

Planning for FY19: Budgeting and Programming

April 30, 2018 | 1:00 p.m. – 4:00 p.m. | WSBA Conference Center, Call-In & Webcast

Conference Call: 1.866.577.9294, participant code 5016532

Snacks provided.

AGENDA

12:00 p.m.	Lunch Discussion <i>(optional)</i>	Informal chat with fellow section leaders over lunch!
1:00	Welcome & Introductions	William D. Pickett, <i>President</i> Paula C. Littlewood, <i>Executive Director</i>
1:30	Sections Updates	Paris Eriksen, <i>Sections Program Manager</i>
1:40	Updates: WSBA Sections and WSBA CLE	Terra Nevitt, <i>Director of Advancement</i> Kevin Plachy, <i>Education Programs Manager</i>
2:10	FY19 Budget Planning	Ann Holmes, <i>Chief Operations Officer</i>
2:20	Break	
2:30	What's New with New Member Programming?	Ana LaNasa-Selvidge, <i>Member Services & Engagement Manager</i> Julianne Unite, <i>Member Services & Engagement Specialist</i>
3:15	WSBA Diversity: Inside and Out	Robin Nussbaum, <i>Inclusion & Equity Specialist</i> K. Joy Williams, <i>Diversity & Public Service Programs Manager</i>
4:00	Closing Remarks & Adjourn	Sections Team

Your commitment as a section leader is valued and appreciated – thank you for being here today!

WASHINGTON STATE BAR ASSOCIATION

TO: WSBA Budget and Audit Committee

FROM: Terra Nevitt, Director of Advancement and Chief Development Officer
Kevin Plachy, Education Programs Manager
Paris Eriksen, Sections Program Manager

RE: Proposed Changes to WSBA Fiscal Policy regarding WSBA CLE and WSBA Sections

DATE: April 19, 2018

ACTION: Recommend to the WSBA Board of Governors proposed revisions to Chapter 10 of the WSBA Fiscal Policies and Procedures Manual regarding WSBA CLE and Programs Presented in Partnership with WSBA Sections.

Consistent with our discussion at the February 15 meeting of WSBA Budget and Audit Committee regarding a new approach to sharing revenue for CLE programming developed in partnership with WSBA Sections, attached are proposed revisions to Chapter 10 of the WSBA Fiscal Policies and Procedures Manual regarding WSBA CLE and Programs Presented in Partnership with WSBA Sections. Included are:

- Attachment A – Proposed Policy
- Attachment B – Redline of Proposed Policy
- Attachment C – Current Policy
- Attachment D – February 7, 2018 memo

Fiscal Impact

As detailed in the February 7, 2018 memo presented for the February 15 meeting of the WSBA Budget and Audit Committee, this change to WSBA Fiscal Policy is anticipated to result in reduced revenue to WSBA-CLE¹, but we believe will strengthen the partnership between WSBA CLE and Sections and insure our ability to meet our mission to provide high-quality educational programming to WSBA members.

Section Engagement and Feedback

Following the February 15 meeting a number of sections have reached out for information and updates about the status of this proposed change, but we have not received any feedback in opposition to the proposal.

We look forward to discussing the proposal and answering your questions on April 26.

¹ Using FY18 numbers, the projected Net Revenue to WSBA CLE under the proposed model would be approximately \$96,892, compared to projected Net Revenue of \$162,804 under the current model. The CLE Fund contains two cost centers, WSBA CLE and WSBA Deskbooks. Taking into account both cost centers and using FY18 numbers, under the proposed model the CLE Fund would incur a projected loss of \$74,116. The CLE Reserve Fund, which has a balance of \$471,073, should allow WSBA sufficient time to determine how to support or bring efficiencies to the production of WSBA Deskbooks.

ATTACHMENT A
CLE PROFIT SHARING MODEL:
PROPOSED REVISIONS TO CHAPTER 10 OF THE WSBA FISCAL POLICIES AND
PROCEDURES MANUAL

WSBACLE and Programs Presented in Partnership with Sections

Programs Co-sponsored with Sections

The goal of all WSBA CLE programs is to support the mission and strategic goals of the organization. WSBA Sections are an important partner in these efforts. WSBA retains fiscal reserves (“WSBA CLE Fund”) to mitigate against changes in the CLE market, sustain and improve important technology required for the delivery of CLE programs, and protect against unexpected revenue shortfalls.

Net seminar and any associated net on-demand product revenue for all WSBA CLE programs developed in partnership with Sections (excluding mini-CLEs) will be split between the WSBA CLE Fund and the partnering Section’s cost center. Beginning with seminars delivered in FY19, net revenues will be split 50-50(%) between the WSBA CLE Fund and the partnering Section’s cost center, up to a total net revenue of \$8,000. Net revenue exceeding \$8,000 will be split 65% to WSBA and 35% to the Section. WSBA will absorb any net losses sustained by individual programs.

In calculating net revenue, WSBA will subtract all direct and indirect costs for the development of the live program and on-demand product from the gross revenue of the live program and on-demand product sales. WSBA will keep the Section informed of the program financials in a timely and transparent manner. Following each fiscal year’s close, the partnering Section will receive its portion of any net revenue earned in that fiscal year, based on audited financial statements.

