

NCBP POLICY AND PROCEDURES MANUAL

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INTRODUCTION TO THE NCBP

The National Conference of Bar Presidents (NCBP) was founded in 1950 to provide for the exchange of information and ideas among presidents and other leadership track officers of bar associations and law-related organizations. The association offers opportunities for professional development and enables members to build a network of professional colleagues who have the responsibility of serving in leadership capacities at their respective organizations. While started with state and local bar leadership in mind, the NCBP has evolved into a diverse organization that invites the participation of individuals representing special focus bars, including organizations for lawyers of color, women's bars and practice specialty associations.

NCBP's mission is empowering, connecting, and inspiring bar leaders and organizations. NCBP fulfills its mission through educational programming, information sharing, and other leadership development opportunities.

NCBP is an independent not-for-profit organization. It was incorporated in 1950 in Illinois. It is classified as a 501(c)(3) organization by the IRS.

The American Bar Association (ABA) provides executive and administrative staff support to the NCBP as part of the ABA's outreach to bar associations nationwide through an agreed-upon Memorandum of Understanding (MOU). The NCBP receives no financial support from the ABA. Staff and office services are provided through the ABA Center for Bar Leadership (CBL) under the terms of the MOU.

I. NCBP POLICY AND PROCEDURES MANUAL

A. Purpose

The NCBP Policy and Procedures Manual is intended to serve as a guide for the Executive Council, committees, task forces, members of NCBP, and CBL staff in fulfilling their responsibilities to the organization.

B. Authority

The manual provides both NCBP leaders and CBL staff with guidelines for conducting the business of the organization. The manual contains protocols that have been approved by the NCBP Executive Council. The protocols are complementary to the NCBP Bylaws and the MOU between NCBP and the ABA. The Bylaws shall control in the event of conflict or ambiguity. Should circumstances not be addressed by the bylaws, the MOU, or the manual, NCBP leadership and CBL staff will be expected to exercise their best judgment in the performance of NCBP business.

C. Distribution

Copies of the manual are distributed to members of the Executive Council before the Fall Executive Council Meeting. The manual may be sent electronically to any member upon request. The NCBP Policy and Procedures Manual is included in the *ABA Center for Bar Leadership Policy and Procedure Information Manual*.

Revisions that substantially affect policy are reviewed by the Governance Committee and approved by the Executive Council prior to publication. CBL staff and members of the NCBP may also recommend changes to the Governance Committee.

II. MEMBERSHIP

A. Eligibility and Member Types

NCBP has three types of voting members – Organizational Members, Individual Past President Circle Members, and Life Members.

1. Bar Organization Membership

Bar organization presidents, presidents-elect, successors to the president-elect, and bar executive directors/CEOs are eligible for membership in the NCBP as part of the Organizational Membership. Bar associations shall include general purpose associations, both voluntary and mandatory, at the state, local, territorial and national level (including the American Bar Association) and those serving a specific audience, such as lawyers of color, women lawyers, lawyers within a certain practice specialty, etc.

2. Past President Circle Individual Membership

Past presidents of bar must pay individual dues and are known as Past President Circle members of the NCBP. Past President Circle memberships provide a way for past presidents to maintain involvement in the work and support the activities of the NCBP.

3. Other Memberships

Individual members who have paid an aggregate amount of \$1,000 prior to October 1, 2021, are considered Life Members of NCBP, and are not required to pay Past President Circle member dues in order to be considered a voting member of NCBP.

B. Non-Voting Membership

All other members of the organization are non-voting members. Non-voting members who are members of NCBP committees may vote in committee.

In addition to votes taken at annual and midyear meetings of the NCBP, NCBP may as needed conduct votes electronically as allowed by present and future technology. All matters shall be decided by the majority of votes cast. Ten authorized voting members of the corporation shall constitute a quorum.

C. Dues

The Executive Council shall annually review the dues schedule and any proposed amendments to the dues schedule. The Executive Council has final approval over any such amendments, including any waiver of dues. See Appendix B for current dues schedule.

D. Donations

Past Presidents Circle members are encouraged to make donations above the \$100 membership dues enabling NCBP to advance its mission of providing learning and networking opportunities to bar leaders around the country. Recognition of donors will be set by the NCBP Executive Council and will be periodically reviewed.

E. Solicitation of Members

Membership solicitation materials are updated each year by the CBL staff in consultation with the Membership Committee in advance of the membership campaign which takes place each November. Membership renewal and new solicitations for organizational membership and Past President Circle membership are sent by CBL staff throughout the membership renewal period in a manner determined by the NCBP Membership Committee.

Solicitations may be sent throughout the year to targeted organizational member prospects brought to the attention of staff.

F. Membership Information

All members (new or renewing, organizational or individual) shall receive confirmation acknowledging receipt of membership dues and containing information about the NCBP including notice of upcoming NCBP meetings, and other appropriate information.

G. Membership Reports

CBL staff maintains a database of the membership, including contact information and dues payment status. The staff will provide membership reports to the Membership Committee on an ongoing basis throughout the year, as part of scheduled Membership Committee meetings.

III. GOVERNANCE

A. Executive Council

The NCBP is governed by a board of directors known as the Executive Council. The Executive Council is made up of the officers (president, president-elect, treasurer, secretary and immediate past president) of the NCBP and 15 at-large Executive Council members who are elected in three classes of 5 members each. Each class serves a staggered three-year term so that each year one class completes its term, and one class begins its term. Terms begin with the conclusion of the annual meeting.

B. Officers

Duties of the officers are outlined below. Should unforeseen circumstances arise, officers may be required to take on additional duties or to assume another officer's responsibilities as needed.

1. President:

(a) Spokesperson

The president serves as the official spokesperson of the organization.

(b) Presiding Officer

The president presides over the meetings of the Executive Council, the Executive Committee (see Section III.B.6. on Executive Committee) and general membership.

(c) Attendance at Meetings

In addition to attendance at meetings of the organization, the president may attend other organization's meetings on behalf of NCBP and may attend and

report on NCBP activities at the meetings of the ABA Standing Committee on Bar Activities and Services. The president will be reimbursed for expenses incurred in attendance at such meetings to the degree that funds are available and to the degree that the meeting is not one the president would have attended but for his/her office as NCBP president.

(d) **Appointments and Liaison Responsibilities**

The president appoints special committees as necessary for the business of the organization. The president also serves as a liaison or appoints liaisons to other entities as needed.

(e) **Presidential Prerogatives**

To the extent the budget permits and with the advice of the Executive Committee, the president selects the location of the Executive Council's fall meeting, and the locations of the NCBP Executive Council, Alumni and Past Presidents' Dinner held at the Annual and Midyear Meetings.

