



ALFN Women in Legal Leadership (WILL) Committee Guidelines and Regulations

I. Group Summary

All ALFN committee members and participants agree to support the Mission, Vision and Core Values of the ALFN.

Mission:

The purpose of the ALFN's Women in Legal Leadership Group (WILL) is to provide a forum to network, to 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 also in their membership associations, the industry, and beyond.

About:

WILL was launched in May 2015, growing to over 100 members within the first two months of formation. WILL Members can take part in quarterly conference calls, networking and mentorship opportunities, can join the group's Sub-Committees, and can 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 networking opportunities. WILL holds various other events throughout the year.

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 daily. 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 to 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 in the default industry overall. WILL helps 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 within their own companies, that will give them the opportunity to grow as professionals and shine as employees and team members.
- C. Balance** – While no perfect work/life balance exists, WILL recognizes that working to achieve that balance is critical to professional and personal success. WILL provides members with the resources needed to work towards this balance through its publication *WILLed*, through the speakers at its quarterly membership calls, and through its annual conference. WILL also offers mentorship opportunities and general networking events, opportunities which provide members the chance to talk about how to establish better work/life balance.
- D. Mentorship** – Mentorship and the exchange of ideas offers 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 through a formal mentorship program. Mentors and mentees are paired based on mutual goals or professional/personal experiences, allowing both the mentor and the mentee to grow and thrive through the mentorship 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 [WILL Code of Conduct](#) and the [ALFN Code of Conduct & Code of Ethics](#).

III. Leadership & Authority

ALFN Leadership, where referenced in this document, shall mean the ALFN President & CEO &/or the ALFN Board of Directors.

WILL shall perform the functions and discharge the duties given to the committee by the ALFN's President & CEO, or 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. Committee members and their leadership serve in an advisory capacity to the ALFN Leadership, and do not hold decision-making authority. That decision-making authority resides with ALFN Leadership. Any committee member thereof may be removed by the President & CEO, or by a majority vote of the Board of Directors at any time, with or without cause.

The ALFN President & CEO shall serve as an ex-officio member of each committee of the Corporation, and shall have the power to appoint all committees and committee members, unless the Board of Directors provides otherwise by resolution.

To be eligible for any elected or appointed positions that are restricted to Attorney-Trustee or Associate members, the individuals filling those positions must be an in-house W2 employee of an Attorney-Trustee or Associate member in good standing. To be eligible for any elected or appointed positions that are restricted to Servicer/GSE participants, the individuals filling those positions must be an in-house W2 employee of a Servicer or GSE participant, and in good standing with the ALFN. Individuals serving in any elected leadership team position (Chairs or Vice Chair), must be in a management or leadership position within their organization.

An ALFN Member Organization (Attorney-Trustee or Associate Member) may not hold more than one position within the Leadership of a committee. An individual can only serve in an elected or appointed position on one ALFN committee/group at the same time, unless approval is given by the ALFN President & CEO or the ALFN Board of Directors in special circumstances.

The WILL Leadership Team includes one (1) Attorney-Trustee Member Chair, one (1) Attorney-Trustee Member Vice Chair, one (1) Associate Member Chair and one (1) Servicer or GSE Chair (or (2) two Co-Chairs), as well as an ALFN staff liaison and ALFN board liaison(s). Additionally, the WILL Leadership Team includes a non-voting Attorney-Trustee Chair Emeritus, who shall be the immediate former Attorney-Trustee Chair.

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

A. Attorney-Trustee Member Chair – 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 Leadership. Responsibilities of the Chair includes:

- Lead all WILL Leadership and member meetings and calls.
- 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 Sub-Committees of the group and work closely with the Vice Chair, Servicer/GSE Chair or Co-Chairs, ALFN Staff and Board Liaisons.
- Facilitate sub-committee meetings, as needed.
- Assist the sub-committees in setting their goals for each term and executing on same.
- Otherwise provide general leadership for the group.