Because the CLE market is dynamic, WSBA and the Sections will annually review overall results and may seek to adjust the revenue sharing terms set forth in this policy to ensure that CLE programming and WSBA CLE Fund reserves are sustainable.

Mini-CLEs

WSBA CLE also supports Section CLE programming through a “mini-CLE” model. Mini-CLEs are seen as exclusively member-benefit programs. They do not exceed 2.0 credit hours in length and registration fees must be \$35 or less. For mini-CLEs, WSBA staff provides limited assistance at no charge to the Section (e.g. program accreditation, reporting and attendance tracking). Sections do much more of the preparation and production of seminars than regular CLE programming, and are responsible for working in collaboration with WSBA (e.g. following procedures outlined including timely notice, providing onsite registration personnel, etc.).

ATTACHMENT B - REDLINE
CLE PROFIT SHARING MODEL:
**PROPOSED REVISIONS TO CHAPTER 10 OF THE WSBA FISCAL POLICIES AND
PROCEDURES MANUAL**

WSBA-CLE and Programs Presented in Partnership with Sections Splitting CLE Profits/Losses

Programs Co-sponsored with Sections ~~(Plan A and Plan B)~~

The goal of all WSBA CLE programs is to support the mission and strategic goals of the organization. WSBA Sections are an important partner in these efforts. WSBA retains fiscal reserves ("WSBA CLE Fund") to mitigate against changes in the CLE market, sustain and improve important technology required for the delivery of CLE programs, and protect against unexpected revenue shortfalls. and the WSBA CLE Department are required to work together. All CLEs co-sponsored with a Section or not are charged an administrative fee to cover the CLE Department's staff time and overhead associated with seminars. The administrative charge is a percentage of gross revenues from the CLE. This percentage shall be determined at the beginning of each fiscal year by the CLE Director based on the prior year's overhead expenses and the current year's budget. After deducting the administrative fee and all direct costs of the co-sponsored program (e.g., facilities, speakers, etc.), the Section and the CLE Department will split the net profit or loss 50/50. These programs are labeled "Plan A" programs.

Net seminar and any associated net on-demand product revenue for all WSBA CLE programs developed in partnership with Sections (excluding mini-CLEs) will be split between the WSBA CLE Fund and the partnering Section's cost center. Beginning with seminars delivered in FY19, net revenues will be split 50-50(%) between the WSBA CLE Fund and the partnering Section's cost center, up to a total net revenue of \$8,000. Net revenue exceeding \$8,000 will be split 65% to WSBA and 35% to the Section. WSBA will absorb any net losses sustained by individual programs.

In calculating net revenue, WSBA will subtract all direct and indirect costs for the development of the live program and on-demand product from the gross revenue of the live program and on-demand product sales. WSBA will keep the Section informed of the program financials in a timely and transparent manner. All Section mid-year meetings will be administered pursuant to the foregoing paragraph. Following each fiscal year's close, the partnering Section will receive its portion of any net revenue earned in that fiscal year, based on audited financial statements.

Because the CLE market is dynamic, WSBA and the Sections will annually review overall results and may seek to adjust the revenue sharing terms set forth in this policy to ensure that CLE programming and WSBA CLE Fund reserves are sustainable.

For annual programs that are (a) seen as both fiscally lower risk to Sections (unless specifically decided by the Section in consultation with the CLE Department to allow for the greater risk—e.g., bringing in a high priced speaker) and (b) part of the administrative structure of the Section, the CLE Department uses a revenue sharing plan that includes charging the program the standard administrative fee but the Section receives 100% of the profit or loss from that program. These programs are labeled "Plan B" programs.

ATTACHMENT B - REDLINE
CLE PROFIT SHARING MODEL:
**PROPOSED REVISIONS TO CHAPTER 10 OF THE WSBA FISCAL POLICIES AND
PROCEDURES MANUAL**

~~Sections' Smaller Programs in which CLE Staff Provide Limited Assistance (Mini-CLEs)~~

~~WSBA CLE also supports Section CLE programming through a "mini-CLE" model. Mini-CLEs For smaller enrollment seminar programs that the Sections put on for Section members that are designated "mini-cles," the CLE Department provides limited assistance to the Section at no charge (e.g. advertising support, online registration, etc.). In these cases, the Sections do much more of the preparation and production of the seminars than regular CLE programming. These "mini-cles" are seen as exclusively member-benefit programs. They do not exceed 2.0 credit hours in length and registration fees must be \$325 or less. For mini-CLEs, The CLE Department-WSBA staff provides limited assistance at no charge to the Section (e.g. program accreditation, reporting and attendance tracking). specific support for these programs. Sections do much more of the preparation and production of seminars than regular CLE programming, and are responsible for working in collaboration with WSBA the CLE Department (i.e.g., following procedures outlined including timely notice, providing onsite registration personnel, etc.). Please consult with the CLE Director for specific procedural information.~~

