash with all but \$26,520 of that collected. We will be working on reminders to those firms in the next week or so to get the funds in before we start working on signage for spring.

For reference, below are the 2019 sponsor commitments to date. We would like to close out the sponsorship list by January 31, if possible, so please contact Jennifer Kimble and Margie Kaufman know as soon as possible if your firm (or a firm that is not on this list would like to sponsor for 2019)

Titanium

AlixPartners

Diamond

Prime Clerk

BMS

Alvarez and Marsal

Platinum

Arnold and Porter

BMC Group

FTI Consulting

Getzler Henrich

Associates

Lowenstein Sandler, LLP

PWC Canada

Sequor Law

Trenam Law

Gold

Adam-Levine

Baker Hostetler

Barnes & Thornburg, LLP

EY

Genovese Joblove & Battista

Miller Canfield

Schulte-Braun

SM Financial Services Corporation

Weil, Gotshal & Manges

Young Conaway Stargatt & Taylor

Silver

Agentis PLLC

Baker Tilly

Barron Business Consulting

Christian and Barton

Debevoise & Plimpton LLP
Demarb Brophy LLC
Donlin Recano
Judith Elkin PLLC
Krikor Kaysserlian E Advogados
Associados
Mattingly Burke Cohen and Biederman
LLP
Pepper Hamilton
Pullman & Comley, LLC
Thornton Grout Finnigan LLP
Tucker Arensberg PC

Individual

Bent, Camille
Blacker, Monica
Blanco, Leyza
Colwell, Bodie
Dwyer, Aisling
Evergreen, Rosa
Freedman, Terri
Hager, Melissa
Harper, Stephanie
Johnson, Ericka
Kaufman, Margie
Kelly, Suzanne
Kimble, Jennifer
Lau, Justine
Lucas, Tina
Manewitz, Sharon
McDonald, Kelly
McKelvey, Lauren
McLemore, Jennifer
Meltzer, Evelyn
Michaelis, Michele
Richards, Briana
Schellhorn, Tara
Valentine, Nancy
Vargas, Lyndel
Wagner, Melaney
Weissman, Lissa
Williams, Leanne
Wintle, Keri L.
Zelmanovich, Blanche

IWIRC International
Balance Sheet
As of December 31, 2018

	Dec 31, 18
ASSETS	
Current Assets	
Checking/Savings	
1050 Checking	215,630.82
1051 Morgan Stanley Accts	
Purchase NY 2.65% 11/22/2019	50,000.00
Midvale UT 3.05% 11/23/2020	50,000.00
Barclays Bank 10/24/19 2.5%	140,000.00
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
Goldman Sachs BK 5/22/2019 1.65	100,000.00
1052 Liquid Asset Fund	3,747.10
Total 1051 Morgan Stanley Accts	556,747.10
Total Checking/Savings	772,377.92
Other Current Assets	
Accrued Interest-Receivable	0.48
1400 Prepaid Expenses	
1413 E-Board Retreat	1,985.40
1403 Fall Dinner	13,298.00
Total 1403 Fall	13,298.00
III Opening Reception	2,000.00
1406 Spring Luncheon	
1407 Opening Reception	2,000.00
1406 Spring Luncheon - Other	7,000.00
Total 1406 Spring Luncheon	9,000.00
1411 Registration Program	12,212.32
Total 1400 Prepaid Expenses	38,495.72
1412 Prepaid Postage	1,751.41
6000 Undeposited Funds	-250.00
Total Other Current Assets	39,997.61
Total Current Assets	812,375.53
TOTAL ASSETS	812,375.53
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	

IWIRC International
Balance Sheet
As of December 31, 2018

	Dec 31, 18
2015 Deferred Revenue	
2019 Sponsorships	
In Kind	2,000.00
Total 2019 Sponsorships	2,000.00
Membership	31,626.00
2016 2018 Sponsorships	
Titanium	-20,000.00
Platinum	16,000.00
Silver	-5,400.00
Individual	-2,000.00
2016 2018 Sponsorships - Other	-2,500.00
Total 2016 2018 Sponsorships	-13,900.00
2019 2017 Sponsorship	
2020 Individual	9,400.00
2021 Bronze	7,500.00
2022 Silver	12,500.00
2023 Gold	26,250.00
2024 Platinum	66,000.00
2026 Titanium	50,000.00
Total 2019 2017 Sponsorship	171,650.00
2015 Deferred Revenue - Other	8,975.00
Total 2015 Deferred Revenue	200,351.00
Total Other Current Liabilities	200,351.00
Total Current Liabilities	200,351.00
Total Liabilities	200,351.00
Equity	
3200 Retained Earnings	559,956.10
Net Income	52,068.43
Total Equity	612,024.53
TOTAL LIABILITIES & EQUITY	812,375.53

IWIRC 2018 Budget

[illegible]

				NOTES	2019	Projected	2018	2018 Actuals	2018	2017	2018 Actual vs Budget - Better (Worse)
					BUDGET	for 12/31/2018	BUDGET	as of 12/31/2018	% of Budget	ACTUAL as of 12/31/2017	
MEMBER SERVICES											
			Website	J	\$7,000	\$9,000	\$ 5,000	\$ 10,451	209.02%	\$ 7,886	\$ (5,451)
			Giveways/Board Gifts	K	\$3,000	\$3,000	\$ 3,000	\$ 3,388	112.95%	\$ 15,048	\$ (388)
			Travel Stipends	L	\$28,750	\$12,000	\$ 28,750	\$ 11,000	38.26%	\$ 8,750	\$ 17,750
			New Member Reception		\$800	\$800	\$ 750	\$ 659	87.90%		\$ 91
			Network Annual Rebates	M	\$42,050	\$40,000	\$ 42,000	\$ 42,200	100.48%	\$ 39,650	\$ (200)
			Network Grants	N	\$15,000	\$16,000	\$ 15,000	\$ 16,900	112.67%	\$ 10,725	\$ (1,900)
			Newsletter	O	\$500	\$500	\$ 500	\$ 616	123.20%	\$ 479	\$ (116)
NET COST OF MEMBER SERVICES					\$97,100	\$81,300	\$ 95,000	\$ 85,215	89.70%	\$ 82,538	
			Mbr Svcs as % of Revenue	36%							
TOTAL EXPENSES					\$233,400	\$ 202,928	\$ 222,750	\$ 211,488	94.94%	\$ 205,832	
% expenses spent on member services					42%	40%	43%	40%		40%	
"GROSS MARGIN"					\$122,980	\$ 174,772	\$ 94,880	\$ 137,396	144.81%	\$ 117,631	
			Gross margin %		35%	46%	30%	39%		36%	
SPRING MEETING & FOUNDERS AWARDS											
			Receipts								
			Spring Meeting Registrations	P	\$47,500	\$42,488	\$ 35,000	\$ 42,488	121.39%	\$ 42,641	\$ 7,488
			Spring Event Sponsors	Q	\$4,000	\$4,650	\$ 1,500	\$ 4,650	310.00%	\$ 3,750	\$ 3,150
			Total Receipts		\$51,500	\$47,138	\$ 36,500	\$ 47,138	129.14%	\$ 46,391	
			Disbursements								
			IWIRC Speakers Travel Expenses				\$ -	\$ -	0.00%	\$ -	\$ -
			Luncheon	R	\$12,000	\$10,899	\$ 12,000	\$ 10,899	90.82%	\$ 9,450	\$ 1,101
			Breakfast/Break	S	\$13,000	\$12,049	\$ 9,000	\$ 12,049	133.88%	\$ 8,022	\$ (3,049)
			Opening Reception	T	\$6,000	\$3,574	\$ 6,000	\$ 3,574	59.57%	\$ 6,091	\$ 2,426
			Group Dinner	U	\$25,000	\$9,471	\$ 25,000	\$ 9,471	37.88%	\$ 27,861	\$ 15,529
			Audio/Visual/Spring WiFi	V	\$4,500	\$3,670	\$ 4,500	\$ 3,670	81.56%	\$ 1,945	\$ 830
			Other Expenses for the Spring Meeting (printing, staff, signs et	W	\$10,000	\$9,641	\$ 10,000	\$ 10,031	100.31%	\$ 7,349	\$ (31)
			Total Disbursements		\$70,500	\$49,304	\$ 66,500	\$ 49,693	74.73%	\$ 60,718	
NET COST OF SPRING MEETING					\$ (19,000)	\$ (2,166)	\$ (30,000)	\$ (2,556)	8.52%	\$ (14,327)	