2. **President-Elect:**

(a) **Presidential Preparation**

The president-elect presides in the absence of the president and becomes familiar with the issues, programs, and challenges of the NCBP in order to prepare to serve as president.

(b) **Program Committee Chair**

The president-elect has the primary responsibility of serving as the chair of the NCBP Program Committee. With the committee and staff liaison, the president-elect develops programming for the annual and midyear meetings.

(c) **Presidential Appointments**

The president-elect appoints the chairs and members of each NCBP committee by the annual meeting at which he/she accedes to the presidency. The president-elect should consider attributes of potential appointees including diversity (including geographic), bar size, experience, etc.

(d) **Other Duties**

The president-elect, in consultation with the members of the Executive Committee and the CBL staff liaison, is responsible for selecting a gift to be presented to the outgoing president at the last Executive Council meeting

of his/her presidency. In addition, the president-elect makes brief remarks at that meeting honoring the outgoing president's accomplishments.

3. **Treasurer:**

The treasurer serves as the NCBP's chief financial officer. In that capacity, the treasurer supervises the safekeeping of funds of the association; approves disbursements in accordance with the organization's financial policy; and maintains accurate and complete financial records. With the members of the Finance Committee, of which the treasurer is chair, and the CBL staff liaison, the treasurer prepares an annual budget for the Executive Council's approval; supervises preparation and distribution of financial reports to the Executive Council; and arranges for and participates in the organization's annual audit, including the filing of Federal 990 and state returns. See Section V. Financial Procedures.

4. **Secretary:**

The secretary records the proceedings of the meetings of the Executive Council and submits a draft of the minutes within 30 days of the meeting to the CBL staff liaison for review. In addition, the secretary serves on the Finance Committee in preparation for service as treasurer the subsequent year.

5. **Immediate Past President:**

The immediate past president serves as the chair of the NCBP Nominating Committee. See Section IV.9. for more information about nominations.

6. **Executive Committee:**

Together the officers of the NCBP make up an Executive Committee which conducts the business of the Executive Council between meetings of the Executive Council. Meetings of the Executive Committee (officers) are held on an as needed basis and are convened by the president.

The NCBP President, or a member of the Executive Committee designated by the President if he/she is not available, may attend meetings on behalf of and to promote NCBP. Attendance at such meetings should be reviewed and approved by the Executive Committee prior to attendance and be pursuant to the approved budget for Executive Committee travel. NCBP will pay reasonable travel, hotel, and meal expenses for attending such meetings on behalf of NCBP, with the following reimbursement guidelines:

- Only coach or economy fare is reimbursable;
- Mileage is reimbursed pursuant to the IRS rate;
- Hotel will be reimbursed pursuant to the block rate arranged for the meeting or at another comparable hotel if not available;

- Food and beverage will be reimbursed for actual yet reasonable expenses and should not exceed \$100.00 per day;
- Every effort should be made to ensure that transportation to and from the airport is reasonable and competitive;
- Receipts are required for any expense over \$25.00.

B. Executive Council Members (At-large and Officers)

1. General Responsibilities:

Executive Council members are responsible for discussing and making decisions about the business of the NCBP. Executive Council members should make every effort to remain familiar with issues facing all bar associations and their leaders. Executive Council members are responsible for maintaining communication with other Executive Council members and CBL staff as it relates to the business of the organization. Executive Council members should avoid conflicts of interest and to the degree possible the appearance of conflicts in the conduct of NCBP business. See section on Conflicts of Interest.

2. Meetings of the Executive Council:

(a) Scheduling of Meetings

The Executive Council usually meets in person at least three times per year (at the annual meeting, the midyear meeting, and at a Presidential Retreat generally held in September or October. From time to time, circumstances may require the calling of additional meetings of the Executive Council, which, in general, will be held virtually.

Meetings must be fixed, and Executive Council members notified at least 10 days in advance of any meeting of the council. To the degree possible, the dates for the fall meeting should be fixed at least 120 days before the meeting.

(b) Attendance

Members of the Executive Council should make every effort to attend all meetings of the Executive Council and any committee meetings to which they have been appointed (see Section III.C.3. for Committee Service). In cases of chronic absence from meetings, the president may remind an Executive Council member of their option to resign if the Executive Council member appears not to have the time or capacity to fulfill their duties. If chronic attendance problems continue, the Executive Council may, by a simple majority, vote to remove a member from the council after hearing the circumstances of the absences from the affected member.

(c) **Reimbursements**

The NCBP has limited funds for the reimbursement of Executive Council member expenses incurred for attendance at meetings. NCBP registration for Executive Council members is waived for attendance at annual and midyear meetings of the organization. However, there are no reimbursements for Executive Council member attendance at these meetings. For fall Presidential Retreat meetings, each Executive Council member attending may be reimbursed for a minimum of one night of lodging. The council may approve additional reimbursements as the budget allows.

(d) **Quorums**

At any meeting of the Executive Council or Executive Committee at which a majority is present, eleven and three, respectively, the requirement for a quorum shall be met. A majority of those present at which a quorum exists may take any action in the purview of the Executive Council or Executive Committee.

(e) **Executive Session**

The Executive Council may meet in executive session during which confidential matters may be discussed. Only members of the Executive Council may attend these sessions. Minutes of executive sessions will include motions and any official actions taken. Except in the instance of an executive session, all governance meetings of the NCBP, including Executive Council meetings and committee meetings, are open to any member of the NCBP.

3. **Committee Service:**

All Executive Council members serve on at least one committee of the NCBP. See Section IV. Standing Committees. An Executive Council member may be asked to chair a committee. If so, the individual is responsible for calling meetings, appointing a note-taker from among the committee members as needed, filing of timely committee reports for meetings of the Executive Council and interim reports as needed; and advancing the work of the committee.

4. **Executive Council Vacancies:**

A vacancy in the office of president shall be filled by the president-elect. The president-elect shall serve as president until the conclusion of the first annual meeting to occur after that individual has served a full term as president. In such case, the office of president-elect shall remain unfilled. For a vacancy in the office

of treasurer, the secretary shall succeed to the office of treasurer, perform the duties of both offices as needed, and succeed to the office of president-elect at the conclusion of the treasurer's term. For a vacancy in the office of secretary, the nominating committee shall convene a special meeting, consulting with the previous nominating committee, to select an individual to fill that office. In such instances, the requirement for notice of call for nominations may be waived by the Executive Council. Vacancies in unexpired terms of Executive Council members may be filled by the Executive Council.