~~Accounting for Profit / Loss on CLE Seminars~~

~~It is important for the CLE Department and the program sponsors, many of whom are WSBA Sections, to know the financial results of their seminar as soon as possible. The CLE Department must wait for all revenue and expenses to be posted before the seminar can be "closed." The CLE Department has instituted a four to six week preliminary fiscal summary for Sections. Upon closing a seminar, the CLE Department shall submit a journal entry to the Accountant to transfer the appropriate portion of the gain or loss to the Section. The CLE Department strives to close each Section seminar no later than 60 to 75 days after the date of the event but late arriving bills, most notably faculty expenses, sometimes lengthen this time. The CLE Department will keep the Section informed of the current of the status of the seminar financials.~~

ATTACHMENT C

CURRENT CLE PROFIT SHARING MODEL

(Excerpt from WSBA Fiscal Policies and Procedures Manual, Chapter 10)

WSBA-CLE and Section Splitting CLE Profits / Losses

Programs Co-sponsored with Sections (Plan A and Plan B)

Sections and the WSBA CLE Department are required to work together. All CLEs co-sponsored with a Section or not are charged an administrative fee to cover the CLE Department's staff time and overhead associated with seminars. The administrative charge is a percentage of gross revenues from the CLE. This percentage shall be determined at the beginning of each fiscal year by the CLE Director based on the prior year's overhead expenses and the current year's budget. After deducting the administrative fee and all direct costs of the co-sponsored program (e.g., facilities, speakers, etc.), the Section and the CLE Department will split the net profit or loss 50/50. These programs are labeled "Plan A" programs.

All Section mid-year meetings will be administered pursuant to the foregoing paragraph.

For annual programs that are (a) seen as both fiscally lower risk to Sections (unless specifically decided by the Section in consultation with the CLE Department to allow for the greater risk - e.g., bringing in a high-priced speaker) and (b) part of the administrative structure of the Section, the CLE Department uses a revenue sharing plan that includes charging the program the standard administrative fee but the Section receives 100% of the profit or loss from that program. These programs are labeled "Plan B" programs.

Sections' Smaller Programs in which CLE Staff Provide Limited Assistance (Mini-CLEs)

For smaller enrollment seminar programs that the Sections put on for Section members that are designated "mini-cles," the CLE Department provides limited assistance to the Section at no charge (e.g. advertising support, online registration, etc.). In these cases, the Sections do much more of the preparation and production of the seminars than regular CLE programming. These "mini-cles" are seen as exclusively member-benefit programs and the registration fees must be \$25 or less. The CLE Department provides specific support for these programs. Sections are responsible for working in collaboration with the CLE Department (i.e., following procedures outlined including timely notice, providing onsite registration personnel, etc.). Please consult with the CLE Director for specific procedural information.

Accounting for Profit / Loss on CLE Seminars

It is important for the CLE Department and the program sponsors, many of whom are WSBA Sections, to know the financial results of their seminar as soon as possible. The CLE Department must wait for all revenue and expenses to be posted before the seminar can be "closed." The CLE Department has instituted a four to six week preliminary fiscal summary for Sections. Upon closing a seminar, the CLE Department shall submit a journal entry to the Accountant to transfer the appropriate portion of the gain or loss to the Section. The CLE Department strives to close each Section seminar no later than 60 to 75 days after the date of the event but late arriving bills, most notably faculty expenses, sometimes lengthen this time. The CLE Department will keep the Section informed of the current of the status of the seminar financials.

WASHINGTON STATE BAR ASSOCIATION

TO: WSBA Budget and Audit Committee

FROM: Terra Nevitt, Director of Advancement and Chief Development Officer
Kevin Plachy, Education Programs Manager
Paris Eriksen, Sections Program Manager

RE: Proposed Changes to WSBA Fiscal Policy regarding WSBA-CLE and Sections

DATE: **February 7, 2018**

Effective January 1, 2016, MCLE rule changes removed the requirement of live participation (in-person and webcast) for continuing legal education credit, resulting in a shift in the market toward on-demand education. Concurrently, WSBA Sections expressed interest in discussing the financial relationship between WSBA-CLE and Sections with a specific request to look at profit sharing options for on-demand seminars (products sold on the WSBA-CLE store).

Beginning in April 2017, WSBA engaged with the Sections about potential changes to the current model by which WSBA-CLE and Sections collaborate on educational events. This memorandum: provides pertinent background; introduces a proposed new revenue sharing model; outlines WSBA-CLE's extensive outreach, communication, and engagement with the Sections; and identifies next steps to implement this change in FY19.

WSBA-CLE and Market Trends

WSBA-CLE is a self-sustaining activity that does not rely on license fee revenue to operate. Each year, WSBA-CLE develops approximately 400 credits hours of live programming and 345 credit hours of on demand seminars. About half of these credits are from Section CLEs.