B. Attorney-Trustee Member Vice Chair – Responsible for assisting the Chair with the work of the committee. They work in conjunction with the Chair and Leadership Team to accomplish the goals that have been set by the ALFN Leadership. The Vice Chair assumes the position of Chair at the end of the Chairs term. In the absence of the Chair, the Vice Chair shall perform the duties of the Chair and shall have all of the powers of and be subject to all restrictions upon the Chair. Responsibilities of the Vice Chair include:

- Assist with conducting the leadership and member meetings and calls.
- Work with the Chair to facilitate the development of agendas and goals and work with the Chair to provide general leadership of the group.
- Work with the Leadership Team to develop the goals for the group that are suggested to ALFN Leadership.
- Work with the ALFN Staff Liaison to coordinate solicitation of new leadership team members and confirmation of whether existing members desire to run for other leadership positions.
- Assist the Chair, as needed, in facilitating sub-committee meetings.
- Otherwise provide general leadership for the group.

C. Attorney-Trustee Member Chair Emeritus - Responsible for providing leadership continuity and experience to the WILL group. The Chair Emeritus will provide important context and historical perspective to the WILL group and shall serve for no more than a single term of one year. Responsibilities of the Chair Emeritus include:

- Attend all WILL Leadership and member meetings and calls.
- Work with the Leadership Team to develop the goals for the group that are suggested to ALFN Leadership.
- Otherwise provide general advice and experience to the group.

D. Associate Member Chair – Responsible for representing the interests of the Associate Membership and assisting the Attorney-Trustee Member Chair & Vice Chair with the work of the WILL group. The Associate Member Chair works with the Attorney-Trustee Member Chair & Vice Chair and Leadership Team to accomplish the goals that have been set by the ALFN Leadership. Responsibilities of the Associate Member Chair include:

- Assist with conducting the WILL Leadership and member meetings and calls.
- Work with the Attorney-Trustee Member Chair and Vice Chair to facilitate the development of agendas and goals and works with the Attorney-Trustee Member Chair and Vice Chair 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 Chair & Vice Chair, as needed, in facilitating committee meetings.

E. Servicer/GSE Chair or Co-Chairs – Responsible for representing investors, lenders, and servicers within the default servicing Industry. Responsibilities of the Servicer/GSE Chair position include:

- Assist the Attorney-Trustee Chair and Vice Chair, and the 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.

F. WILL Secretary – The Secretary is appointed by the WILL Leadership team, which shall review candidate applications for the position. The Secretary must be an ALFN member. Servicer/GSE participants are ineligible for the Secretary position. 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.

G. Group Sub-Committee Co-Chairs – The Group Sub-Committee Co-Chairs are appointed by the WILL Leadership team, which shall review candidate applications for those positions. Each Group Sub-Committee Co-Chair must be an ALFN member. A Servicer member may serve as Group Sub-Committee Co-Chair. Each Sub-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 Sub-Committee. Responsibilities of the Group Sub-Committee Co-Chairs include:

- Serving as Co-Chair on no more than one WILL Sub-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.

- Additional responsibilities of the Sub-Committee Co-Chairs are found under the “Sub-Committees of the Group and Responsibilities” in section VI of these guidelines, below.

H. 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 Microsoft Teams Software, to ensure that four meetings are held per year for each.
- Fill in for and assumes responsibilities of the Secretary in the Secretary’s absence, when the Associate Member Chair is not available to fill in for the Secretary in the Secretary’s absence.
- Distribute the agenda and call information for all WILL Leadership & WILL Group meetings.
- Assist the Sub-Committee Co-Chairs to ensure they are conducting meetings as needed with their committee members.

I. 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, to ensure the group’s activities are consistent with the goals and objectives of the ALFN. Additionally, the Board Liaison(s) 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 Committee Membership elects their leadership team positions by electronic ballot. WILL Committee leadership team members serve 2-year terms. The Secretary and Sub-Committee Co-Chairs are appointed by their respective committee’s leadership team, and are appointed to serve 2-year terms.