D. Membership Meetings

Business meetings are held at the annual and midyear meetings of the NCBP. At the annual meeting, the slate of nominees for the Executive Council and for the office of secretary is presented for a vote by the membership. Other reports and matters of business may be conducted at either meeting. On matters requiring a vote, the presence of ten members who are eligible to vote shall constitute a quorum and a simple majority shall carry any action in the purview of the NCBP.

E. Nomination and Election of Officers and Executive Council Members

See Article III, Section 8 of the NCBP Bylaws for information about the makeup of the Nominating Committee.

1. Submission of Nominations

Individuals who are past presidents, presidents or other presidential-track officers of bar organizations may self-nominate for the Executive Council or office of secretary. They also may be nominated by other individuals.

2. Interviews

Candidates submitting nomination materials shall be interviewed by the nominating committee during the NCBP annual Meeting, or prior to this date, using such technology as may be available. CBL staff will schedule and notify the Nominating Committee and candidates of interview times.

3. Announcement and Election of Slate

At the membership meeting during the NCBP annual meeting, the president introduces the chair of the Nominating Committee who then reads the slate for the Executive Council and for the office of secretary. The slate is approved by acclamation.

F. Conflicts of Interest

The NCBP, its affiliates and components, and all officers, Executive Council members, liaisons, and committee members scrupulously shall avoid any conflict between their own

respective personal, professional or business interests and the interests of the NCBP, in any and all actions taken by them on behalf of the organization in their respective capacities.

All Executive Council members will annually sign a written copy of the NCBP Conflict of Interest Policy attesting to their receipt and understanding of said policy. Signed copies of the policy shall be retained in the organization's files.

G. Insurance

The NCBP shall maintain directors and officer insurance and liability insurance at such levels as is necessary to protect both the interests of the organization and those of the Executive Council and designees.

H. Removal or Suspension of Officers and Council Members

Any member of the NCBP may ask the Executive Council to remove or suspend any Executive Council member or officer for just cause. To do so, the member must submit a written statement of the conduct that would warrant removal from office. This statement should be submitted to the president unless the president is the officer in question; in that instance, the statement should be submitted to the president-elect. If the president (or president-elect) believes that such conduct, if true, would warrant suspension or removal from office, a hearing on the matter is scheduled before the Executive Council. The Executive Council member or officer in question must receive written notice of the specific charges made.

Unless the alleged conduct of the individual in question poses an immediate threat to the reputation or financial well-being of the NCBP, the hearing is held in conjunction with a regularly scheduled meeting of the Executive Council. If such threat does exist, a special meeting of the Executive Council may be called with 10 days' notice. A hearing may be held in person or using other such technology as may be available. A quorum of 11 is required for the hearing (not counting the individual in question) and no proxy voting is allowed. The individual in question and the individual reporting the conduct are invited to make their cases to the council. After hearing the statement of each, the Executive Council will discuss the matter fully and vote for no action, suspension, or removal. Whatever the vote, the individuals concerned are notified immediately after the decision in the most practicable manner possible. If a decision to suspend or remove is made, notice to the membership should be made in the most immediate and appropriate fashion. The individual in question may at any time prior to notice to the members choose to resign. Written notice to the president (president-elect) is required for resignation.

IV. STANDING AND SPECIAL COMMITTEES

A. Structure

Generally, committees consist of a chair, vice chair and members appointed by the president-elect for service during his/her presidential term. Exceptions to this policy are noted under Committee Descriptions.

There is no "sunset" provision for standing committees; they continue operating as long as they serve a valid purpose for the organization. The Executive Council may vote to dissolve a committee that no longer serves a valid purpose; they may also vote to create new committees as needed. Committees may be combined if there are not enough volunteers to effectively run a committee alone. If committees are combined, they should share a similarity or relatedness of purpose. Special committees or task forces should be reviewed by the Executive Council on an annual basis to determine the progress of the special committee or task force toward its goals and whether the entity should continue as a special committee or task force, be elevated to standing committee status, or be discontinued.

1. **Standing Committees:**

The Executive Council has responsibility for creating standing committees of the NCBP. Standing committees are permanent and are required to carry out the ongoing business of the organization. The Standing Committees of the NCBP are as follows:

- (a) 21st Century Lawyer
- (b) Advisory Committee
- (c) Communications, with a subcommittee of the Presidents Page Award
- (d) Diversity, Equity & Inclusion
- (e) Governance
- (f) Fellows Award
- (g) Finance, Investment & Audit
- (h) Membership
- (i) Metro Bar
- (j) Nominating
- (k) Non-Dues Revenue
- (l) Program

2. **Special Committees or Task Forces:**

Special committees or task forces may be created from time to time by the Executive Council to accomplish specific tasks of limited scope and duration.

B. Committee Appointments

The President-elect makes committee appointments for service during his/her year as president. New committees begin after the annual meeting and conclude at the annual meeting the following year. Any member of the NCBP, by virtue of organizational membership or Past Presidents Circle membership, may participate on an NCBP committee. The president may continue to appoint individuals to committees throughout the year. Committee members may be appointed to the same committee over multiple years, if they so desire.

C. Meetings

Committee meetings will be held throughout the year at the discretion of the chair and the number of meetings depends upon the duties of the committee. These committee meetings generally will be conducted by conference call or using other technology as may be available, with exceptions noted under committee descriptions.

D. Chair and Vice Chair Responsibilities

The function of the chair is to provide leadership in setting goals for the committee pursuant to the strategic plan of the NCBP, implementing those goals, and evaluating their success. The committee chair is responsible for presiding over meetings of the committee; motivating committee members in the furtherance of the committee's goals and coordinating with the CBL staff liaison to implement those goals and to bring forth any pertinent issues to the Executive Council.

Chairs are responsible for making oral reports at meetings of the Executive Council and for bringing forth recommendations arising from the committee's work. At the conclusion of the committee's term, the chair should work with the incoming chair to provide assistance in preparation for the committee's continuing activities and challenges.

If the chair of a committee is unable to make a committee meeting, the vice chair should step in. If the chair is unable to report on committee activities during an NCBP Council Meeting, the vice chair should be prepared to report on committee activities. To the extent possible, the chair and vice chair should work together with the staff to determine committee meeting agendas and activities.

E. Staff Assistance

Each committee is assigned a staff liaison who will attend meetings of the committee. The liaison is responsible for assisting the chair in setting up meetings, arranging for conference calls or using other such technology as may be available, doing research and providing reports and input on those activities over which the committee has oversight.

