



## ALFN Women in Legal Leadership (WILL)

### Committee Guidelines and Regulations

#### I. Group Summary

##### **Mission:**

The purpose of the ALFN's Women in Legal Leadership Group (WILL), is to provide a forum to network, share ideas, and to receive management and other training and education. WILL cultivates women leaders, empowering them to rise not only within their law firms, companies or institutions, but in their membership associations, the industry, and beyond.

##### **About:**

WILL was launched in May 2015 and reached over 100 members within the first two months and continues to increase its membership numbers. WILL Members have the opportunity to take part in quarterly conference calls, networking and mentorship opportunities, to join the group's committees, and are afforded opportunities to run for leadership positions within the group. WILL publishes *WILLed*, its magazine on topics relevant to women in the industry. WILL also holds an annual WILLPOWER Summit to bring its members together to participate in training and educational workshops, as well as further networking opportunities. WILL also holds various other events throughout the year, including events at ALFN's annual ANSWERS Conference.

Everyone in the ALFN is welcome to participate in all WILL activities.

##### **Pillars:**

WILL has established four key areas of focus for the organization. The four pillars of WILL are Advocacy, Leadership, Balance, and Mentorship. Using these pillars as a guide, the members focus on advocating for fair treatment and the placement of more women in leadership roles, promoting leadership roles held by women, helping women learn to maintain a work/life balance, mentoring women as they strive to reach their individual goals and informing the men in our industry of the issues women encounter on a daily basis. WILL works to support these goals through education, demonstration, support, and leadership.

- A. Advocacy** – WILL advocates for its members by highlighting their talents and abilities and empowering them to be fully engaged and achieve positions of power and influence in their companies. WILL is also committed to advocating for the rights of all women within the industry as they work to achieve their goals.

- B. Leadership** – WILL recognizes that the ratio of women in leadership positions within the default servicing industry, not only at law firms, but within servicers and those companies that support the industry, is lower than the ratio of women to men. WILL strives to help its members shatter barriers by providing leadership training, education, and a forum to offer advice and support to other women. WILL additionally encourages its members to step out of their comfort zones by applying for leadership positions in the ALFN and WILL as well as their own companies, that will give them the opportunity to grow as professionals and shine as employees and team members.
- C. Balance** – Although there is no such thing as perfect work/life balance, WILL recognizes that working to achieve same is critical to professional and personal success. WILL provides members with the resources needed to work towards this balance through its publication WILLed, the speakers at its quarterly membership calls, and its annual conference. WILL also offers mentorship opportunities and general networking events, and opportunities which provide members the chance to really talk about how to strike that balance in their lives that will provide them the best of both worlds.
- D. Mentorship** – Mentorship has become very prevalent in many industries, and the exchange of ideas can provide a valuable experience to both the mentor and the mentee. WILL provides a system for members to learn more about each other and themselves through networking opportunities and a formal mentorship program that pairs women based on mutual goals or professional/personal experiences and allows both the mentor and the mentee to grow and thrive through the experience.

## **II. Membership**

WILL membership is open to all ALFN members, as well as any ALFN approved participants (i.e. Servicers, GSE's), with no age limits, gender or title restrictions, or experience requirements. Multiple individuals from each member company are encouraged to join.

Members of the ALFN or approved participants may participate in the group unless they are removed by ALFN. There is no cost to join WILL.

ALFN members and participants must abide by the terms of the [ALFN section Code of Conduct](#) and the [ALFN Member Code of Conduct](#).

## **III. Leadership & Authority**

The WILL Leadership Team includes four (4) Chairs, which shall consist of 2 Attorney-Trustee members, 1 Associate Member and 1 Servicer representative, as well as an ALFN staff liaison and ALFN board liaison(s).

To be eligible for the Attorney-Trustee Chair positions the incumbents must be employed by an Attorney-Trustee member in good standing. At least one of the Attorney-Trustee Chair positions must be filled by a licensed Attorney admitted to practice law. To be eligible for the Associate Member Chair position the incumbent

must be an Associate member in good standing. The Servicer Chair position is dedicated to any Servicer participant.

The WILL membership elects Leadership Team members to 2-year terms with exceptions as indicated below. An ALFN Member Organization may not hold more than one position within the WILL Leadership Team.