B. Term Limits – The Chairs, Secretary, Sub-Committee Co-Chairs are limited to two (2) two-year terms and may not be re-elected into their same leadership positions once their term(s) have ended. Sub-Committee Co-Chairs are eligible to be elected to the position of Secretary, Attorney-Trustee Member Chair, Attorney-Trustee Member Vice Chair, Associate Member Chair, or Servicer/GSE Chair (or Co-Chair) after their two-year term has ended, provided they meet the eligibility criteria described herein. Leadership team members are restricted to a max of 4 years on the

leadership team (except for the Chair Emeritus who serves 1 additional year). Any candidate seeking to nominate him/herself for the position of Attorney-Trustee Member Chair, Attorney-Trustee Member Vice Chair,, Associate Member Chair or Servicer/GSE Chair (or Co-Chair) must have previously served at least one term on the WILL Leadership, unless this requirement is otherwise waived by ALFN Leadership. 4 years of service in any non-leadership team position doesn't impact an individual's ability to run for a leadership team position for an additional 2-4 years, provided they meet the eligibility criteria described herein. Any individual seeking to nominate him/herself for any elected or appointed position must complete the appropriate application.

- C. Elections** – Elections and Appointments will be held once every two years between October-November. The open positions will be announced to the committee in September, and interested applicants will be given 30 days to submit applications for consideration. Applicants will be directed to review the Committee Guidelines & Regulations and confirm they can fulfill the duties of the position they are running for before completing the application process. The new elected or appointed members of each committee will be announced in December and shall officially begin their term on January 1st.
- D. Employment Position Changes** – Should any elected or appointed member of the WILL Committee Leadership change employers during their term on the Committee Leadership, they must advise the WILL ALFN Staff Liaison and Board Liaison(s) on or before the start date with their new employer. They will be eligible to request to remain on the Committee Leadership 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 position. Should a Leadership member become unemployed, upon request and approval from the ALFN Board, they may continue to serve for a period of up to six (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 Member of their final decision.
- E. 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 (or non-leadership committee members) where vacancies may occur, or where it is deemed necessary.

V. Meetings & Attendance Requirements

A. Committee Member Meetings

There will be a minimum of four (4) WILL Member Meetings per annual term. Member meetings may be held by webinar conferencing, by 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. The ALFN Staff Liaison or ALFN Board Liaison(s) of the group must be present in order to conduct a committee member meeting.

B. Committee Leadership Team Meetings

There will be a minimum of four (4) WILL Leadership Team Meetings per annual term. All Leadership Team Members (and the Secretary) will be given an opportunity to provide availability for the meetings prior to scheduling. Leadership Team Members (and the Secretary) 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 (and the Secretary) 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 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.

C. Sub-Committee Meetings

There will be a minimum of four (4) Sub-Committee Meetings for each sub-committee per annual term. Sub-Committee meetings may be held by video conferencing, teleconference or in-person. All Sub-Committee Members will be given an opportunity to provide availability for the meetings prior to scheduling. Sub-Committee Members are expected to attend all sub-committee Meetings and Committee Member Meetings, but we understand that situations may arise that would prevent your attendance from time to time. Sub-Committee Members must attend at least two (2) Sub-Committee Meetings and two (2) Committee Member Meetings per annual term.

Appointed Leadership members are expected to commit to attending any events that their respective sub-committee coordinates, or any that are applicable for the committee as a whole.

VI. Sub-Committees of the Group and Responsibilities

Sub-Committees may change from time to time, with approval of the WILL Leadership team. Sub-Committee leaders are appointed by the WILL Leadership Team. Members of each Sub-Committee must be members of the Committee to participate.

Sub-Committee leaders shall solicit all members of the Committee to gather submissions from those individuals that are interested in serving as a member of a Sub-Committee. These submissions should include a description of the individuals experience related to the Sub-Committee they are interested in, and what

strengths they bring to the Sub-Committee. There should be no more than 10 Committee Members involved as members of any Sub-Committee. Sub-Committee Members will be approved by the WILL Leadership Team.