F. Committee Descriptions

1. 21st Century Lawyer:

The 21st Century Lawyer Committee coordinates web-based programs that provide a fresh perspective on what it takes to successfully lead a bar association, and to engage with each other in an exciting and entertaining collaborative environment.

2. Advisory Committee

The role of the Advisory Committee is to advise the Executive Council on strategic items consistent with NCBP's mission to "empower, connect, and inspire bar leaders and organizations" and NCBP's strategic priorities upon request of the Executive Committee. The Advisory Committee will consist of five (5) members. The composition may include past or current presidents from bar associations based in the United States of America, past or current presidents from international bar associations, or executive directors/CEOs of bar associations in the United States or beyond. An application and selection process will be established. Those vetted by the Governance Committee and confirmed by 2/3's vote of the Executive Committee will serve for a two-year term.

3. Communications:

The Communications Committee generates communications about NCBP activities and services and provides other information that will enhance members' roles as leaders of their organizations. The committee has oversight for NCBP communication vehicles and the NCBP website. The Communications Committee is also in charge of overseeing the President's Page Award. See Section X.C. for more information about the President's Page Award.

4. Diversity, Equity & Inclusion:

The Diversity & Inclusion Committee implements strategies in support of the NCBP's goals of setting an example of diversity in its leadership, programs, and activities; helps bar leaders of color to enjoy increased success as bar leaders; and offers bar associations substantive programs which enhance their diversity-related efforts. The committee oversees the NCBP Diversity scholarship program. See Section X.A. for more information about Diversity Scholarships

5. Fellows Award:

The NCBP Fellows Award is to be presented at the NCBP midyear meeting to a past bar president who has demonstrated a continuing commitment to leadership, service, the work of the organized bar and the purposes of the NCBP. See Section X.B. for more information about the Fellows Award.

6. Finance, Investment & Audit (also known as the Finance Committee):

Chaired by the NCBP treasurer, the committee makes recommendations to the Executive Council regarding the development of budgets and financial policy, and oversees staff management of organizational funds. In addition to the Treasurer, who serves as chair, also serving on the committee are the secretary and at least three other members appointed by the president-elect for the upcoming year.

The Finance Committee assists the Executive Council in monitoring the integrity of the financial statements of the NCBP and the integrity of the auditor's qualifications, independence, and performance.

The performance of NCBP's portfolio and the investment manager will be monitored by the Investment Committee on a quarterly basis.

Additional information on the committee's responsibilities is included in Section V. Financial Procedures.

7. **Governance:**

The NCBP Governance Committee is charged with reviewing NCBP's governing documents and suggesting comments for changes as needed. Suggested changes to NCBP policy documents, if passed by the Governance Committee, will be presented to the NCBP executive committee and/or executive council as needed for approval. If necessary, changes to governance documents will then be presented to the NCBP membership for a vote.

8. **Membership:**

The Membership Committee promotes and maintains membership in the NCBP. The committee oversees the annual membership drives, makes recommendations regarding development and promotion of programs and services of interest to members, and conducts outreach to the NCBP's potential and actual membership. Additional information on the committee's responsibilities and oversight is included in Section II. Membership.

9. **Metropolitan Bar:**

The Metropolitan Bar Committee (MBC) seeks to serve the interests and address the concerns of metropolitan bar associations, their leaders, law firms and the lawyers who comprise their membership. MBC functions as a convener, stimulator, clearinghouse and platform for the common and diverse interests of metropolitan bar associations. MBC features programming targeted to metropolitan bar leaders and senior staff during the NCBP midyear and annual meetings.

10. **Nominating:**

The Nominating Committee is responsible for reviewing the qualifications of, interviewing, and selecting a slate of nominees for the Executive Council and the nominee for the office of secretary each year. In addition, the Nominating Committee is responsible for filling any vacancy in the office of Secretary should one occur.

In addition to overseeing the process outlined in this Manual at III. Governance, Section E, the committee has the following responsibilities:

- (a) maintain confidentiality regarding the committee's deliberations;
- (b) notify successful candidates before slate is announced and request their attendance at announcement; and
- (c) notify unsuccessful candidates as soon as practicable, generally before the slate of candidates is announced.

11. Non-Dues Revenue:

The purpose of the Non-Dues Revenue Committee is to develop and maintain relationships with vendors and other entities that will support the work of the NCBP through sponsorships and services in accordance with Section IX. Sponsorship.

The Non-Dues Revenue Committee is also responsible for soliciting individuals and law firms for Past Presidents Circle Donations.

Non-Dues Revenue committee members will be responsible for communicating benefits to sponsors and potential donors, as well as seeing to sponsor needs on-site at annual and midyear meetings.

12. Program:

The Program Committee is responsible for developing programming for NCBP constituents to be conducted at annual and midyear meetings of the organization. The president-elect serves as the chair of the committee. The treasurer also serves as vice chair as preparation for his/her role as chair the following year. Appointments to the committee should include state, metro and local, and affinity bar representation.

Programming Committee responsibilities include the following:

- (a) maintaining a sense of the issues and challenges facing the organized bar and bar leaders;
- (b) as assigned and as needed, members produce specific program segments (plenary sessions, workshops, discussion breakouts); producers propose and

develop formats for programming, provide initial contact for presenters, conduct planning conference calls with presenters and provide related information to the staff liaison;

- (c) on-site at meetings, committee members attend, monitor and evaluate programming; serve as the contact for presenters; greet registrants and answer questions; and other tasks that may be assigned.

See also Section VII. Annual and Midyear Meetings.

V. FINANCIAL PROCEDURES

A. Fiscal Year

NCBP's fiscal year begins on January 1st and ends on December 31st each year.

B. Dues

1. Dues Billings:

(a) Due Date:

The annual membership fees are due January 1st of each year for both organizational members and individual Past President Circle members.

(b) Collection of Dues:

Center for Bar Leadership (CBL) staff will send out dues notices to current organizational and individual members and potential members in the last two months of the NCBP year, after approval of the NCBP president and Membership Committee.

A list of organizational and individual members that do not renew will be forwarded to the Membership Committee for follow-up after the dues renewal cycle ends.

2. Deferring of Dues:

Members joining or renewing after October 1st of any year will have their dues deferred to the following year. Their membership is then in effect until December 31st of the following year.

3. Dues Increases:

The Executive Council approves dues increases. The approval of the membership is not required for a dues increase, although the membership shall be informed of the increase and the reasons for approval by the Executive Council.

C. Dues Collection and Member Records

CBL staff handles collection of dues and maintains dues records as well as other requested records of organizational and individual members. CBL staff reviews incoming dues statements, updates member records, and sends confirmation of membership. CBL serves as a resource to the Executive Council and the Committees regarding finance and budgetary issues.