WILL shall perform the functions and discharge the duties given to the committee by the ALFN's President & CEO, by resolution of the ALFN Board of Directors. Except as expressed by the ALFN Board of Directors by resolution, the WILL group and any of its members shall have no authority to bind or obligate the ALFN.

**A. Attorney-Trustee Member Chairs** – The Attorney-Trustee Chairs are responsible for driving the work of the WILL group. They work closely with the entire Leadership Team to accomplish the goals that have been set by the ALFN as a whole. Responsibilities of the Chair include:

- Lead all WILL Leadership and member meetings and calls. The Chair who is a licensed Attorney shall lead.
- Develop agendas for the Leadership and Membership calls.
- Work with the Leadership Team to develop the goals for the group that are suggested to ALFN Leadership.
- Oversee the work of the committees of the group and works closely with the Servicer Chair, ALFN Staff and Board Liaisons.
- Facilitate committee meetings, as needed.
- Assist the Committees in setting their goals for each term and executing on same.
- Otherwise provide general leadership for the group.

**B. Associate Member Chair** – The Associate Member Chair is responsible for representing the interests of the Associate Membership and assisting the Attorney-Trustee Member Chairs with the work of the WILL group. He/She works in conjunction with the Attorney-Trustee Member Chairs and Leadership Team to accomplish the goals that have been set by the ALFN as a whole. Responsibilities of the Associate Member Chair include:

- Assist with conducting the WILL Leadership and member meetings and calls.
- Work with the Attorney-Trustee Chairs to facilitate the development of agendas and goals and works with the Chairs to provide general leadership of the group.
- Fill in for and assumes responsibilities of the Secretary in the Secretary's absence.
- Work with ALFN Staff Liaison to coordinate solicitation of new leadership group members and confirmation of whether existing members desire to run for other leadership positions.
- Assist the Attorney-Trustee Member Chairs, as needed, in facilitating committee meetings.

- C. Servicer Chair** – The Servicer Chair is responsible for representing Investors, Lenders, and Servicers within the Financial Servicing Industry. Responsibilities of the Servicer Chair position include:
- Assist the Attorney-Trustee Chairs and Associate Member Chair to facilitate development of agendas and goals.
  - Work in conjunction with other members in the Leadership Team to create content and methods to increase investor, lender, and servicer participation.
- D. WILL Secretary** – The Secretary maintains written records for the group. Responsibilities of the Secretary include:
- Takes minutes for all Leadership team and member calls, to include attendance tracking for all participants.
  - Distributes minutes from all Leadership Team and Member calls to the Leadership Team.
- E. Group Committee Co-Chairs** – Each Committee Co-Chair works under the direction of the WILL Chairs and works closely with the ALFN Staff Liaison and Board Liaisons to oversee the work of their respective committee. Responsibilities of the Group Committee Co-Chairs include:
- Serving as Co-Chair on no more than one WILL Committee
  - Work with the ALFN Staff Liaison, and schedule committee calls when needed to accomplish the committee’s work.
  - Take minutes of their committee calls and submit to the WILL Chairs, ALFN Staff Liaison and ALFN Board Liaisons.
  - See more on the responsibilities of the Committee Co-Chairs under the “Committees of the Group and Responsibilities” section below.
- F. ALFN Staff Liaison** – The ALFN Staff Liaison is appointed from the ALFN staff by the ALFN CEO. Responsibilities of the ALFN Staff Liaison include:
- Work closely with the WILL Chairs and ALFN Board Liaison(s) to ensure that calls are scheduled, regular communication with the group is maintained, and performs other administrative tasks for the WILL group.
  - Schedule WILL Leadership & WILL Group meetings using ALFN’s GoToMeeting Software, to ensure that four meetings are held per year for each.
  - Distribute the agenda and call information for all WILL Leadership & WILL Group meetings.
  - Assist the Committee Co-Chairs to ensure they are conducting meetings as needed with their committee members.
- G. ALFN Board Liaison(s)** – There will be 1-2 ALFN Board Liaisons appointed by the ALFN Board to work closely with the WILL Chairs and ALFN Staff Liaison to provide group oversight, ensure the group’s activities are consistent with the goals and objectives of the ALFN, provide strategic

leadership to the group, ensure eligibility for upcoming elections, approve and confirm election results, and act as a conduit to the ALFN Board.