IWIRC 2018 Budget

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IWIRC
2018 Budget

						NOTES	2019	Projected	2018	2018 Actuals	2018	2017	2018 Actual
							BUDGET	for 12/31/2018	BUDGET	as of 12/31/2018	% of Budget	ACTUAL as of 12/31/2017	vs Budget - Better (Worse)
Available for Committees, Projects							\$ 58,980	\$ 137,356	\$ 33,380	\$ 112,309	336.46%	\$ 64,769	
COMMITTEE PROJECTS													
Leadership Summit													
							\$2,000	\$1,085	\$ 2,000	\$ 1,085	54.25%	\$ 2,460	\$ 915
							\$35,000	\$28,211	\$ 35,000	\$ 30,006	85.73%	\$ 39,881	\$ 4,994
							\$10,000	\$0	\$ 10,000	\$ -	0.00%	\$ 10,000	\$ 10,000
							\$ (35,000)	\$ (29,879)	\$ (35,000)	\$ (31,711)	90.60%	\$ (32,000)	\$ (3,289)
						FF	\$12,000	-\$583	\$ 12,000	\$ (620)	-5.17%	\$ 20,341	
Awards													
							\$300	\$300	\$ 300	\$ -	0.00%	\$ 270	\$ 300
							\$2,500	\$2,500	\$ 2,000	\$ 967	48.37%	\$ 2,452	\$ 1,033
							\$4,000	\$3,000	\$ 3,000	\$ 3,726	124.21%	\$ 3,071	\$ (726)
						GG	\$6,800	\$5,800	\$ 5,300	\$ 4,694	88.56%	\$ 5,793	
Communications Committee													
								\$0	\$ -	\$ -	#DIV/0!	\$ -	\$ -
							\$0	\$0	\$ 1,500	\$ -	0.00%	\$ 1,250	\$ 1,500
							\$0	\$0	\$ 1,500	\$ -	0.00%	\$ 1,250	
Program Committee (other than Spring, Fall and Summit)													
										\$ -	#DIV/0!	\$ 6,500	\$ -
							\$5,000	\$5,000	\$ 5,000	\$ -	0.00%	\$ 5,000	\$ 5,000
						HH	\$0			\$ (2,500)	#DIV/0!	\$ 5,000	
							\$10,000	\$5,000	\$ 2,500	\$ 4,992	199.66%	\$ 3,000	\$ (2,492)
							\$2,500	\$2,000	\$ 2,500	\$ 2,000	80.00%	\$ 2,500	\$ 500
							\$17,500	\$12,000	\$ 10,000	\$ 4,492	44.92%	\$ 22,000	\$ 5,508
TOTAL COMMITTEES & PROJECTS							\$ 36,300	\$ 17,217	\$ 28,800	\$ 8,565	29.74%	\$ 49,384	
NET SURPLUS / (DEFICIT) for budgeting							\$ 22,680	\$ 120,139	\$ 4,580	\$ 103,744	2265.14%	\$ 15,385	
2019 Sponsors Paid in 2018										\$ 54,775			
Prior Year Sponsor Adjustments for GAAP										\$ (106,450)			

IWIRC 2018 Budget

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IWIRC 2018 Budget

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From: Melissa Hager and Kelly McDonald
To: E-Board
Re: U.S. Networks Status Report
Date: January 8, 2019

Below is a summary of our efforts since our last report in October 2018:

New Networks

We have continued our outreach efforts to assist new networks to get off the ground. Specifically, we have corresponded with Charlotte Walker (Campbells) from the British Virgin Islands about starting an IWIRC network.

2018 Fall Conference

The focus of the 2018 Leadership Summit was the eight universal goals (the “Universal Goals”) that all networks should strive to achieve. The Universal Goals are as follows: communication, geography, membership, sponsorship, regional, leadership, planning, and diversity of events. At the conclusion of the Summit, each network was asked to select three Universal Goals to focus on in the upcoming year.

Prior to the 2018 Fall Conference, we requested that each network report on the three Universal Goals they selected and to focus on the goal that they have made the most progress on and to describe the progress made. At the Network Chairs meeting held in connection with the Fall Conference, various networks, including the Virginia and the Houston Networks, provided insight on the progress they made regarding their Universal Goals, and offered certain suggestions that other networks might be able to implement in connection with their Universal Goals.

Network Calls

Calls with all of the network chairs are typically held each quarter. The next call is scheduled for January 22, 2019. On this call (and the other 2019 network calls), we anticipate that we will spotlight various networks regarding their progress on their Universal Goals. Networks will highlight their successes and offer tips and ideas to assist other networks with their goals.

Formal Network Mentoring Program

We have continued our analysis of the formal mentoring program instituted in 2018 where an At-Large Director served as a mentor to a network that requested one and for newly created and/or revitalized networks to determine whether to continue and/or modify the mentoring program in 2019. This included obtaining feedback and suggestions from the various mentors regarding the program. We are in the process of obtaining feedback from mentee networks regarding their experiences and recommendations regarding the program.

Annual Reports

In the upcoming months, we will oversee the status of the networks’ annual reports. Commencing with the 2018 annual report, we suggest that the following questions be included:

- What three Universal Goals did your network select for 2018/2019?
- What progress has been made with respect to each goal?
- What assistance can IWIRC provide with respect to achieving each goal?

Other Matters

We also participate on the Regional Programming calls in order to ensure consistency in connection with the messaging to the U.S. Networks.

Canada Regional Report, January 2019

Canada currently has four networks -- Ontario, Western Canada, Montreal and Atlantic Canada. The first two networks are active networks, and continue to be successful with multiple events, a strong membership base and committed leadership. However, the other two networks, Montreal and Atlantic Canada, are no longer active. We believe there is hope for a revitalization in Montreal, and we are working towards a kick start event early this year. It appears that a dissolution of Atlantic Canada may be the next step.

1. Ontario

- approximately 61 members
 - diversity of membership in terms of seniority
 - active participation at events and assisting on committees for programs etc.
- 14 member board
 - new for 2019 is an additional membership director (2 total) to focus on increasing membership for 2019
 - very strong succession planning, with new board members each year reflecting increased interest in participation
- holds multiple events, including social/networking events and educational events
 - typically approximately 6 events per year
 - 2018 events included:
 - summer croquet event
 - whiskey tasting starting in the distillery district and finishing at a seven course meal with whiskey pairings
 - lunch and learn panel on construction lien developments
 - regional lunch/breakfast and learn on Gender Pay Gap among Ontario Network and Western Canada Network
 - participation in Toronto, Vancouver, Edmonton, Calgary
 - Holiday Afternoon Tea
- The 2019 Ontario Network Board will be tasked with pursuing its identified network goals, which include:
 - increasing sponsorship and, in conjunction, providing greater financial benefits to members
 - developing a quarterly communication blast to be sent to all members highlighting events and member success stories
 - formalizing the transition of board roles

2. Western Canada

- approximately 61 members
 - many new, younger members who actively participate
 - many firms are reducing what they are prepared to pay for, which has resulted in a decrease in our overall numbers
 - trying to address this with more information about membership value proposition
- 10 member board

- good cross section
 - many new board members – reflects increased interest in participation
 - introduced a new board position – Communications and Member Relations – which will be focused primarily on sponsorships and member communications
- holds multiple events spread over three major cities in Western Canada:
 - Calgary
 - Vancouver
 - Edmonton
- Calgary and Vancouver have the most events, and most of the Board members come from these two cities
- Edmonton is a smaller centre, so has fewer events and fewer members on the Board, but the Network is looking for ways to engage more with that community
- New initiatives include:
 - sponsorship package has been rolled out – it is a new model for our network, with three network-level sponsorships available and unlimited smaller ones (local only)
 - have commitments for two of the three network-level sponsorships and a few for local sponsorships already
 - welcome email to each new member from Network Chair with upcoming events listed and summary of value proposition
 - inaugural newsletter to members will be going out in January to highlight our members, their work and our sponsors, with plans to make the newsletter a quarterly publication
 - IWIRC on the Vine
 - new 2018 regional event among Western / Northern California / Southern California / Mountain/Desert Networks that took place in Napa late September
 - great success with 40 attendees (8 of which were from Western Canada, many of whom were attending their first International event)
 - exceeded attendance and sponsorship goals
 - will be taking place again in September 2019 in Kelowna, British Columbia, Canada
 - hope to make it an annual regional event (like IWIRC on the Shore and IWIRC on the Bayou)