E. Contracts

Only officers of NCBP or designated CBL staff may sign contracts or commit NCBP funds. CBL staff may sign contracts only for meetings and event expenses. Any other designee must be expressly authorized to contract for the NCBP by resolution of the Executive Council. Any commitment of an amount larger than \$5,000 must be preapproved by the NCBP treasurer and president. A copy of all contracts, regardless of amount, must be sent to the treasurer within 15 days after it is signed, with original maintained by the Center for Bar Leadership.

F. Development of Annual Budget

A budget must be prepared each year by the Finance Committee, chaired by the treasurer. A draft budget should be presented to the Executive Council, who will consider and approve the final budget at an Executive Council meeting prior to December 31 each year. The Executive Council may, from time to time, review any recommendations for amendments to the budget and approve or disapprove of them by a majority vote of at least a quorum present for a regular or special meeting. The budget is on an accrual basis and includes funds to be kept in reserve each year at a level to be determined by the Executive Council.

The budget format includes actual and budgeted income and expense figures for two fiscal years immediately preceding the budget year.

G. Payment, Receipts & Account Authorization

All invoices must be sent to and reviewed by the senior NCBP staff liaison within the Center for Bar Leadership prior to payment. All checks remitted to NCBP are to be recorded and deposited in a timely manner by CBL staff. All transactions must be recorded, with a copy of the corresponding page(s) sent to the treasurer within three months.

Check signing authority to satisfy the obligations of the NCBP is granted to the NCBP treasurer, NCBP president, NCBP president-elect, the senior NCBP staff liaison or the CBL Director. Checks must be signed by two individuals. Checks over \$10,000 must be co-signed by the treasurer or the president. Multiple checks cannot be used to circumvent this requirement.

Supporting documentation of an expense or request for payment is required for all checks written. In cases of expenses incurred by individuals, such as travel expenses, individuals must submit an expense report with substantiating receipts attached. Checks made payable

to the ABA, or any ABA employee must be co-signed by the NCBP treasurer or NCBP president.

Only the NCBP treasurer, president, and president-elect are authorized to sign instruments for investing NCBP funds. All NCBP funds must be deposited in the organization's name in its bank account unless express authority is given by the president or treasurer to do otherwise. Any transfer of funds, property or other interest of the organization requires the signature of the president of the organization or his/her designee and the treasurer.

On a monthly basis, the CBL Finance and Business Administrator will forward copies of bank statements and statements of investment, along with reconciliation reports; copies of the monthly register and journal to the treasurer for his/her review, retaining originals. The treasurer should initial all bank statements and reports indicating that they have been reviewed and forward to CBL for use by the auditor at the conclusion for the fiscal year and for record retention.

Any irregularities in, inappropriate management of, distribution of or investment of NCBP funds must be reported immediately in writing to the NCBP Executive Council.

H. Investments

All funds and property received by the NCBP from whatever sources are to be used only to further the purposes of the organization. NCBP funds shall be invested in investment accounts in accordance with the then existing investment procedure of the NCBP.

I. Reserves

Optimally, NCBP should have a minimum level of reserves equal to one year's operating expenses and the level of reserves should be reduced to that level before a dues increase is approved.

Except for unforeseen emergencies, withdrawal from reserves shall not be permitted unless the Executive Council has formally approved the specific expenditures and programs after careful planning and discussion with the appropriate committees.

Reserves can be used to cure any actual deficits but cannot be used to balance a proposed budget or create a budgeted surplus.

J. Expense Reports and Reimbursements

Requests for reimbursement must be submitted to the CBL Finance and Business Administrator within 60 days of the date the expense was incurred. Where the expense falls near the end of the fiscal year, requests must be received no later than January 15th of the following year. Expenses exceeding \$25.00 must be accompanied by documentation.

K. Role of Center for Bar Leadership in Financial Management

The Center for Bar Leadership is responsible for the day-to-day management of the NCBP's finances. In addition to the responsibilities outlined in prior paragraphs, CBL shall facilitate the treasurer's receipt of invoices fully descriptive of services rendered to NCBP by the ABA. CBL shall also monitor, reconcile, and report on financial transactions handled by the ABA's meeting registration service provider.

CBL maintains the financial records of the NCBP, including budgets, financial statements, annual audit reports, management letters, tax returns, IRS tax-exempt determination status statements, etc. CBL also coordinates with auditor and other accounting professionals engaged by NCBP to complete the annual audit, generate monthly financial statements, complete tax returns and process 1099 statements.

CBL maintains NCBP accounting information and processes separately from the ABA accounting software.

With approval of the president and treasurer, the senior NCBP staff liaison is responsible for proper notification to the organization's banking institution(s) of any changes in authorized signatures necessitated by officer progression and staff changes.

L. Role of Treasurer in Financial Management

In addition to those responsibilities outlined in prior paragraphs, the treasurer is responsible for supervising the annual audit of the organization's finances and for reviewing and filing the Federal tax return and Illinois Non-profit Organization Report for the prior fiscal year.

The treasurer is the primary signatory for the organization, with the president as the secondary signatory.

M. Audit and Review

An annual audit shall be performed by a certified public accountant in accordance with Illinois law. Changes in the accounting firm of record may be made only by action of the Executive Council. The Finance Committee shall monitor and review the work of the auditor.

N. Credit Card Policy

Application for and the use of a corporate credit card in NCBP's name is prohibited.

VI. INVESTMENTS

A. Investment Objectives

The investment objectives should be a balance between preservation of capital, maintenance of appropriate liquidity, and optimizing the investment return within the constraints of this policy recognizing the need to maintain an adequate cash reserve position for the organization.

1. Short-Term Investment Objective: To preserve a cash position in which there are available necessary funds to meet current and immediately anticipated cash needs.
2. Long-Term Investment Objective: To commit no more than one-half (50%) of the portfolio to any investment in excess of 12 months to achieve overall asset growth.

B. Allowable Investments

1. Cash Equivalent Investments:

Negotiable certificates of deposit and accounts in (1) FDIC and FSLIC banks not to exceed \$250,000 per institution or (2) negotiable certificates of deposits and accounts in an institution that is a member of the SIPC, not to exceed \$100,000 in cash and/or \$500,000 per institution. CD programs that spread liability up to FDIC or SIPC limits within a single holding company are permitted.

2. Fixed Income Investments:

Mutual fund portfolios which consist of bonds, treasury bills, interest-bearing notes, or other obligations of the United States, or those for which the faith and credit of the United States are pledged for the payment of principal and interest.