During FY2017, WSBA-CLE seminars (including those with Sections) experienced:

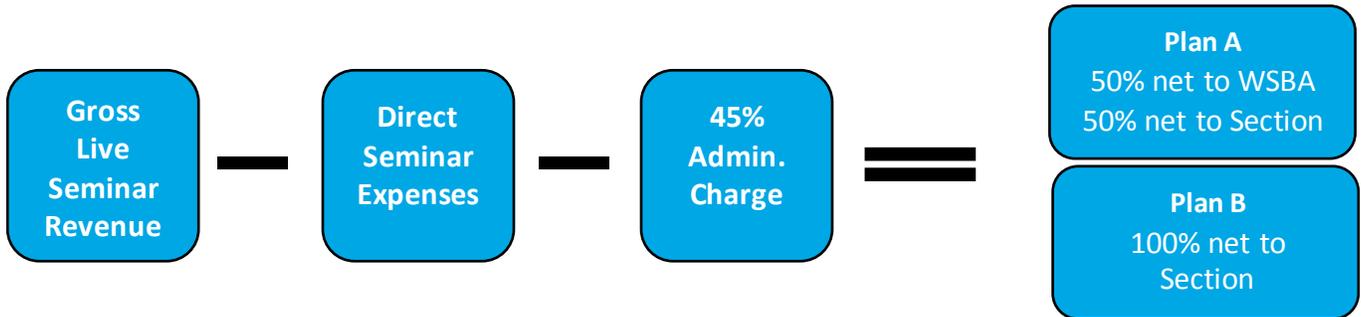
- 35% decrease in live seminar attendance
- 14% increase in on-demand seminar sales
- 41% decrease in live registration revenue
- 42% decrease in overall revenue splits to Sections

Current Section Revenue Sharing Model

Under the current Fiscal Policy¹, seminars developed collaboratively with WSBA-CLE are classified as either Plan A or Plan B. For a Plan A seminar, WSBA-CLE and Sections split the net revenue or loss of a seminar 50/50. For a Plan B seminar, the Section absorbs 100% of net profit or loss. All Section seminars, whether a Plan A or B, are charged a 45% administrative charge of the gross revenue from the CLE as a proxy for WSBA to recapture overhead expenditures. Revenues are shared for live seminar sales, but not for on-demand sales.

¹ Chapter 10, WSBA Fiscal Policies and Procedures Manual.

Illustration 1: Current WSBA-CLE & Sections Revenue Sharing Model



A Possible New Approach

In April 2017, WSBA began a conversation with Section Leaders about developing a new approach to sharing net revenue from live, webcast, and on-demand CLE programming in the face of rapidly changing market conditions. Our goals were: simplicity, actual cost recovery, shared accountability, and mutual benefit to *all* WSBA Sections.

Shortly after the April 2017 meeting, WSBA CLE and the WSBA Finance team started work to examine all of the revenue and costs associated with the development of live and on demand seminars. The financial analysis was performed over the span of several months leading up to the Fall Section Leaders Meeting in October, 2017. An analysis of all section programs developed in partnership with WSBA CLE from FY14 to FY18 was done. Spreadsheets were developed for each program indicating all revenue and costs associated with both the live and on demand seminars. The spreadsheets showed how the programs performed under the current model versus how they would have performed under the proposed approach. This information was a key tool in the outreach to sections discussed below.

Based on market trends, financial data, and Section input, we propose that WSBA-CLE and Sections share net revenue on live and on-demand education after all actual direct and indirect costs have been covered. The net revenue would be distributed based on a tiered split: 50% Section/50% WSBA for the first \$8,000 of net revenue and 35% Section/65% WSBA for all revenue in excess of \$8,000. Under this model, WSBA would absorb any losses; the 65% WSBA share of profits over \$8,000 would enable WSBA to do that. This proposed new approach is designed to enable all Sections to put on programming, while protecting WSBA from losses and additional shifts in the market, as well as retaining sufficient earnings to stay current with technology.

Illustration 2: A Possible New Approach



Other key aspects of the model include:

- Indirect accounting allocations are based on a per-credit-hour formula. The more credit hours produced, the lower the cost per credit-hour. The FY18 projections are based on a development budget of 400 live seminar credit-hours and 345 on-demand seminar credit-hours, which is informed by the FY17 portfolio.
- On-demand products have a 2 year, 9 months sales cycle; Sections would share revenue, if any, for the lifespan of the product.
- Net revenue from live seminars and on-demand sales, if any, would be disbursed to Sections annually.
- Multi-day midyear seminars would be recorded and converted to on-demand products.
- The mini-CLE model is not changed by this proposal.

Fiscal Impact of New Approach

We analyzed the impact on the overall CLE fund in FY17, and are still determining the fiscal impact of this approach on our FY18 CLE budgets:

- Total projected net revenue to WSBA-CLE under the current model for FY18 is projected to be \$162,804.00. The projected Net Revenue to WSBA-CLE under the proposed model would be approximately \$96,892.00, which includes the absorption of losses of programs that do not cover all costs.
- FY18 Section Revenue splits to Sections are projected to be \$57,070.00 under the current model and FY18 splits under the proposed model would be approximately \$100,573.00.
- Per FY18 projections, 14 Section seminars would net revenue over \$8,000 and 10 Section seminars would net revenue under \$8,000.

Although WSBA will be taking a small share of excess revenue overall, we believe this approach will strengthen the partnership with between WSBA-CLE and Sections and insure that we can meet our mission to provide high-quality programming to the members.