3. Montreal

- essentially inactive for the last two+ years
 - challenges to this network include strong competition from other female networking groups, and the distinct culture and language issues in Quebec
- Melanie Martel has resigned her position as Chair, continues as an IWIRC member
 - all other board members had left within the past year or so
- We have identified an IWIRC member in Montreal who is interested in assisting with revitalizing the Network
 - discussions are preliminary at this stage, however we are working towards Montreal (with financial assistance of other Networks) hosting a regional

- network event at the end of January in advance of the largest Canadian insolvency conference, which is held in Montreal this year
- o we are hopeful that, with the participation of the identified IWIRC member in Montreal and others that she hopes to enlist for assistance, we can gain traction leading to a successful relaunch of the Montreal Network

4. Atlantic Canada

- has essentially disappeared, with no board or registered members
- Former Chair, Leanne Salyzyn, has indicated it is just not feasible to have a network in her area
 - o only a handful of bankruptcy lawyers or Trustees
 - o spread out in small town and centres
 - o difficult to obtain support for an annual membership
- Consider formally dissolving this network

Melaney Wagner and I will continue with regular calls with the two active Canadian network chairs (and hopefully can add a Montreal network chair to this list at some point!), and are encouraging people to join in “virtual” events and attend regional conferences and events. Regional events have been a renewed focus in Canada in recent years, and has led to the pace of and participation in regional events increasing. Examples include many virtual lunch and learns between the Ontario and Western Canada networks, cocktail receptions in advance of major Canadian insolvency conferences bringing together members from all Canadian networks, and IWIRC on the Vine.

We continue to encourage our members to attend IWIRC International conferences, run for Board positions, nominate for awards, and generally find ways to engage more robustly with the larger IWIRC organization.

IWIRC Asia: Report of the Asia Team¹

8 January 2019

Asia Leadership team - current members:

1. Pooja Sinha, Asia Networks Director (Singapore)
2. Eloise Fardon, Asia Regional Director (Hong Kong)
3. Catherine D'Alton, Director-At-Large (Singapore)
4. Joanne Collect, Director-At-Large (Hong Kong)
5. Justine Lau, Asia Regional Vice Director (Hong Kong)
6. Aisling Dwyer, Asia Regional Vice Director (Hong Kong)

We have worked together on the projects below in Asia during 2018:

1 2018 IWIRC Asia Restructuring & Insolvency Conference – Thursday 8 November 2018, Hong Kong

- The IWIRC networks of China, Hong Kong, India, Japan, Malaysia and Singapore collaborated to hold the second regional IWIRC Asia Restructuring & Insolvency Conference. This year the Asia conference was hosted in Hong Kong, after the inaugural Asia conference hosted in Singapore in 2017.
- The conference was a one day event hosted at the offices of Clifford Chance. We had 140 registrations and approximately 100 attendees. Highlights included:
 - Keynote speech / welcome from Phyllis McKenna, The Official Receiver of Hong Kong;
 - 2 technical sessions on the following topics:
 - From mining to what is mine?! Issues to consider in a cryptocurrency exchange collapse
 - Forum selection v. Forum shopping
 - a professional development session titled “Leadership with Impact & Presence” facilitated by Gina Marescia of Catalyst Consulting;
 - intermezzo activities showcasing Hong Kong;
 - presentation of the IWIRC Asia Woman of the Year Award to Marie Rowbotham of PwC sponsored by Vannin Capital; and
 - thank you presentation to Aruni Weerasekera from Carianne Bassler (IWIRC Chair).
- We have had positive feedback and coverage of the event including on Global Restructuring Review.
- The Asia IWIRC Leadership team has de-briefed on the feedback. We are still to determine whether we will host a regional conference of similar size in 2019 or focus on some smaller

¹ 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.

regional events. Both Hong Kong and Singapore networks would be capable of hosting a conference of this size. We are exploring whether smaller networks such as Malaysia and (once set up) Indonesia could host this as a smaller event (potentially tagged on to a larger INSOL event or similar) but are not yet sure if they have the bandwidth to do so/would attract a sufficiently regional audience. Further, given INSOL International will be hosted in Singapore in April 2019, it will be a busy R&I calendar this year in Asia.

2 Potential Asia regional events for 2019

- IWIRC Singapore network will host an event to co-incide with INSOL International Conference in Singapore 2-4 April 2019. This will be open to all IWIRC members travelling to Singapore for INSOL (we would like to invite IWIRC members to attend free of charge if possible). The format of the event is under discussion – Singapore network plans to make a request for sponsorship from IWIRC International on the basis that this is a regional event (request due to follow in January once estimates are obtained).
- Something to co-incide with INSOL One Day Seminar in Tokyo on 7 November 2019. EF is now on the organising committee for that seminar. EF and JC will work with Japan IWIRC network this year including exploring potential for regional event in November 2019.

3 Women on panels

- One of our initiatives across the PacRim Networks for 2018 which we will continue in 2019 is to encourage greater participation of women on panels. This follows from the great success of the all-female / all-IWIRC member panel at the TMA Asia Pacific Conference in November 2017 (JC).
- We arranged for Catalyst Consulting to provide (on a complimentary basis) a training session on speaking skills in October for speakers who were on the technical panels ahead of the IWIRC Asia R&I Conference in Hong Kong November. (JL, JC)
- Through the social media platforms of both the Hong Kong and Singapore networks, we are promoting and supporting women on panels and particular our members when they take these opportunities. We are also using the hashtag #womenonpanels in our social media posts to raise awareness.
- We were asked by INSOL (following the IWIRC regional conference in Nov 2018) to provide speaker suggestions for INSOL in Singapore. This request was quite last minute so they were only looking for speakers for some select panels. We were able to put a couple of names forward for speakers with complementary experience. Sonali Abeyratne from INSOL was very pleased with the quality of the candidates that we had put across and we think this has set the stage for further similar partnerships between IWIRC and INSOL in Asia going forward.

4 Supporting the 6 networks in Asia

- Hosting regular calls for the Co-Chairs of the 6 networks to share information and experiences (EF). Next call is 23 January.
- We have communicated the rationale behind the increase in the IWIRC Asia membership rates to the PacRim network chairs. Some of the more fledgling networks have expressed some concerns about the impact of this on membership numbers – both in relation to

renewals and new members and particularly in the non-HK Asia networks. We will take up any further questions or concerns from them at the network chairs call.

- We held an in-person IWIRC Asia leadership meeting on 9 November in Hong Kong to which we have invited Co-Chairs (and/or select board members) of the IWIRC networks. The introductory session was led by Carrienne Basler and included some material previously used for board boot camp sessions as well as information sharing between networks.
- We are working to support the boards of the more developing networks including by encouraging more board participation on the ground in the relevant jurisdictions.
- India network plans to have a “mini-conference” event in January (postponed from December). Efforts to operationalize various process are ongoing (PS)
- We are looking to implement a “best practices” internal governance protocol for our Asian networks which would cover matters such as succession planning, ensuring “fair allocation” of board positions across firms and types of R&I practitioners, creating “consultant” positions or equivalent for senior women who are longstanding members but no longer actively involved in supporting activities, conduct of the election process etc. The plan is roll this out to the Singapore network in the first instance. Singapore network is streamlining election process for forthcoming elections in March 2019 (CD, PS)
- Hong Kong network – AGM and board changes – 10 December 2018 – Lynsey Edgar and Veronica Chan are the 2019 Co-Chairs. JL, JC, AD and EF will attend the HK network board meetings on a rotating basis as observers to keep communication channels open between local and international.
- Some board changes for Japan network – will now have two Co-Chairs again – Yuri Sugano and Ayako Kawano. We had a call with them in December to encourage more streamlined board processes and regular meetings. (EF and JC)
- PRC Network – are actively using WeChat group for communications. (EF has joined group to stay in touch.)