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

- Hold at least four (4) Editorial Sub-Committee Meetings per annual term.
- Coordinate the publication of at least four (4) *WILLed* issues per annual term.
- 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 Sub-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 Sub-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 Sub-Committee members to:

- Hold at least four (4) Events, Content & Social Media Sub-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 Sub-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 Sub-Committee – Led by three (3) Co-Chairs: an Attorney-Trustee Member Co-Chair, an Associate Member Co-Chair, and a Servicer Co-Chair. They are responsible for increasing membership in the ALFN. They work together with their Sub-Committee members to:

- Hold at least four (4) Membership Sub-Committee Meetings per annual term.
- Recommend to ALFN leadership any goals the Sub-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.

D. Mentorship Sub-Committee – Led by two (2) Co-Chairs responsible for overseeing the mentorship program. They work together with their Sub-Committee members to:

- Hold at least four (4) Mentorship Sub-Committee Meetings per annual term.
- Report to ALFN leadership any mentorship goals the Sub-Committee establishes by October 1 of each year.
- 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.** Be recognized as a member of the WILL Committee, and may indicate your involvement in your professional bios/resumes.
- D.** Attendance at WILL group functions and events.
- E.** Eligibility to run for election to the WILL Leadership Team.
- F.** Author articles for the WILLEd Magazine.
- G.** Participate in WILLPOWER and other in-person WILL Events.
- H.** Participate in WILL Mentorship Program.
- I.** WILL Sub-Committee participation.
- J.** Receive additional recognition and value for your participation in committees through the [ALFN ASSURE member rewards program](#).

VIII. Annual Goals & Objectives

- A. Meetings** (video conferencing, teleconference or in-person) – Host the required number of meetings throughout the year as follows: 4

Committee Member Meetings, 4 Leadership Team Meetings, and 4 Sub-Committee Meetings for each Sub-Committee.

- B. ALFN Industry Achievement Awards** – Submit one nomination each year from the committee for an individual the committee believes should receive this ALFN annual award.
- C. Event Sponsors** – Solicit committee members to sponsor ALFN events, with a focus on those events where the committee is hosting or co-hosting a reception or other event, including the WILLPOWER Summit.
- D. ALFN WILLPOWER Summit** – Assist ALFN Leadership to organize and host this annual event for ALFN Members, Servicers and other invited guests in Dallas in April/May each year, with a focus on increasing attendance numbers from the prior year, gaining Servicer participation and attendance, suggesting session topics and content, assisting with keynote speakers, and helping to manage the event. Donate and solicit for donations for the annual WILLPOWER charity auction.
- E. ALFN In-Person Event Committee Meetings** – Lead any scheduled committee meetings at in-person ALFN events, and solicit committee members to attend.
- F. WILL Mentorship Program** – Work to increase WILL Member participation. Ensure that participants understand the responsibilities of involvement as well as the importance of confidentiality in their mentoring relationships.
- G. ALFN Committee's Networking Reception at ANSWERS** – Be present and help support this networking reception during ANSWERS, which is designed for ALFN committee leaders and member participants to network together with all ANSWERS attendees.
- H. Attendance at other ALFN events** – Encourage WILL Members to attend ALFN events.
- I. WILLeD Magazine** – Produce the WILLeD Magazine quarterly, with content written by WILL Members. Increase authorship from non-Leadership Team WILL Members.
- J. WILL Member Meetings/Webinar Content** – Host at least four (4) Member Meetings annually with guest speakers and content relevant to the WILL Members.
- K. 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.

- L. Social Media** – Develop and post content on WILL Facebook, LinkedIn, and other social media pages to promote the group and its activities. At least 1 post per month.
- M. Webinars** – Host at least 2 women leadership focused webinars during the year, with special guest speakers.
- N. Speakers** - Encourage WILL Members to submit speaker forms and panel pitches to participate in ALFN events.
- O. 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 and other Appointed Committee Positions and get involved with any subcommittees.
- P. Survey** – Coordinate surveys and send to WILL members about their experience in the group each year, what they want to see the group achieve over the next year, and what they would like to get from their involvement with the group in the future

These ALFN WILL Guidelines & Regulations were approved and adopted by ALFN on November 12, 2019, after full review and approval by the ALFN Board of Directors. Amended March 8, 2023 & November 15, 2023 with full ALFN Board of Directors approval.