#### **IV. Elections & Term/Term Limits**

- A. Term** – ALFN WILL operates on an annual term spanning from January 1-December 31 each year. There is no specific term for members of WILL, as each individual member remains active unless they are removed by the ALFN or are otherwise no longer eligible for continued membership. The WILL Membership elects the leadership team positions of the group by electronic ballot. WILL leadership team members serve 2-year terms.
- B. Staggered Terms** – To ensure continuity of leadership, roughly half of the Leadership Team will finish their term every other year.
- C. Term Limits** – The Chairs, Secretary, Committee Co-Chairs are limited to a 2-year term and may not be re-elected into their same leadership positions once their term has ended. Committee Co-Chairs are eligible to be elected to the position of Secretary, Attorney-Trustee Chair, Associate Member Chair, or Servicer Chair after their 2-year term has ended, provided he/she meets the eligibility criteria described herein. Any candidate seeking to nominate him/herself for the position of Attorney-Trustee Chair, Associate Member Chair or Servicer Chair must have previously served at least one term on the WILL Leadership Team.
- D. Elections** – Elections will be held once a year between September-October. The open Leadership Team positions will be announced to the WILL Membership in August, and interested applicants will be given 30 days to submit applications for consideration. Applicants will be directed to review the WILL Guidelines & Regulations and confirm they can fulfill the duties of the position they are running for before completing the application process. The new Leadership Team members will be announced in December and shall officially begin their term on January 1<sup>st</sup>.
- E. Employment Position Changes** – Should a Leadership Team Member change employers during their term on the Leadership Team, they must advise the WILL ALFN Staff Liaison and Board Liaison(s) on or before the start date with the new employer. The Leadership Team Member will be eligible to request to remain on the Leadership Team for the remainder of their term provided that the new employer is a member of the ALFN and the new position satisfies the requirements to maintain the Leadership Team position. Should a Leadership team member become unemployed, upon request and approval from the Board, they may continue to serve for a period of up to 6 months while searching for new employment, as a participant of the group. The ALFN reserves the right to grant or deny these requests for any reason, and will advise the Leadership Team Member of their final decision.
- F. Removal from WILL** – Any member or participant may be removed by the ALFN President & CEO, or by a majority vote of the ALFN Board of

Directors at any time, with or without cause. The ALFN President & CEO or Board of Directors may appoint leadership team members where vacancies may occur, or where it is deemed necessary.

## **V. Meetings & Attendance Requirements**

There will be a minimum of four (4) WILL Member Meetings per annual term. Member meetings may be held by webinar conferencing, teleconference or in-person. To the extent possible, member meetings will be recorded and disseminated to the WILL Membership. WILL members are encouraged to attend all meetings.

There will be a minimum of four (4) WILL Leadership Team Meetings per annual term. All Leadership Team Members will be given an opportunity to provide availability for the meetings prior to scheduling. Leadership Team Members are expected to attend all Leadership Team Meetings and Group Member Meetings, but we understand that situations may arise that would prevent your attendance from time to time. Leadership Team Members must attend at least two (2) Leadership Team Meetings and two (2) Group Member Meetings per annual term. The ALFN Staff Liaison or ALFN Board Liaison(s) of the group must be present in order to conduct a leadership team meeting or a group member meeting.

Leadership Team members are expected to commit to attending any events that the group coordinates, including WILLPOWER.

## **VI. Committees of the Group and Responsibilities**

**A. Editorial Committee** – Led by two (2) Co-Chairs and are responsible for assisting in the publication of the ALFN WILL “WILLeD” publication. They work together with their Committee members to:

- Hold at least four (4) Editorial Committee Meetings per annual term.
- Coordinate the publication of at least three (3) WILLeD issues per annual term, with the primary issue being distributed at WILLPOWER.
- Work with ALFN Staff Liaison to select target publication dates and set deadlines for article submission, editing, and final date to provide edited articles to ALFN to meet the target publication dates.
- Select an editor (from the Co-Chairs or other Editorial Committee member) for each issue to write the “Letter from the Editor”
- Determine the theme for each WILLeD issue.
- Select/solicit article topics for each WILLeD issue.
- Edit each WILLeD issue.
- Submit each WILLeD issue to ALFN for approval and final edits.
- Review WILLeD issue draft and provide feedback to ALFN.