5 **Formation of new networks - Indonesia**

- We currently have discussions underway to see how we can help the launch of IWIRC networks in Thailand and Indonesia including by assistance in terms of the setup process, recruiting of members etc. Several other IWIRC members with professional and/or personal ties to these countries will be supporting this initiative.
- Priority for 2019 is development of Indonesia network. In Indonesia, the charge would be led by Debby Sulaiman, Partner at an Indonesian law firm, HHP and Nawal Nely of EY. Debby joined the Asia Leadership meeting in November.

6 **Other Initiatives**

- **Speakers Bureau** - We have looked into including more Asia-specific components in the categories listed in our Speakers Bureau. It has been agreed that, as a start, the following categories will be added (i) “Jurisdictional Expertise” given several of us here in Asia work on cross-border R&I matters; and (ii) cryptocurrency as a subject matter expertise (JL, PS)

- **IWIRC London** - We have shared some of the “best practices” experience of the Singapore and the Hong Kong network with the London network on a call in December and have also discussed a potential Singapore/London joint videoconference event (**PS, JL**).

European Networks Report-January 2019

I do not have much to add to my last Europe Regional report, but I would mention that:

- (i) we are still working on a possible joined one day seminar (or other event) IWIRC / INSOL Europe, and
- (ii) we had a fruitful telephone conference with Helen and Annerose Tashiro, in order to build a closer relationship between the Europe / London networks and spread the word across Europe. The London network is very successful and we could benefit from it, also at a European level and in other European States.

I am available for any further information and/or clarification you may need.

Thank you and speak to you soon.

Kind regards,

Rita

From London-January 2019

Here is a summary high level report for the London Network. Please let me know if you have any questions. Could you also let me know if I should be on the call and send me the details. Thank you!

1. The London Network has seen significant growth and success since it officially launched in June 2018. It is the fast growing new IWIRC network.
2. The membership has grown 5x times over from 22 members to over 102 members. The corporate interest has exceeded initial expectations - with major corporate sponsors coming in terms of monetary commitments and in kind contributions.
3. The 2018 events schedule was been diverse interesting and popular with members and prospective members. In 2018, following the launch events, there were events including a Dress for Success event and a Christmas markets meet up.
4. In 2019, the events schedule is exciting and full. Two events are planned for every month, including a regular monthly drinks event for members. Also there is a annual celebration event scheduled for June 2019. Excitingly, Global Restructuring Review want to collaborate with IWIRC London to host the first of its kind - a Women in Restructuring Conference - showcasing women from all over the world. This will be held in November 2019. This should be on the radar for all IWIRC board members.

Helen

Program Committee-January 2019

Spring planning is underway.

Arnold & Porter on board for the opening spring reception, and dinner will be at Ottoman Taverna.

Now, to come up with at least 6 different intermezzos! Although one should definitely be a guided tour of one of the art galleries again, those were a bit hit.

We are having two panels. First, we will look at media bankruptcies (e.g., the Weinstein case and radio stations) and the use of unique assets, both as collateral and in liquidation. Members assisting on this panel are Ilana Volkov, Liz Austin, Lauren McKelvey and Roberta Propper. The moderator will be Rising Star Canadian semi-finalist, Rachel Bengino. We are also hoping to have Patty Tomasco, a partner in the Houston Bankruptcy, Restructuring, & Recovery practice at Jackson Walker and co-counsel with Kirkland for the iHeart debtors and Kimberly Pierro from SunTrust Bank. Finally, we are looking for an investment banker with experience in this area to round out the panel.

The second panel will be focused on the role hedge funds play in retail bankruptcies—both positive and negative. Members assisting on this panel include Margie Kaufman; Megan Murray; Melaney Wagner; Elizabeth Gunn; and Camille Bent. We have a call at 1:00 to discuss panel members and flush out the topic a bit more.

For intermezzos, Tara Schellhorn is looking down near the Navy Yard at the National's stadium, trapeze school, wine bars, lots of restaurants. Shari is also looking into museums. All ideas are welcome!

Very truly yours,

Terri Jane Freedman, Esq.
FREEDMAN LAW, LLC
9 ELKIN DRIVE
LIVINGSTON, N.J. 07039
973.985.9408

Communications Report

The Communications team has been busy in 2018. Sarah and Rosa started several subcommittees to focus on various aspects of IWIRC communications, and CC and Rosa have since continued to work with the volunteers on projects regarding social media, WoW, regional programming, and branding.

- **Social Media:** we have been actively refreshing and promoting our social media presence.
 - Leading up to the Fall Conference, we profiled all the 2018 Rising Stars and several of the past Rising Star semifinalists and finalists online. Past recipients shared advice and the profiles of the 2018 class shared insight about each of the remarkable women. We also created IWIRC branded profile pictures to accompany each of the stories. (An example and the complete profiles are attached.) At the Fall Conference, we also planned a photo opportunity for all the current and prior nominees (what a great group!) and used those photos on social media following the conference.
 - We closed out 2018 by launching an Instagram account (@iwirc_international). We have shared nearly 30 posts and have 46 followers. This is a great place to highlight photographs from events and to share some of our more visual content, and I am confident we can grow this space in the coming year.
 - We shared the Top 10 moments of 2018 on social media. Committee members helped draft the text for the Top 10, which included a tribute to our founding member Selinda Melnik, a note about our 25th anniversary, and highlighted several fun events from around the globe. We rolled out the items one by one, but shared the full list to all members by email (see attached).
- **WoW:** we shared our first Words of Wisdom featuring advice from our incredibly engaging Fall Conference keynote speaker, Ashley Ecstein, author, actress, and founder of Her Universe! The feature is available at www.iwirc.com/file.cfm/2515/content/iwirc-words-of-wisdom.pdf (also attached). We are actively working to prepare and share our second edition, which will feature Jennifer McLemore, and on ways to share past footage taken for WoW.
- **Regional programs:** we have started to share details about registration for key regional conferences on social media and highlighted past events in the newsletter. We have also been engaged in a dialogue with Tara Schellhorn and others involved in regional planning over the past year regarding best methods for coordinating and promoting regional events and plan to continue to explore this as a developing topic.
- **Branding:** admittedly, this area needs some work. We used consistent and clear IWIRC branding the profiles of past and present Rising Stars, but will focus on branding as we continue to share content online.

We will share articles from the recent newsletter on social media in the coming weeks. My goal for the first quarter of 2019 is to build on the momentum we created in 2018 and to work on a social media policy that we can use going forward.

Thanks,
CC

Alexandra CC Schnapp
Law Clerk to Chief Judge Wendy Hagenau
U.S. Bankruptcy Court for the Northern District of Georgia
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IWIRC Top 10 of 2018

As the year winds down, IWIRC will take a look back – and a look ahead at all that is to come in 2019 – at the incredible accomplishments of its networks and members with the second annual Top 10. Thanks to IWIRC Communications Committee members Valerie Bantner Peo, Ashley Champion, and Lois Wyatt for compiling the best and brightest of 2018.

1. **Top Things to Look Forward to in 2019:** there are a number of tremendous events lined up for 2019 and surely something for everyone! The Spring and Fall Conferences will both take place in Washington, D.C. this year (the Spring Conference will be April 10-11, the Fall Conference is slated for October 29-30), and the annual Leadership Summit will once again mix networking, meetings, and lots of fun in beautiful New Orleans from July 24-26. Reserve your room at the Ritz Carlton now:
[https://www.eventbrite.com/e/iwirc-2019-leadership-summit-tickets-48368633886!](https://www.eventbrite.com/e/iwirc-2019-leadership-summit-tickets-48368633886)
2. **Most Inspirational Member:** Selinda Melnik, IWIRC's founder, passed away on November 19 after battling cancer, but her legacy of connecting women lives on through all IWIRC members. A lovely tribute to Selinda may be found at
<https://www.iwirc.com/about-us/in-memory-of-selinda-melnik>.
3. **Best Precious Metal:** Silver! IWIRC celebrates its 25th Anniversary in December. Founded by Selinda Melnick, Laureen Ruan, and Martha Fetner in December of 1993, IWIRC is the first professional association dedicated to enhancing the professional status of women in all disciplines of insolvency and restructuring and now connects more than 1,300 professionals globally through 45 networks in 13 countries.
4. **Top Reasons to visit London, Brazil, and Oklahoma:** IWIRC launched networks in all three locations this year! The London network started strong with more than 80 members in its inaugural year; the Brazil network just hosted a joint event with the Florida Network, which featured a lively discussion of developments in both U.S. and Brazilian bankruptcy law; and Oklahoma became IWIRC's 45th network when it launched in September.
5. **Best Reason to Clean Out Your Closet:** IWIRC London's Dress for Success Be Connected Charity event on November 28, 2018. Dress for success prepares women for job interviews as well as placement or training programs by providing professional clothing, interview coaching, career development advice, and support networks.
6. **Best Musical Moment:** Attendees of IWIRC on the Vine in Napa joined in a campfire sing-along to the "top walkup song" playlist inspired by Monica Blacker's keynote, Rising to the Top. Blacker's talk centered around rising to the top and empowering other women to do the same.
7. **Best Formal Dining Experience:** IWIRC Hong Kong hosted a black-tie dinner in June at The Hong Kong Club. Members raised over HKD34,400 for the charity Pathfinders, which provides assistance to babies, children, and migrant workers in Hong Kong.
8. **Best Cocktail Hour Companions:** Bankruptcy Judges! The Houston Network hosted a membership drive and whiskey tasting with the Judges event on July 17, 2018. The event kicked off the return of the Houston network and afforded members the opportunity to meet with the new board and mingle with bankruptcy judges while learning the art of whiskey making (and tasting).