3. Equity Investments:

Equity mutual funds which mirror the national equity indices, such as S&P 500, which shall be chosen by the Investment Committee.

D. Acceptable Risk Levels

The investment allocation shall be within the following ranges:

<u>Investment Class</u>	<u>Minimum</u>	<u>Maximum</u>
Equities	40%	65-75%
Fixed Income Securities	25-30%	60%
Cash Equivalents	10%	15%

E. External Investment Management

Subject always to this policy, the Executive Council may grant full discretion of investment to the external investment manager within the above stated asset mix ranges and investment restrictions as regards the selection of securities and the timing of transactions. The Executive Council may make investment manager changes from time to time as it deems in the best interest of the organization.

F. Reporting Requirements

The NCBP Finance and Investment Committee will report to the Executive Council at each of their regularly scheduled meetings. The committee will review this policy annually.

VII. ANNUAL AND MIDYEAR MEETINGS

A. Description

Annual and midyear meetings are the educational and social programming conducted by NCBP to serve its membership.

B. Scheduling

Annual and midyear meetings of the NCBP are held in conjunction with the annual and midyear meetings of the American Bar Association. Generally, NCBP proceedings begin on the Thursday and conclude on the Saturday prior to the convening of the ABA House of Delegates. Programming is finalized by the NCBP President-elect, who serves as the NCBP Program Chair, with consultation from the Program Committee and CBL staff.

C. Program Committee Responsibilities

The NCBP Program Committee develops each meeting's theme or focus. It determines program topics and identifies speakers in consultation with other NCBP Committees, namely the Diversity, Equity & Inclusion Committee, the Metro Bar Committee, and the Non-Dues Revenue Committee. Members of the NCBP Program Committee serve as producers for plenary and workshop sessions at the midyear and annual meetings.

NCBP and the Program Committee are committed to offering programs that reflect the varied needs of NCBP members, who represent state, local, and special focus bar associations. The highest priority will be given to assuring diversity in all facets of program planning.

Program Committee members are prohibited from entering into contracts with meeting venue representatives, speakers, presenters, or sponsors without prior authorization of the NCBP Program Chair and review of the meeting budget.

The NCBP Program Committee Procedure Manual contains specific information regarding the planning and implementation of the Annual and Midyear meetings.

VIII. NON-DUES REVENUE

The purpose of the committee is to coordinate all fundraising on behalf of the NCBP, with a goal of providing outside funding to underwrite and/or defray meeting expenses or other programs sponsored by the NCBP. The two main sources of non-dues revenue are sponsorships and donations.

A. Sponsorships

Sponsorship categories and benefits, as approved by the NCBP Executive Council, are set forth in the current year Sponsor Prospectus. At no time will NCBP endorse, sell, or promote the product of a sponsor. Sponsorship agreements shall not exceed two meetings without the prior approval of the NCBP Executive Council. The committee may also develop sponsorship for other projects as approved by the NCBP Executive Council.

It will be the responsibility of the Non-Dues Revenue Committee to monitor and ensure the quality of sponsors. This includes sponsor's business practices as it relates to NCBP, NCBP members and their bars. All sponsor contact will be the responsibility of the Non-Dues Revenue Committee, however all Executive Council members will be asked to assist with the development of sponsor prospects through their own personal contacts and connections.

B. Past Presidents Circle Donations

In addition to sponsors, NCBP will also solicit donations from law firms and individual bar leaders through Past President Circle donations. It will be the responsibility of the Non-Dues Revenue Committee to determine the donation and recognition amounts. The President, in conjunction with the Non-Dues Revenue Committee, will be asked to solicit for Past President Circle donations. See Section II.G. for more information about Past President Circle donations.

C. Acknowledgments

Acknowledgments will be provided for vendors and donors through the Non-Dues Revenue Committee through email, the NCBP website, social media, any organizational newsletters and in conference programs.

All funds, services, or property solicited by the Non-Dues Revenue Committee of NCBP shall become the property of NCBP and shall be subject to the oversight and control of the NCBP Executive Council.

IX. COMMUNICATIONS

A. Website

The NCBP website, NCBP.org, contains up-to-date information on the news of the organization, archives of past news, resources of interest to bar presidents, and links to related organizations. It also contains the organizational membership roster, committee information, registration and program information related to annual and midyear meetings, and Executive Council information. The NCBP Communications Committee will determine and oversee periodic updates to the website; CBL staff liaisons maintain and update the website on an ongoing basis. The website is provided by an outside web support and membership database management company, either paid or through an in-kind sponsorship arrangement.

B. Social Media

NCBP's social media postings are maintained by CBL staff. NCBP Communications Committee members are responsible for providing news to post on NCBP's social media accounts. NCBP Communications Committee members and Executive Council members are encouraged to follow NCBP social media accounts to the extent possible.

D. NCBP Newsletter

NCBP sends the NCBP newsletter, *Bar President* on a bi-weekly basis. This newsletter is sent to all NCBP members, including member organizations and individual members. See Section II. for complete list of NCBP membership).

E. Public Statements:

NCBP will follow the Guidelines for NCBP Public Positions and Comment policy (see Addendum A) for all public statements.

X. SCHOLARSHIPS AND AWARDS

From time to time, NCBP may award scholarships and awards, including the following.

A. Diversity Scholars

The goal of this program is 1) to introduce diverse bars to NCBP; and 2) get them involved with the organization so they will continue their membership and activity once their scholarship has ended.

Up to ten scholars will be named annually. Benefits to the scholars may include:

1. Free or discounted registration for the NCBP annual and midyear meetings.

2. Opportunities to participate on NCBP committees and in other leadership capacities;
3. Access to the resources on the NCBP website and members only pages as well as NCBP's electronic newsletter, *Bar President*;
4. The opportunity to support programs benefiting up and coming bar leaders. Diversity scholars should come from diverse bars and small bars who aren't already members of NCBP. Diversity scholars will serve on an NCBP committee for the year they are a diversity scholar.

The Diversity Committee and staff liaison are responsible for marketing and administration of the Diversity Scholarship Program.

B. Fellows Award

The NCBP establishes the Fellows Award to be presented at its midyear meeting to a past bar president who has demonstrated a continuing commitment to leadership, service, the work of the organized bar and the purposes of the NCBP.

Nominations for the Fellows Award shall be considered for three years, i.e., a nominee not chosen in year one will be considered again in year two and year three. Current Executive Council members are not eligible for the award. A past president need not be a Fellow of the NCBP in order to be eligible for Nomination.