Section Engagement and Feedback

We have engaged in the following outreach with Sections in developing and refining this proposal:

- April 17, 2017 – Presentation of WSBA-CLE and Market Trends at Annual Spring Section Leaders Meeting
- October 26, 2017 – Half-day discussion of WSBA-CLE and Section Collaboration Models, including detailed financial information at the Annual Fall Section Leaders Meeting. Following the meeting, each Section received information containing a summary of the meeting, meeting materials and, if applicable, a specific excel spreadsheet containing the financial data (all costs and revenue) associated with each section's specific seminar(s) from FY2014 through FY2018 (using budgeted numbers for FY2018).
- November 6, 2017 to January 25, 2018
 - Distribution of Feedback Survey via Section Leaders List serve.
 - CLE Manager Kevin Plachy met with 22 of 29 Sections to discuss and answer questions about the financial data and the potential new approach
 - Kevin Plachy and Sections Program Manager Paris Eriksen hosted four drop-in calls to provide Section Leaders with additional opportunities to ask questions and share feedback Five Sections participated in these calls.

- January 26, 2018 – Half-day roundtable discussion to bring Section leaders together to continue the dialogue on a possible new model for CLE review sharing. 18 Sections were represented at this meeting. At the meeting WSBA staff discussed the details of the new approach, including the split amounts .

Overall, Sections have reacted positively to the possible new approach and have raised good questions, including:

- Timing of payments to Sections and concern about how to budget for and accommodate the initial delay of payment in the first year of a seminar while waiting for all costs to be incurred.
- Potential impact that recording multi-day midyears may have on live attendance.
- The timeframe for producing an on-demand product from a live seminar.
- How to maximize the products on the store to optimize online sales.

Next Steps

We believe this proposed approach will lead to greater collaboration with Sections and WSBA-CLE by extending net revenue sharing due to on-demand products and by eliminating financial barriers and risks for Sections. Implementation will require a revision to Chapter 10 of the WSBA Fiscal Policies and Procedures Manual regarding Section CLEs. We are seeking your guidance on what other information would be helpful to the Committee and to the Board of Governors in determining whether to make such a change. To take effect in FY19, the Committee would need to make a recommendation to the Board no later than June, so that the Board could consider it on first reading in July and take action in September.

Section	Real Property, Probate and Trust
Split Earned in FY19 to be Paid 1st Qtr FY20	Most Likely Yes
Seminar Name	RPPT Midyear Meeting and Conference Budget
Seminar Number	CS19704SPO
Seminar Date	6/1/2019
Seminar Location	Offsite Spokane Davenport
Estimated Total Attendees	100 (Members), 40 (Non-Members)
Total Credits	11.5
Tuition Rate	\$425 (Members), \$450 (Non-Members)

REVENUE	BUDGET		
Seminar Registrations	\$ 60,500.00		
Sponsorship Revenue	\$ 10,000.00		
ESTIMATED On-Demand Seminar Revenue	\$ 20,000.00		
TOTAL REVENUE	\$ 90,500.00		
DIRECT EXPENSES			
Postage	\$ 1,000.00		
Accreditation Fees	\$ 180.00		
Seminar Brochures	\$ 2,000.00		
Speakers/Program Development	\$ 9,500.00		
Facilities	\$ 24,000.00		
Honoraria	\$ -		
Staff Travel	\$ 2,000.00		
Coursebook Production	\$ -		
Supplies	\$ 400.00		
On-Demand Seminar Direct Expenses*	\$ 1,400.00		
TOTAL DIRECT EXPENSES	\$ 40,480.00		
INDIRECT EXPENSES (live and on-demand seminars)			
Staff Time/Benefits/Overhead	\$ 34,500.00		
TOTAL INDIRECT EXPENSES**	\$ 34,500.00		
TOTAL EXPENSES	\$ 74,980.00		
TOTAL NET REVENUE	\$ 15,520.00		
Estimated Section Split 50/50 up to \$8k and 65WSBA/35Section over \$8k	\$ 6,632.00		

Projected Per Credit Indirect Cost	\$ 3,000.00
TOTAL PROJECTED PER CREDIT COST	\$ 3,000.00

* On-demand seminar direct expenses are estimated
 ** Indirect expenses are estimated
Facilities Charge Includes:
 Break and Registration Refreshments
 Hosted reception on Friday Night
 No-Host reception on Saturday Night
 AV and Conference Room Rental Charges

Section	Real Property, Probate, and Trust
Split Earned in FY19 to be Paid 1st Qtr FY20	Most Likely Yes
Seminar Name	Fall Real Estate Budget
Seminar Number	CS19702SEA/WEB
Seminar Date	12/1/2018
Seminar Location	WSBA Conference Center
Estimated Total Attendees	60
Total Credits	6.25
Tuition Rate	\$275

REVENUE	BUDGET		
Seminar Registrations	\$ 16,500.00		
ESTIMATED On-Demand Seminar Revenue	\$ 25,000.00		
TOTAL REVENUE	\$ 41,500.00		
DIRECT EXPENSES			
Postage	\$ 300.00		
Accreditation Fees	\$ 75.00		
Seminar Brochures	\$ 400.00		
Speakers/Program Development	\$ 1,200.00		
Facilities	\$ 2,000.00		
On Demand Seminar Direct Expenses*	\$ 700.00		
TOTAL DIRECT EXPENSES	\$ 4,675.00		
INDIRECT EXPENSES (live and on-demand seminars)			
Staff Time/Benefits/Overhead	\$ 18,750.00		
TOTAL INDIRECT EXPENSES**	\$ 18,750.00		
Total Expenses	\$ 23,425.00		
Total Net Revenue Available to Split	\$ 18,075.00		