9. **Top Reasons to Renew Your Passport:** Our Global Networks hosted a variety of outstanding programs this year including the 2018 International Insolvency and Restructuring Symposium held October 17-18 in Milan, Italy and the Second annual Asia Restructuring and Insolvency Conference, held November 8 in Hong Kong. Both events were well-attended and provided an excellent opportunity for members to connect and expand their global networks.
10. **Top Reunion:** our 2018 Rising Star nominees gathered with nominees from past years at the Fall Conference in San Antonio. The semi-finalists and finalists enjoyed catching up and celebrating this year's impressive class. Read more about them here:
<https://www.iwirc.com/news/2502/iwirc-announces-2018-rising-star-awardee>.

RISING
STAR



Jeannie Kim

Buchalter; San Francisco, CA

How has your work/practice changed since being named a Rising Star?

I get quite a number of comments on the fancy crystal piece in my office! In all seriousness, being named a Rising Star has forged new friendships with other Rising Star alumna around the globe. The honor has also introduced me to other Rising Stars to contact for referrals/recommendations and opportunities to collaborate on programming.

What have you learned since being named a Rising Star?

Since being named a Rising Star, I have learned that the support and sisterhood I enjoy in my local network truly has a global reach through IWIRC.

What is something - a talent/hobby/skill - most people may not know about you?

I have an uncanny ability to remember birthdates. I may not realize it's your birthday the day of your birthday, but more often than not, once I know your DOB, it's lodged in my memory somewhere ...

Best career advice you've received?

Most "successful" career paths are not linear – embrace the challenging times because they prepare you for what's to come.

Any advice for the 2018 Rising Star Semi-Finalists and other young IWIRC members?

IWIRC is a remarkable community – it is made up of women whose professional accomplishments are many and exceptional, but more importantly, it is a community of women who are leaving their mark on the world through their intelligence, grace, and generosity. Work hard, give back, and stand on the shoulders of the giants who paved the way for us.

Will we see you in San Antonio?

I hope so!

Camille Bent

BakerHostetler, LLP; New York, NY



How has your work/practice changed since being named a Rising Star?

My network has expanded and I have been afforded opportunities to meet and build relationships more restructuring professionals, especially at this year's IWIRC Leadership Summit in Philadelphia.

What is something - a talent/hobby/skill - most people may not know about you?

I love languages. I have studied Spanish, French, German and Mandarin. If I had all the time in the world, I'd learn as many languages as possible.

Best career advice you've received?

The best career advice I've ever received was to treat my career as a marathon, not a sprint, and to consider quality over quantity when building relationships and considering opportunities.

Any advice for the 2018 Rising Star Semi-Finalists and other young IWIRC members?

Invest time getting to know the women that comprise IWIRC, and build on those relationships as time goes on.

Will we see you in San Antonio?

Yes!

Amanda Steele

Richards Layton and Finger; Wilmington, DE



How has your work/practice changed since being named a Rising Star?

The work has stayed the same, but in July I was named a Director of my firm.

What have you learned since being named a Rising Star?

Being named a Rising Star opened the door for my involvement in IWIRC on a national level. I have enjoyed meeting and learning from the amazing women in this organization.

What is something - a talent/hobby/skill - most people may not know about you?

I was a competitive equestrian for many years of my life. I hope one day to get back into riding.

Best career advice you've received?

“It is okay to say I don’t know, but I will look into it. People appreciate the correct answer which might not always be the quick answer.” With information so easily available through google and social media, we are now programmed to want to respond to someone right away. I feel like this advice has helped me both professionally and personally think about how I react to any situation.

Any advice for the 2018 Rising Star Semi-Finalists and other young IWIRC members?

Keep doing what you are doing! The days can be long and frustrating, but know that you have a great support system and organization behind you that will always be your cheerleader.

Will we see you in San Antonio?

Yes!

Monique Hayes

Goldstein & McClintock LLP; Miami, FL

**How has your work/practice changed since being named a Rising Star?**

My practice has changed quite a bit since receiving the Inaugural Rising Star Award in 2009. At the time, we were in the thick of the recession. My practice was primarily based in South Florida and centered on committee representations in real estate developer cases. I continue to represent committees in a number of cases, but my practice is more national. It allows me access to bankruptcy matters in a broader range of industries. Its still safe to say I love practicing bankruptcy law.

What have you learned since being named a Rising Star?

I've learned the peaks and valleys of the practice. Changes in the economy, political and social climate have a direct and immediate impact on our practice. That is still fascinating to me.

What is something - a talent/hobby/skill - most people may not know about you?

I'm a "thrifter" (read recovering hoarder). I really enjoy thrift shopping. Finding and repurposing things from past eras is a delight for me.

Best career advice you've received?

Always do your best. Under any circumstance, simply do your best and you will avoid self-doubt, self-abuse, and regret. (Actually life advice from The Four Agreements by Don Miguel),

Any advice for the 2018 Rising Star Semi-Finalists and other young IWIRC members?

Continue to shoot for the stars!

Will we see you in San Antonio?

Yes!, just confirmed.

Christy Prince

Kegler, Brown, Hill & Ritter, LPA; Columbus, OH

**How has your work/practice changed since being named a Rising Star?**

I am a partner with the same law firm, Kegler Brown Hill + Ritter. My focus remains on insolvency and workouts.

What have you learned since being named a Rising Star?

I've learned to trust myself and my approach much more, even if it's different from how others would handle the situation. I've also sharpened my skills at "triage" – recognizing which issues are the most critical and where my contribution can make the biggest impact.

What is something - a talent/hobby/skill - most people may not know about you?

I love to explore. I'm headed to Prague later this year, and Israel in early 2019, which are both first time destinations for me.

Best career advice you've received?

There's always something new to learn – it's best off to embrace it!

Any advice for the 2018 Rising Star Semi-Finalists and other young IWIRC members?

Getting bogged down in the minutia can make you feel like you're just spinning your wheels. I try to reframe my work responsibilities and obligations into the context of how my effort is serving others. I am more patient with the stressful situations and unpleasant characters of the hour when I keep the "big picture" in mind.

Will we see you in San Antonio?

Yes! Another opportunity to explore a new destination, deepen my knowledge base, and spend time with amazing people!

Jennifer Kimble
New York, NY



How has your role in IWIRC changed since winning the award?

My role in IWIRC has only continued to grow since receiving the Rising Star Award. Since receiving the Award, I served as IWIRC Programs Director for 3 years, Communication Director for 2 years and over the last year have served on the Executive Board as Vice Finance Director. In October, I will become the Treasurer of IWIRC! IWIRC has given me so many opportunities for leadership and to learn new skills. I am forever grateful for IWIRC and the women of IWIRC – many of whom are dear friends.

What have you learned since winning the award?

I've learned how important it is to have sponsors at work who are willing to help promote you. It's important to take chances and go after roles that maybe seem too big for you at the time – just don't be scared to ask questions or seek out help.

Best career advice you've received?