The Fellows Awards Committee shall also undertake activities to engage NCBP Fellows and Fellows Award nominees in NCBP.

C. Presidents Page Award

The NCBP establishes the President's Page Award to be presented at its midyear meeting to a current or immediate past bar president who has created the most outstanding bar president message in his or her bar's journal over the previous calendar year.

The President's Page Subcommittee of the NCBP Communications Committee shall consider all nominations and shall forward its award recipient to the president and Executive Committee prior to the NCBP midyear meeting.

Current Executive Council members are not eligible for the award. A current or past president need not be an individual or organizational member of the NCBP in order to be eligible for nomination.

XI. RELATIONSHIP WITH ABA AND STAFFING

A. Relationship With the ABA

The NCBP receives staffing, office space and use of office equipment from the ABA, principally through the Center for Bar Leadership (CBL). Through its support of the NCBP, the ABA conducts important outreach to state, local and special focus bar leaders around the country.

The Center for Bar Leadership is the ABA staff entity responsible for outreach and services to bar association and foundation staff and elected leaders nationwide. CBL conducts research and clearinghouse services, provides consultative services, produces topical publications, and conducts the annual ABA Bar Leadership Institute. In addition to and independent from these functions, the Center for Bar Leadership provides executive and administrative support for the NCBP.

The relationship is managed through a Memorandum of Understanding (MOU) between NCBP and the ABA, negotiated in even-numbered years. During those years, the NCBP president may negotiate directly with the ABA General Counsel, and may appoint a special committee to review and advise the president. The CBL Director is also part of the negotiation process. The president will advise the NCBP Council when the process is being initiated and ask for a confirming vote by the council of the MOU before it is approved.

B. Staffing

Although specific staff members are assigned to work directly with NCBP, there is no direct staff relationship. CBL staff members report to the CBL director and the director reports to the ABA Associate Executive Director for the Public Services Group. CBL staff members implement policy as set forth by the Executive Council and work with NCBP entities in furtherance of NCBP's strategic planning efforts.

In consideration of the staffing, office space, and equipment provided by the ABA, the NCBP makes a payment to the Center for Bar Leadership each year. Terms of the yearly payment are established by a memorandum of understanding (MOU) between the ABA and the NCBP, and the payment does not reimburse the ABA for expenses the ABA incurs in supporting the NCBP. In addition to the annual payment, NCBP pays for overtime paid to non-exempt staff, actual expenses for postage, printing, and telephone tolls, which are billed through the CBL. The NCBP also pays for staff travel costs incurred in conducting NCBP business.

Staffing falls into the following general areas:

1. Meetings and Committee Management.
2. Records Maintenance, including member records, meeting records, corporate records, financial records and historical data of the same.

3. Communication with Members (may be sent over signature of president or committee chair with prior approval).
4. Executive Staffing, including preparing meeting agendas, advising the Executive Council and committees on policy matters, and speaking on behalf of the NCBP in certain circumstances.
5. Financial Management (see Section V. Financial Procedures).
6. New Initiatives. NCBP supports the idea of new initiatives to help bar leaders succeed. However, such new initiatives must fit within the capacity and scope of NCBP and CBL staff services as outlined in the MOU between NCBP and the ABA.

XII. RELATED ENTITIES

A. National Association of Bar Executives (NABE)

NABE provides services to the staff leaders of bar associations in addition to sharing the similar objective of serving leaders of the organized bar. NCBP leaders may seek out the opinion of NABE leaders on NCBP matters that will be of particular interest to bar association executive directors. In addition, leaders of NABE and NCBP may coordinate communications on issues where their joint communication is appropriate.

B. ABA Standing Committee on Bar Activities and Services

The ABA Standing Committee on Bar Activities and Services (SCOBAS) is the ABA volunteer entity that oversees the work of the Center for Bar Leadership and performs much of the ABA's outreach efforts to bar associations. As such, SCOBAS seeks feedback from the NCBP on the services CBL provides and is interested in knowing about the activities of the NCBP. The president of the NCBP may attend a portion of SCOBAS meetings held at annual and midyear meetings, if held.

ADDENDUM A

GUIDELINES FOR NCBP PUBLIC POSITIONS AND COMMENT

General

As part of the National Conference of Bar President's strategic plan, NCBP empowers, connects, and inspires bar leaders and organizations. Part of that is to inform bar leaders of emerging issues and to take public positions on attacks on the rule of law.

The NCBP has developed a process and guidelines to evaluate when it will take public positions or issue public comments. The NCBP will consider taking a public position or providing comment when the issue educates/informs the public, is in line with its mission/strategic plan, and when such issues may impact:

- Administration of justice (including respect for the rule of law and the judicial branch);
- Diversity and inclusion in the profession;
- Professionalism/ethics;
- Civility;
- Equal justice under the law/civil liberties;
- Independence of the judiciary, including criticism of judges;
- Constitutional rights that impact the justice system; and
- Access to justice

The NCBP may consider taking a public position if a request is made by any of the following individuals or groups:

- Any Past President Circle member of the NCBP; or
- Any affinity, local/metro, statewide or national bar member organization.

Requests from Council members and committee chairs are included as part of the individual and member organizations.

Public Education Efforts

Nothing in this policy prevents NCBP from proceeding with public education on an issue.

Process to Submit a Request for Public Position or Public Comment

Requests for public position or comment must be made in writing and sent directly to the NCBP President, any NCBP Officer, or the Center for Bar Leadership staff who work with NCBP. Those requesting a public position or comment will be asked to provide information sufficient for the NCBP Communications Public

Statement Subcommittee (the subcommittee) to evaluate the issue being addressed and the nature and scope of the comment sought. Specifically, those requesting public position or comment must provide the following information:

- Briefly describe the issue upon which position or comment is sought.
- Who specifically (an individual or organization) is making the request for a public position or comment?
- Are you asking NCBP to take a specific position on the issue? If so, what position is NCBP being asked to take?
- Why do you believe NCBP should issue a public comment or take a public position on this issue?
- Provide relevant background information/materials on the issue and position being requested.
- Provide the timeline on which the issue is being considered and a position or comment must be issued to be relevant in weighing in on the issue.

Once the complete information accompanying a request is received, the request will be forwarded to the President and the NCBP Staff Lead for initial review. The President and/or the Staff Lead will determine (1) whether the matter should be sent to Communications Subcommittee for review, and (2) whether the matter must be addressed as either a “Time Sensitive Position” or an “Immediate Response” (as discussed herein). The initial review shall be performed as soon as possible.