Estimated Section Split 50/50 up to \$8k and 65WSBA/35Section over \$8k	\$ 7,526.25		
		Projected Per Credit Indirect Cost	\$ 3,000.00
		TOTAL PROJECTED PER CREDIT COST	\$ 3,000.00

* On-demand seminar direct expenses are estimated
** Indirect expenses are estimated

WASHINGTON STATE BAR ASSOCIATION

Member Services and Engagement Programs
A Connection to Sections

New Member Programs

New member programs (a) connects new WSBA members to benefits and programming as they enter the profession; (b) creates educational resources for individuals in their first years of practice to gain applied skills; and (c) creates volunteer ambassador roles for new legal professionals to elevate the needs of new legal professionals and partner on solutions.

Open Sections
Night

Young Lawyer
Liaisons Program

New Member
Education (NME)
Seminars

Mentorship Program

From casual discussions over coffee, to more formal training and coaching in the work place, mentoring happens in a variety of settings, takes a variety of forms, and should adapt to the unique needs of the mentor and the mentee. WSBA believes that a wide variety of mentorship opportunities, offered across the state, will result in more legal professionals finding the mentorship they want and need to thrive in the profession.

Program Directory

Consults

Curriculum Sheets

Mixers

Practice Management Assistance Program (formerly LOMAP)

WSBA offers professional assistance and support to members in law firm practice management. Our goal is to help members improve their business practices for a greater client experience. Whether members are starting a practice, thinking about selling a practice or looking at ways to grow their practice, we have resources to help members succeed.

Practice
Management
Discount Network

Lending Library

Online Resources
and Guides

To learn more or collaborate on any of these opportunities please email the Member Services and Engagement Manager Ana LaNasa-Selvidge at AnaS@wsba.org.

WASHINGTON STATE BAR ASSOCIATION

WSBA Young Lawyer Liaison to Sections Application Process Overview

The optional WSBA Young Lawyer Liaison (Liaison) to Sections Program creates an opportunity for a WSBA section and new or young lawyers to focus on strengthening the connection between a specific section and the new and young lawyer community. In collaboration with the section, Liaisons bring their perspective and connections to building educational programming, events, and other section activities tailored to new and young members.

Selection process:

- WSBA staff will administer the application process and follow the timeline outlined below.
- Applicants must meet the “[Young Lawyer](#)” definition in the WSBA Bylaws.
- Applicants are requested to submit a statement of interest and résumé for their application.
- Section leaders should not contact applicants directly during the application process, and instead should reach out to WSBA staff if they would like more information on applicants.
- Sections will select their Liaisons from the pool of applicants. Sections will notify WSBA staff of their selected Liaison, as well as one alternate if available.
- Young Lawyers may submit multiple applications in order to apply to be the Liaison for multiple sections. If two or more sections select the same applicant to be their Liaison, WSBA staff will contact the applicant to confirm their preferred position.
- When needed, WSBA staff will contact the section’s alternate to fill the Liaison position.
- If there is a midterm vacancy, applications can be opened to fill the remainder of the term.

Young Lawyer Liaison appointment timeline - Summer 2018	
5/1	Invitation to participate sent to applicable sections. Sections have been divided into two groups with Liaison terms beginning in alternate years (see next page).
5/31	Confirm section participation by submitting a completed <i>Liaison Section Checklist</i> to WSBA staff. WSBA starts outreach to Section Contacts.
6/11	Liaison recruitment kickoff.
7/13	Deadline: Application deadline for new and young lawyers (<i>Completed Application Form & Résumé</i>).
7/16	Section chairs receive applications for review.
8/13	Sections submit their choice for Liaison, and one alternate if available.
8/20	Liaison appointments are finalized.
9/21	Liaison Orientation.
10/1	Liaison term begins. Two year term unless otherwise noted.

Sections listed in Group 2 are eligible to seek applications for WSBA Young Lawyer Liaisons beginning Oct. 1, 2018. Sections must submit a *Liaison Section Checklist* to confirm their participation in the program by **Thursday, May 31, 2018.**

Group one (Beginning Oct 1, 2017, then two (2) year terms)	Group two (Beginning Oct 1, 2018, then two (2) year terms)
1. Alternative Dispute Resolution	1. Administrative Law
2. Animal Law	2. Corporate Counsel
3. Antitrust, Consumer Protection and Unfair Business Practices	3. Creditor Debtor Rights
4. Business Law	4. Criminal Law
5. Civil Rights Law	5. Environmental & Land Use Law
6. Construction Law*	6. Health Law
7. Elder Law	7. Intellectual Property
8. Family Law	8. International Practice
9. Indian Law	9. Lesbian, Gay, Bisexual & Transgender Law
10. Juvenile Law	10. Litigation
11. Labor & Employment Law	11. Low Bono
12. Legal Assistance to Military Personal	12. Real Property, Probate & Trust
13. Senior Lawyers	13. Solo & Small Practice
14. World Peace Through Law	14. Taxation
	15. Cannabis Law**

* Construction Law Section joins Group one in 2019.