Only you can be the driver of your career. Create a business development plan and stick to you – even if it means you have to come out of pocket for events/ conferences that are part of that plan.

Any advice for the 2018 Rising Star Semi-Finalists and other young IWIRC members?

Volunteer for an IWIRC committee and do a good job! This will give you opportunities for leadership and help increase your profile inside your firm and with IWIRC!

Will we see you in San Antonio?

Yes!

Lauren McKelvey

Odin, Feldman & Pittleman, PC; Reston, VA

**How has your role in IWIRC changed since winning the award?**

My involvement in IWIRC increased, both at the network level and the international level. Since receiving the award, I have continuously served on both the Washington DC and International Boards and have regularly attended IWIRC conferences. I missed the Fall Conference where it was announced that I won the award because I was at my sister's wedding. But I haven't missed a Fall Conference since then and now I am helping organize the Spring Conference in 2019!

How has your role at your firm changed?

When I received the award, I was an associate in Biglaw. I am now a Shareholder at Odin, Feldman, & Pittleman, PC, a 65-attorney firm serving Washington DC, Virginia, & Maryland. As a result of the combination of becoming a Shareholder and being at a smaller firm, I have had the opportunity to take on more leadership responsibilities in my firm. I serve on five firm committees and chair two of them.

Has the award impacted/helped your career/other opportunities?

The award certainly gave me a confidence boost early in my career; although, my other involvement in IWIRC—serving on committees and boards and attending events and conferences—has impacted my career much more. Through my active involvement in IWIRC at the local and international levels, I have honed my leadership skills and connected with great people, who have supported my career, referred me clients, and, most importantly, become my friends.

Any advice for the 2018 Rising Star Semi-Finalists and other young IWIRC members?

Stick with it. You probably aren't going to walk out of your first IWIRC conference with a huge, new client. It took a few years before I received my first referral. Keep serving in leadership roles and making connections and you will likely develop clients, mentors, friends, opportunities, and confidence through IWIRC.

Will we see you in San Antonio?

Yes!

Sarah Frankel

The525group, LLC; New York, NY

**How has your life changed since winning the award?**

Hmm...everything! In the five short years since receiving the Rising Star award I have started my own business, married an awesome and supportive man and welcomed my superstar daughter, Sadie! I don't know if the award was the catalyst, but it didn't hurt!

What prompted you to go out on your own and establish your own business? Any advice for others considering it?

My business, the525group, is a recruiting shop focused exclusively in the restructuring space. Getting here was surprisingly organic.

I have been fortunate enough to have a successful career in restructuring that revolved almost entirely around relationships and bringing people together. Over time I identified a void in the "career connections" that so many restructuring professionals were looking for and realized that there wasn't a single recruiter that focused on our industry? This need, paired with my network and love for bringing folks together made recruiting a very natural next step for me. Of course there were all the obvious feelings; What if I fail? Will my network translate to this new business? Am I crazy!?!

I'm three years in and while I'm very proud that the business continues to thrive and grow, I'm also having a ton of fun doing it. That isn't to say those questions I had early on don't still creep in on a regular basis, but when they do, I just muster up my moxie and I keep on trucking! It is hard work, it is constant, but it is rewarding and I have never been happier.

The best advice I can give someone thinking about going out on their own is to trust your gut and plan, plan, plan!

What have you learned since winning the award?

Be kind and be honest which hopefully translates to being fun and reliable to work with! It isn't a new lesson but one I am reminded of on a regular basis.

Any advice for the 2018 Rising Star Semi-Finalists and other young IWIRC members?

Welcome to the sisterhood! There is a special bond in this growing group of "stars" so lean on and help each other as much as you can.

Jodi Dubose

Stichter Riedel Blain & Postler, PA; Pensacola, FL

**How has your role in IWIRC changed since winning the award?**

My roles within IWIRC have continued to expand since I was named Rising Star in 2015. Most significantly, I had the opportunity to organize and serve as the initial chair of the Gulf Coast Network when it was created in 2017. I also continued to serve on planning committees for annual conferences and as Vice Chair of the Florida Network.

Any changes in your work/practice?

Immediately prior to winning the Rising Star award, I accepted my dream job with colleagues in the Florida Network of IWIRC at a fantastic firm.

What have you learned since winning the award?

I've continued to learn that IWIRC is the best professional networking organization for women in this industry on local, national, and international levels, that we build each other up, share opportunities, and support each other's successes.

Best career advice you've received?

Get involved in IWIRC. (Thanks, Leyza!)

Any advice for the 2018 Rising Star Semi-Finalists and other young IWIRC members?

Get involved. Go to national conferences and regional events. Meet as many IWIRC members as you can. Sign up to serve on committees. Learn for yourself how the women and opportunities in this organization can help you take your career to the next level.

Any advice for making the most of an IWIRC event?

Relationships. This is a relationship business and IWIRC is a relationship organization. Make meaningful connections.

Will we see you in San Antonio?

Absolutely 😊

Eloise Fardon

Stephenson Harwood; Hong Kong

**How has your work/practice changed since being named a Rising Star?**

When I was named Rising Star I was on secondment in London. I have since returned to Hong Kong so my work is more Hong Kong and China based with a many matters having a cross-border element. My depth of experience and expertise has continued to develop since being named Rising Star.

Being named Rising Star has helped me to raise my profile internally within Stephenson Harwood, especially across different departments and offices internationally. Building your own personal brand is very important to career progression in a law firm, so I think the award has been very helpful in that way.

What have you learned since being named a Rising Star?

To adjust my communication style depending on who I am dealing with. One style doesn't fit all.

What is something - a talent/hobby/skill - most people may not know about you?

I'm a keen netball player, and I'm learning to speak Japanese.

Best career advice you've received?

Learn how to delegate effectively.

Any advice for the 2018 Rising Star Semi-Finalists and other young IWIRC members?

For the Rising Star Semi-Finalists, be proud of your achievements and make sure to share your achievement with your colleagues, on LinkedIn and within your local insolvency & restructuring network.

For other your IWIRC members, just get involved as much as possible, as it will help you to build your profile, network and experience. Joining an IWIRC board and taking on leadership roles can be done by anyone!

Cara Porter

California Department of Justice; San Francisco, CA



How has your work/practice changed since being named a Rising Star?

Since being named as a Rising Star in 2016, I have transitioned from my position as a law clerk to a bankruptcy judge in Santa Rosa, CA to Deputy Attorney General in the San Francisco office of the California Department of Justice. I now represent taxing and business agencies for the State, with roughly 75% of my cases consisting of bankruptcy-related matters.

What have you learned since being named a Rising Star?

I learned about Smart Contracts (self-executing contracts with terms of the agreement written in code and stored on the blockchain) from expert panelists at the IWIRC on the Vine conference in September 2018.

What is something - a talent/hobby/skill - most people may not know about you?

I'm a distance runner (the half-marathon length is my race of choice).

Best career advice you've received?

Only take career advice from someone whose career you want yours to emulate.

Any advice for the 2018 Rising Star Semi-Finalists and other young IWIRC members?

Foster your relationships; your efforts will pay off.

Valerie Bantner Peo
Buchalter; San Francisco, CA



How has your work/practice changed since being named a Rising Star?

My practice has focused on litigation; in particular trial practice.

What have you learned since being named a Rising Star?

To relish the challenge of doing things that are outside of my comfort zone.

What is something - a talent/hobby/skill - most people may not know about you?

I performed at the 1996 Olympics in Atlanta as part of an equestrian vaulting exhibition team.

Best career advice you've received?

Assign equal dignity to all areas of your life.

Any advice for the 2018 Rising Star Semi-Finalists and other young IWIRC members?

Ask for what you want: whether it's a particular responsibility on a case or a nomination for IWIRC Rising Star, don't be shy about putting yourself out there. Most people want to help others to succeed, especially your sister IWIRC members!

Will we see you in San Antonio?

I'm currently scheduled to begin trial on October 26 and, unfortunately, will not be at the Fall conference.

Alexandra CC Schnapp
U.S. Bankruptcy Court; Atlanta, GA



How has your work/practice changed since being named a Rising Star?

The judge for whom I worked for 6.5 years (Chief Judge C. Ray Mullins) retired in January 2018 and I transitioned to clerking for (new) Chief Judge Wendy Hagenau in February 2018. While the role is similar, my day-to-day responsibilities changed - it's amazing how different judges' chambers can be!