**B. Events, Content & Social Media Committee** – Led by two (2) Co-Chairs with one Co-Chair dedicated to Social Media. They are responsible for coordinating events and publishing social media content throughout the year. They work together with their Committee members to:

- Hold at least four (4) Events, Content & Social Media Committee Meetings per annual term.
- Research Speakers for WILLPOWER and Quarterly Member Meetings.
- Propose Content of Member Meetings to the Leadership Team.
- Propose WILLPOWER Theme and content/speakers to the Leadership Team.
- Coordinate a Charity Event to be held during WILLPOWER.
- Organize Social Events for WILL Leadership Team and/or Members at ALFN and other Industry Events
- Work with all Committees and the Leadership Team to compile and post social media content on WILL social media pages.
- Post social media content on all ALFN events including WILLPOWER, all new editions of WILLeD magazine, and other content as applicable to the members.

**C. Membership & Mentorship Committee** – Led by two (2) Co-Chairs with one Co-Chair dedicated to Mentorship. They are responsible for increasing membership and overseeing the mentorship program. They work together with their Committee members to:

- Hold at least four (4) Membership & Mentorship Committee Meetings per annual term.
- Recommend to ALFN leadership any goals the committee has for membership growth by October 1 of each year.
- Launch a membership drive to increase WILL Membership numbers.
- Prepare Surveys to gather information about how the Leadership Team can help provide value to the WILL Members.
- Monitor the WILL Mentorship Program.
- Develop content for the WILL Mentorship Program
- Coordinate WILL Mentorship Program Mentor/Mentee Connections.

## **VII. Member Benefits**

- A.** There will be a minimum of four (4) WILL Member Meetings per annual term. All WILL Members are invited to attend these meetings.
- B.** WILL Members enjoy special content/speakers during the Member Meetings.
- C.** Attendance at WILL group functions and events.
- D.** Eligibility to run for election to the WILL Leadership Team.
- E.** Author articles for the WILLeD Magazine.
- F.** Participate in WILLPOWER and other in-person WILL Events.

- G. Participate in WILL Mentorship Program.
- H. WILL Committee participation.

### **VIII. Goals & Objectives**

- A. ALFN WILLPOWER Summit** – Organize and host a summit for all ALFN Members in the spring of each year, with a focus on increasing attendance numbers from the prior year.
- B. ALFN ANSWERS Breakfast** – Assist ALFN to coordinate the event and obtain a speaker and topic.
- C. WILL Mentorship Program** – Work to increase WILL Member participation.
- D. ALFN Attendance at other ALFN events** – Encourage WILL Members to attend other ALFN events.
- E. Host WILL Networking Opportunities at ALFN/Industry Events** – Coordinate networking opportunities at ALFN events such as Intersect and ANSWERS and at other industry events such as Five Star and MBA.
- F. WILLed Magazine** – Produce the WILLed Magazine quarterly, with content written by WILL Members. Increase authorship from non-Leadership Team WILL Members.
- G. WILL Member Meetings/Webinar Content** – Host at least four (4) Member Meetings annually with guest speakers and content relevant to the WILL Members.
- H. Membership & Participation Growth** - Solicit the industry and utilize social media to increase WILL Membership. Membership drive to invite all ALFN Members to encourage everyone on their staff to join WILL.
- I. Social Media** – Develop and post content on WILL Facebook, LinkedIn, and other social media pages to promote the group and its activities.
- J. Speakers** - Encourage WILL Members to submit speaker forms and panel pitches to participate in ALFN events.
- K. Volunteerism** - Encourage WILL Members to volunteer at ALFN Events and at the ALFN booth at other industry events such as MBA. Encourage members to apply for WILL Leadership Positions and get involved in the WILL Committees.

**These ALFN WILL Guidelines & Regulations were approved and adopted by ALFN on November 12, 2019, after full review by the ALFN Board of Directors.**