**The newly formed Cannabis Law Section will join Group two in 2018.

ACHIEVING Inclusion and Equity:

A Guide for WSBA Committees, Boards, and Sections

This guide is meant to help Washington State Bar Association entities in their pursuit of diversity, inclusion, and equity. It provides an overview of WSBA's commitment, a readiness assessment, and the resources entities may access, including training and outreach opportunities. The WSBA is committed to advancing diversity and inclusion within the legal profession. An inclusive environment encourages and incorporates different perspectives, ideas, and experiences. Our commitment to inclusion and equity starts internally and is based in what we call our "Inside-Out" Philosophy. WSBA's approach is to "walk our talk" by applying the principles of inclusion and equity to our own work. We have prioritized diversifying our staff and creating cultural competence. We also support our entities in learning about diversity in order to diversify their own membership and leadership.

WSBA Diversity and Inclusion

WSBA's diversity team is available to provide consultation on a variety of diversity, inclusion, and equity topics. We provide several tools, resources, and training for sections and other WSBA entities.

WSBA Online Tools

www.wsba.org/connect-serve/volunteer-opportunities/toolbox

- ▶ Diversity Dictionary
- ▶ Culture of Inclusion Philosophy
- ▶ Accessibility Toolkit
- ▶ Diversity Demographics Report

WSBA entities are asked to report on inclusion and equity efforts aimed at increasing awareness, developing competency, and facilitating non-biased decision making. As a part of tracking the progress each entity is making, the annual report asks WSBA entities how they have addressed diversity. The questions are meant to encourage WSBA entities to think about a variety of ways they can impact diversity, inclusion, and equity.

Diversity and Inclusion Team

Dana Barnett

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K. Joy Williams

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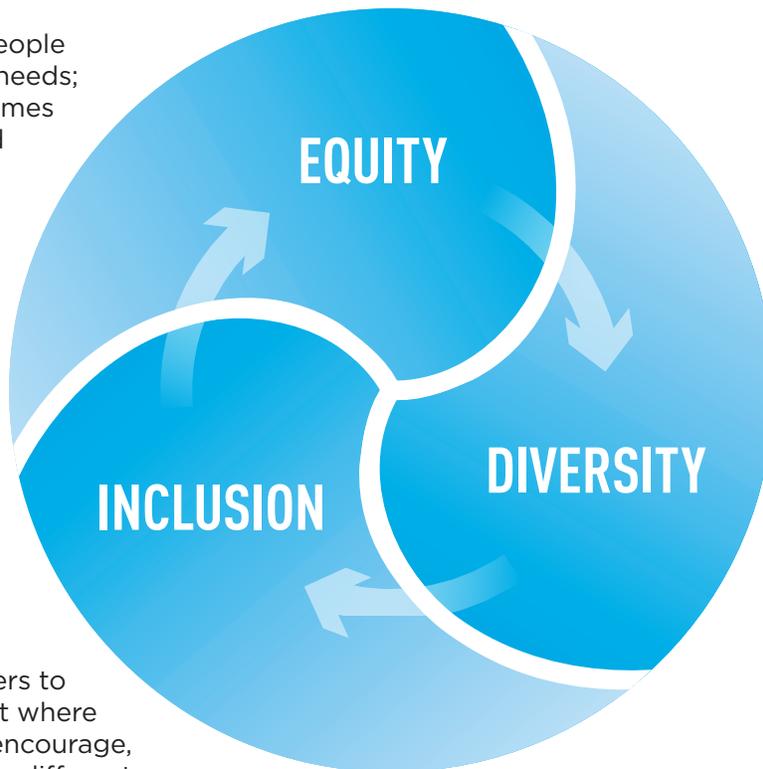
How to identify if a WSBA entity is ready to be inclusive

The pursuit of diversity, equity, and inclusion is a journey for every institution, department, team, group, and individual. Each path is uniquely rooted in a fundamental set of values, norms, and goals established by each entity. Below is a diagram highlighting definitions of major aspects of the journey. The WSBA Inclusion and Equity Specialist is available to assist entities in preparing for the journey, connecting them to resources, helping identify barriers, and developing strategies for creating a diverse, inclusive, and equitable environment within the entity.

WSBA's [Culture of Inclusion Philosophy](#) lists a number of helpful characteristics each WSBA entity should consider when preparing to conduct outreach to underrepresented groups. These characteristics are crucial to developing a welcoming atmosphere and retaining members from marginalized communities. Without the intentional development of an inclusive and equitable culture, efforts to increase sustainable representation of marginalized groups are unlikely to be successful.

DIVERSITY / EQUITY / INCLUSION JOURNEY

Equity is treating people fairly based on their needs; ensuring equal outcomes (beyond equality and equal opportunities).