What have you learned since being named a Rising Star?

To delegate, and how to do it effectively, and to encourage others to take on new tasks.

What is something most people may not know about you?

In college, I hosted a radio show called Against All Odds that featured indie favorites.

Best career advice you've received?

When something is challenging, think of ways that you can improve the process and make it more efficient.

Any advice for the 2018 Rising Star Semi-Finalists and other young IWIRC members?

Congratulations on the honor! Remember to update your resume with the recognition - and with any new projects you tackle, awards you receive, and articles you write. Continue to think about ways to get involved - with IWIRC and with your community - and try to target one new career-related goal a year.

Will we see you in San Antonio?

Absolutely! Packing my denim and boots now 😊

Alison Elko Franklin
Dentons US LLP; Atlanta, GA



How has your work/practice changed since being named a Rising Star?

When I was named a Rising Star, I focused my practice on representing debtors, creditors and committees in chapter 9 and 11 cases in the United States. Since that time, I have expanded the scope of my practice across jurisdictional boundaries to include chapter 15 cases and numerous cross-border insolvency matters. I have had the opportunity to work with global teams working within and between restructuring regimes and jurisdictions worldwide.

What have you learned since being named a Rising Star?

I have become more involved with IWIRC on an international level and developed a deeper appreciation of the organization and my fellow members. I have established so many personal relationships, and I am very grateful for all of the encouragement, support and guidance that I have received from my IWIRC family.

What is something - a talent/hobby/skill - most people may not know about you?

Most people may not know that I enjoy running. I used to run marathons, but now I mainly run after my one-year-old son and four-year-old daughter. I also love photography and won a few photo contests back in the day when I had free time . . .

Best career advice you've received?

Build and protect your reputation - do not let your clients walk you off a cliff! It's a small world, particularly in bankruptcy, and a solid reputation for creating and maintaining trust and respect are keys to a successful career.

Any advice for the 2018 Rising Star Semi-Finalists and other young IWIRC members?

Create your own definition of success. Success does not have to mean full-time and partnership track. Embrace what success means to you as you fulfill your career goals at different times in your life - part-time practice, public service, public interest, in-house counsel, academia... There is not one definition or one path.

Will we see you in San Antonio?

Yes! Looking forward to it!

Judge Bess M. Parrish Creswell
U.S. Bankruptcy Court, Middle District of Alabama

Judge Creswell was appointed to serve as a United States Bankruptcy Judge for the Middle District of Alabama on April 16, 2018. Prior to her appointment, she was a partner in Burr & Forman LLP's Creditors' Rights & Bankruptcy Group in Mobile, Alabama. At Burr & Forman she represented debtors, secured and unsecured creditors, creditor committees, and fiduciaries in workouts, debt restructuring, bankruptcy cases, financial transactions, and non-bankruptcy litigation. Prior to joining Burr & Forman, Judge Creswell practiced bankruptcy and financial restructuring at Alston & Bird LLP in Atlanta, Georgia and served as law clerk to The Honorable Ray C. Mullins in the U.S. Bankruptcy Court for the Northern District of Georgia. She has been recognized as a "Rising Star" by Alabama Super Lawyers magazine each year since 2012 and was selected for the 2014 class of the Alabama State Bar's Leadership Forum. While in Mobile, she served in various leadership positions on the board of Lifelines Family Counseling, participated in Mobile County Public School Reading Buddy program, and taught financial literacy to high school students through the Credit Abuse Resistance Education program. Judge Creswell earned her J.D. from Wake Forest University School of Law in 2004 and her M.B.A. from the Lundy-Fetterman School of Business and B.A. in accounting and trust management from Campbell University in 2001.

Have you always wanted to be a judge? I cannot say that I always wanted to be a judge, but it is something I decided early on in my career that I wanted to pursue.

Who has had a major impact on how you practice law? Patricia Gibbons - she gave me my first law job as a runner in her law office in Raleigh, North Carolina when I was in college. She has an amazing sense of humor and endless compassion for people. She taught me how important it is to treat everyone with dignity, even if you did not agree with their position or choices. And that you have to keep a sense of humor about you in the practice of law because the stresses of the job can be brutal at times.

What was the most valuable advice you received in the process of applying to be a judge? Treat the process as if you were preparing for the biggest case in your career - you cannot be over prepared.

What advice would you have for someone seeking to become a judge (can be different for someone just starting their career vs. someone more seasoned)? If you are interested in becoming a judge it is never too early to start looking at the application. While questions may be added or deleted over time, it is a good way to start thinking through the questions you will be asked. It will also help you figure out where you may have weaknesses in your resume so that you can work towards filling in those gaps.

What skills have been most important to you in your career, and how did you develop them? I think listening is one of the most important skills a lawyer can develop. In practice I would observe lawyers that would provide options available to a client based on their interpretation of the issues without really listening to what it was the client needed or wanted.

This would result in both of the parties becoming frustrated. While my listening skills can always improve, I do try to remind myself to "listen first" each time I take the bench.

What has been the most surprising thing about the job? I am not sure if it came as a surprise, but one thing I had not given a lot of thought to before is how many moving parts there are in the process. In addition to the attorneys and their clients, there are a lot of great people behind the scenes that make the process work - clerks, trustees, bankruptcy administrators, etc. All of these people can be impacted by administrative and policy decisions I make as a judge.

What are you most excited for? I am excited that I now get to take on the role of problem solver exclusively. In practice you have to be the advocate at times even if you did not always agree with your client's position or think they were being reasonable.

Anything you think you'll miss about practicing law? My colleagues at Burr & Forman. Over the years when you see each other almost every day you become part of each other's accomplishments and celebrations, as well as each other's failures and disappointments.

What are your favorite activities when not working? While I enjoy reading and traveling, my favorite thing to do when I am not working these days is spending time with my husband, Michael, and my two children, Walker (6) and Eden Grey (3). Some of my favorite "family activities" include dance parties in the kitchen, water balloon fights, and hide-and-seek around the house.



As the year comes to a close, IWIRC has much to celebrate. Over the past couple weeks, IWIRC has been counting down the top 10 moments of 2018 - and looking ahead to 2019 - on social media. If you missed it, you can catch the full list [here](#).

Be sure to connect with IWIRC on social media including [Facebook](#), [Twitter](#), [LinkedIn](#), and now [Instagram](#)! You can learn about the latest and greatest from our Networks around the globe and connect with members near and far.

Happy holidays and happy new year!

About International Women's Insolvency & Restructuring Confederation (IWIRC): IWIRC is committed to the connection, promotion, and growth of women in insolvency and restructuring professions worldwide. Since 1993, IWIRC has been connecting women worldwide through a global membership of more than 1,300 attorneys, bankers, corporate-turnaround professionals, financial advisors, and other restructuring practitioners. The organization provides its members with relationship-building, educational, career enhancement, and promotional opportunities. For more information, visit us at www.iwirc.com.

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ASHLEY ECKSTEIN

Actress, Author, Founder of Her Universe
www.HerUniverse.com

What does a typical day look like for you?

My work days are always unpredictable. I wear many hats between being an actress, author and Founder of Her Universe. Some days, I'll be in the recording studio working on a new episode of *Star Wars: The Clone Wars*, the next day I'll be at Disney for licensing meetings and then the next day I'll be at a book signing for my new book *It's Your Universe: You Have The Power To Make It Happen*. (Read more from Ashley in her book, available for purchase [here](#).) There is nothing routine about my job, which makes it fun and extremely hard to plan at the same time.

Most unexpected job you've had?

The amazing part about my job is that it's given me a platform that I never imagined I'd have. I think the part that's been the most unexpected is that I am able to be an advocate for causes I care deeply about. I founded my company because female sci-fi and fantasy fans were being bullied and I wanted to put a stop to the bullying. Now, my platform has expanded to mental health and I'm honored to be a voice and advocate spreading the word on the importance of mental health.

Did you always want to be an actress?

Yes and no. I knew pretty early on that I wanted to be an actress and my goal was to be on the Disney Channel. Then in third grade, I had to do a report on Sandra Day O'Connor and she inspired me to be a Supreme Court Justice of the United States. For a couple years, I was determined to go to law school, become a lawyer and then a judge. However, I was bit by the acting bug again and decided to pursue acting as my career. I figured I could one day play a judge on screen. Although, my interest in law has never gone away and I am constantly working with our General Counsel on contracts and trying to learn as much as I can.