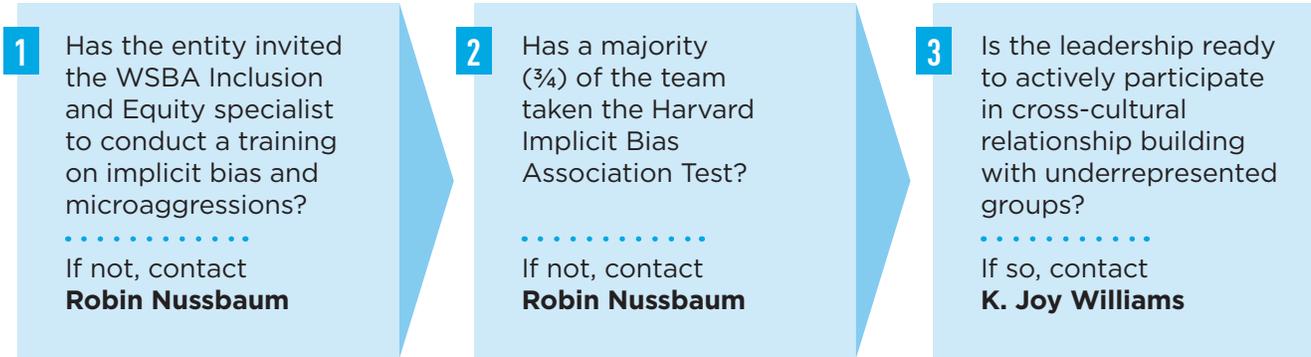
Inclusion refers to an environment where people invite, encourage, and incorporate different perspectives, ideas, and experiences.

Diversity refers to meaningful representation of and equal opportunities for individuals who self-identify with those groups that are underrepresented in the legal profession based upon, but not limited to, disability, gender, age, familial status, race, ethnicity, religion, economic class, sexual orientation, gender identity, and gender expression. Statewide geographic diversity and area of practice shall also be given consideration.*

*Adopted by the WSBA Board of Governors in March 2010.

READINESS ASSESSMENT

Before engaging in broader outreach consider the questions below:



These questions are meant to support the front end work on the journey and act as a guide to the nonbiased decision-making necessary in the pursuit of equity.

The expectation is that each WSBA entity has intentionally prepared its decision makers and members to become a more diverse and inclusive membership.

OUTREACH

The diversity team is also available to help you with outreach. The diversity team will work with WSBA entity leadership to identify:

- ▶ Outreach goals (who is your target audience and why)
- ▶ Measurable outcomes for outreach efforts
- ▶ Type and level of support required to increase representation of members from marginalized groups (e-introductions, in-person meetings, etc.)
- ▶ WSBA hosted/sponsored events, meetings, or programs suited to support outreach goals

EXTERNAL RESOURCES

Project Implicit is a non-profit organization and international collaboration between researchers who are interested in implicit social cognition – thoughts and feelings outside of conscious awareness and control. The goal of the organization is to educate the public about hidden biases and to provide a “virtual laboratory” for collecting data on the internet. Project Implicit was founded in 1998 by three scientists – [Tony Greenwald](#) (University of Washington), [Mahzarin Banaji](#) (Harvard University), and [Brian Nosek](#) (University of Virginia).

- ▶ <https://implicit.harvard.edu/implicit/takeatest.html> (Also available on WSBA’s volunteer toolbox)

Special correspondent Charlayne Hunter-Gault speaks to Derald Wing Sue of Teachers College at Columbia University about the ways that everyday microaggressions can affect people.

- ▶ <https://youtu.be/mgvjnxr6OCE>

WSBA Diversity and Inclusion – Further Information

TO FIND OUT MORE ABOUT:	CONTACT:
<ul style="list-style-type: none"> ▶ A diversity consultation, training or presentation for my WSBA section, board, committee, etc. ▶ WSBA entity demographics 	<p>Robin Nussbaum 206-727-8322 robinn@wsba.org</p>
<ul style="list-style-type: none"> ▶ A diversity consultation, training or presentation for my law firm, legal organization, school, etc. ▶ WSBA membership research 	<p>K. Joy Williams 206-733-5952 joyw@wsba.org</p>
<ul style="list-style-type: none"> ▶ The WSBA Diversity Committee ▶ Submitting a diversity-focused publication (blog, <i>NWLawyer</i>) ▶ Outreach to Washington State’s minority bar associations (MBA) ▶ A diversity event or program 	<p>Dana Barnett 206-733-5945 danab@wsba.org</p>
<ul style="list-style-type: none"> ▶ Adding or updating an MBA or Diversity Section on WSBA.org 	<p>Tyler Washington 206-733-5934 tylerw@wsba.org</p>
<ul style="list-style-type: none"> ▶ Joining the WSBA Diversity Stakeholders listserv ▶ Submitting an event for WSBA Diversity Announcements (emailed every other week) 	<p>diversity@wsba.org</p>



**WASHINGTON
STATE BAR
FOUNDATION**

The Washington State Bar Foundation, a 501(c)(3) organization, is a separate entity from the WSBA. Its sole mission is to provide financial support for WSBA programs that promote diversity within the legal profession and enhance the public’s access to, and understanding of, the justice system. Tax-deductible contributions to the Foundation support WSBA’s diversity and inclusion events and programs.

For more information, or to make a donation, contact:
Laura Sanford, lauras@wsba.org. 206-239-2137

**WASHINGTON STATE
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