When/how did you decide to start your own brand?

I decided to start my company, Her Universe, in 2010 when I noticed that there was no merchandise for female sci-fi/fantasy fans. Half of all sci-fi/fantasy fans are women and there was no merchandise for us to buy. I am a big Star Wars fan and I was told to be happy with a men's size small t-shirt because women would not buy Star Wars merchandise made of them. I also noticed that women and girls were being bullied for liking these so called "boys' properties" and so I wanted to start a brand and community that celebrated female fans. I wanted to spread the message that these franchises we all love like Star Wars and Marvel are for everyone!



Advice you would give others starting own brand?

Take every day, one step at a time. Starting your own company or brand can be incredibly overwhelming. Don't be consumed by the end goal. Set smaller, daily goals for yourself and only focus on those small steps. Next thing you know, those small steps will get you much closer to your end goal!

Best parts of job/worst parts of job?

Before I sold my company Her Universe, the best part about owning your own company is that you get to make the rules. The worst part about owning your own company is that it never stops and it's a 24/7 job. When everyone else goes home at the end of the day, if the job doesn't get done, you're the one stuck doing it.

What do you love most about the online community you created?

I've preached from day one, community first, merchandise second. The merchandise was always a means to build a supportive community where women felt accepted and empowered. I love that we've been able to build a positive community where women and girls feel comfortable to be themselves and where they can meet female fans with similar interests! We also have a strict no-bullying policy and we try really hard to keep our community a safe space.

Advice for your younger self?

I'm glad that I did not know then what I know now. I was always a girl of many dreams and I was often called naive. I do not take offense to that and I consider being naive to be one of my strengths. I usually only see the end goal and I don't see the hurdles or the road blocks that it takes to get there. I'm grateful for that because had I known some of the obstacles that I would face, it might have stopped me from pursuing my dreams.

Best piece of advice you ever received?

I am very critical of myself and I often over analyze my thoughts and actions in my mind. I had a manager once tell me, "Your mind is like a dangerous neighborhood at night, don't walk in it alone." It's so true and it's important to share our thoughts with others because we can often be our worst critics.

Hardest part about being an entrepreneur?

The hardest part is having wear so many hats! There was no part of the business that I did not touch. I had to learn everything from how to do licensing contracts, set up factory audits, negotiate insurance policies to set up booths and sell merchandise at conventions. We were a very small team with a small budget and so no job was too big or too small, you just had to dive in and figure it out.

What inspires/motivates you?

Our community and our fans inspire and motivate me. They are my "why." The business side is hard and often becomes overwhelming or exhausting, but every time I get down, I connect with our community and I am reminded of why I founded Her Universe in the first place. The fans always give me the extra fuel I need to keep going.



MEMORANDUM

TO: IWIRC E-Board

FROM: Evelyn J. Meltzer and Blanche Zelmanovich

DATE: January 7, 2019

RE: IWIRC Membership Committee Report

Summary: Following the Fall IWIRC conference, we had a call with Lauren to understand the objectives and goals of the Committee and what steps were being take to achieve those goals and objectives. We then had a call with Carianne to discuss the focus of the Committee efforts for 2019. Following that call, we reached out to (i) the At Large Directors and (ii) the past members of the Membership Committee about serving on the Membership Committee for 2019. Below is a list of the members of the Membership Committee for 2019.

The Membership Committee has its Q1 2019 call scheduled for January 11, 2019 at 10:00 a.m. (ET).

Membership Committee

Evelyn J. Meltzer, Chair meltzere@pepperlaw.com Delaware Network
Blanche Zelmanovich, Vice Chair blanche.zelmanovich@ey.com New York Network
Jacqueline Calderin JC@agentislaw.com Florida Network
Catherine D'Alton Catherine.d'alton@harneys.com, Singapore Network
Honorable Mary Grace Diehl MG_Diehl@ganb.uscourts.gov Georgia Network
Kristin Siracusa Eustis keustis@milesstockbridge.com Greater Maryland Network
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Elizabeth L. Gunn elizabeth.gunn@dss.virginia.gov Virginia Network
Kerri Mumford mumford@lrclaw.com Delaware Network
Nicole Stefanelli nstefanelli@cullenanddykman.com New Jersey Network
Sara-Ann Van Allen sara.vanallen@dentons.com Ontario Network
Leanne Williams lwilliams@tgf.ca Ontario Network

Tasks for 2019

- Maintain Membership
 - The Membership Committee intends to 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. In order to track the data, the Membership Committee intends to come up with categories as to why a person didn't renew their IWIRC membership i.e.) out of the industry, cost, etc.
 - The Membership Committee intends to work on revising the process for renewing membership i.e.) one click registration

- The Membership Committee will evaluate whether to conduct a survey on a network level re: benefits of IWIRC and whether such survey, if conducted, should be part of the renewal process, done at a network event or in some other form.
- Attract New Members
 - Spring Meeting
 - Continue with New Member/First Conference Happy Hour
 - Continue Plus One Event
 - Create a list of firms and companies near Washington, DC and reach out to them to make them aware of the IWIRC Spring Meeting and encourage them to attend. The Membership Committee intends to work with the VA, Maryland and DC networks on this task.
 - Steps to increase membership- The Membership Committee will examine how to increase membership with a focus on attracting new members from the following categories:
 - Newer to practice
 - Rainer Makers/More experienced professionals
 - Diversity of insolvency professionals
 - 40 Under 40 for ABI

January 2019-IWIRC UNCITRAL COMMITTEE REPORT

In preparation for the upcoming Board meeting, below is the status report from the UNCITRAL group.

This year's attendees from IWIRC (treated as an NGO – a Nongovernmental Organization with the right to speak but no formal voting rights) were Carren Shulman, TinaMarie Feil, Kathlene Burke, Judy Elkin and Annerose Tashiro.

This session covered three topics. The first was the new Model Law on insolvencies of enterprise groups; that is, when a company with multinational related entities, files for insolvency in one jurisdiction and its foreign related entities wish to participate in the insolvency without having to file formal chapter 15-type proceedings in their own jurisdiction. The new law is intended to cut costs, streamline insolvencies of multinational entities and allow one court to effectively handle the insolvency process by recognizing and applying the laws in various jurisdictions and providing better access to information from the court where a foreign main proceeding is being held. We concluded the work and are ready to submit the proposal to the main UNCITRAL body in July. We anticipate receiving the final language for the Model Law before the next session. The plan is to work on a Legislative Guide at the Spring session to submit along with the Model Law. The Legislative Guide will provide commentary to judges and the parties in order to understand the intent of the drafters, identify some potential issues and/or pitfalls and provide helpful guidance.

The second topic was Director & Officer liability. There was little time to work on this section, which will need to be addressed again in the Spring. The goal of the D&O liability language is to allow directors and officers to act in good faith in the face of a potential insolvency, hopefully without fear of prosecution for violating local criminal law in some countries for failing to file for insolvency within a short period after insolvency is discovered.

The third topic was Micro, Small & Medium Enterprises, or MSMEs. We are just beginning this topic and will likely spend more time on it at the Spring session.

Kat Burke listened in on the group discussion of one of the more controversial topics involving enterprise groups, i.e. when a planning proceeding to formulate a group plan may be opened and which court would handle the proceeding. New language was proposed and will be circulated before the Spring session. The upcoming session may be slower than the usual fast pace of the last few because Jenny Clift, the long time Secretariat, retired just after this Winter session. The Secretariat spends a great deal of time synthesizing the often disparate comments into a cohesive record. We will sorely miss Jenny, who was a big supporter of ours. We need to plan to send her something – a plaque or something from IWIRC to thank her for including so many of our members on a regular basis and encouraging our participation.

Don't hesitate to ask us any questions regarding the above,

Carren and TinaMarie

Nicole Stefanelli
At-Large Director

January 9, 2019

Finance Committee

In connection with the 2019 sponsorship drive, I reached out to contacts at various firms to which I was assigned and have provided updates to Jennifer Kimble.

Membership Committee

In response to an invitation from Evelyn Meltzer, I volunteered to join this Committee. Our first call is scheduled for January 16, 2019.