If a decision is made not to refer a matter to the subcommittee, the President or Staff Lead will report to the NCBP Council at the next council meeting the content of the request and the determination and also report back to the requestor.

All other requests, including, but not limited to, requests to prepare an amicus brief, requests to add the NCBP name to an amicus brief, requests to add the NCBP name to a prepared letter or statement drafted by a member, organization, elected or appointed official, or other similar group or individual, or requests of a section or committee to comment/issue a public position, will be subject to this policy.

Communications Subcommittee

Before the start of the NCBP volunteer year, the members of the NCBP Communications Committee, including the Public Statement Subcommittee, will be named by the incoming NCBP President when other appointments are made. At the beginning of the volunteer year, the NCBP Communications Committee will be convened, and, with the Public Statement Subcommittee included, will review this policy. The subcommittee will be comprised of at least 5 but not more than 6 individuals, including a subcommittee chair. In addition to the chair, the members will include the NCBP president, an NCBP past president, two NCBP council members, and the Director or Associate Director of the ABA Center for Bar Leadership. The subcommittee may also consult with other individuals or law-related organizations as appropriate on an as-needed basis.

Rapid Response Team

At least four (4) members of the subcommittee (including the President) will be selected to act as a rapid response team and will be convened if there is a media request for comment that requires an “Immediate Response” within 12 hours or a request for comment that requires a response within 72 hours “Time Sensitive Position,” as discussed herein.

Determining whether the NCBP will Issue a Public Position or Comment

The subcommittee will consider the following factors in determining whether the NCBP will issue a public position or comment on a particular issue. These factors apply in all circumstances, including media requests requiring an immediate response.

Does the issue relate to the NCBP’s mission and goals?

The mission of the NCBP is to empower, connect, and inspire bar leaders and organizations. In fulfilling its mission, NCBP’s core values are:

- **Leadership:** NCBP promotes a vision that inspires and perpetuates great leadership.
- **Inclusion, accessibility, and belonging:** NCBP seeks out diversity and embraces the unique opportunities inclusion offers.
- **Collaboration:** NCBP chooses to row together, never alone. We strive to be partners, supporters and collaborators. We are many hands working together for the greater good.
- **Innovation:** NCBP strives to lead with vision, curiosity, and open minds. We don’t fear change but embrace the opportunity to invent our best future.
- **Well-being of the legal profession:** NCBP believes health and well-being are core centerpieces of bar organization and legal leadership success.

Does the issue fall within the NCBP’s current strategic priorities?

The NCBP’s core values and strategic priorities are outlined in the 2023-2025 strategic plan, which focus on:

- Providing relevant and targeted bar leader programming
- Increasing engagement and build community via NCBP communication channels
- Growing membership
- Expanding and elevating partnerships and collaboration
- Creating and model the “Next Gen” Bar
- Creating a sustainable financial model for NCBP

Is the issue a local, state, or national issue?

If the issue is a national issue, and it falls within the NCBP's mission, goals, and/or strategic plan, the presumption is that the NCBP may take a position or make a comment on the issue unless the analysis below demonstrates that making such a statement would have a substantial negative impact. Whether making a comment or statement would have a "substantial negative impact" is evaluated by the subcommittee when deciding whether the NCBP should take a position or make a comment on a particular issue.

Do the following factors support making a statement on the issue?

If the issue falls within NCBP's mission, goals, and/or strategic plan, the subcommittee should consider the following factors in determining whether NCBP should issue a public position or comment on an issue:

- Whether the issue addresses one of the specific areas identified in these guidelines – administration of justice, diversity and inclusion in the profession, professionalism/ethics, civility, equal justice under the law/civil liberties, judicial independence, constitutional rights that impact the justice system, and access to justice.
- Whether NCBP can add value to the discussion of the issue.
- Whether another entity is in a better position to address the issue and/or the issue has already been adequately addressed by another entity.
- Whether taking a position would demonstrate leadership by NCBP in one of the specific areas identified in these guidelines.
- If the absence of a position by NCBP would demonstrate lack of leadership in one of the specific areas identified in these guidelines.
- Whether taking a position will serve or enhance NCBP's goals and mission.
- Whether the position can be stated in a politically neutral way that educates on the issue.
- Whether the message will reach our local audience.
- Whether addressing the issue will have a substantial negative impact.
- Any other factors the subcommittee may deem relevant to the specific circumstances surrounding the issue.

Do these additional factors weigh against issuing a public position on an issue?

- Does the issue relate to a pending case?
- Would the position demonstrate an inappropriate partisan bias that would be attributed to NCBP?
- Would the position negatively reflect on the professional and ethical standards of NCBP?

A majority of the subcommittee must determine that these Guidelines support issuing a public position or comment before a recommendation may be made for final approval by the NCBP Council.

Should the subcommittee determine that a public position or comment should not be issued, the President or their designee will notify the requestor.

Preparing the Draft Position for Final Review

Should the subcommittee determine that a public position or comment should be issued, the following process will apply:

Non-Urgent/Not Time Sensitive Position:

For non-time-sensitive requests for public position or comment, the subcommittee will convene within 10 business days of receiving a request, require at least four (5) members to participate, and will follow the process outlined herein. The subcommittee may need to conduct additional research and discussion before finalizing a recommendation and sending the matter to the NCBP Council. The approval process by both the subcommittee and NCBP Council generally should take no more than 30 days from the time a complete request is received.

Any member of the subcommittee, the Center for Bar Leadership staff, or a designee (which may include committee chairs) may draft the position or comment for NCBP Council consideration and ultimate approval.

The subcommittee and NCBP Council have the authority to modify any proposal to ensure the position or comment meets the NCBP's goals to inform and educate the public and falls within NCBP's mission and strategic plan.

The subcommittee and/or NCBP Council will report to the Board regarding any positions or comments approved by the subcommittee and NCBP Council.

Time-Sensitive Position (Not Media):

For matters that are time sensitive and subject to a news cycle to be relevant, the subcommittee will convene within 48 hours of receiving a request, require at least four (4) members to participate and will follow the process outlined below. In no instance should the process take more than 72 hours¹ from the time a complete request is received.

Any member of the subcommittee or the Center for Bar Leadership Staff, or a designee (which may include committee chairs) may draft the position or comment for NCBP Council consideration and ultimate approval.

The subcommittee and NCBP Council have the authority to modify any proposal to ensure the position or comment meets NCBP's goals and falls within NCBP's mission and strategic plan.

The subcommittee and/or NCBP Council will report to the Board regarding any positions or comments approved by the subcommittee and NCBP Council.

Process for Responding to Media Inquiries Requiring Immediate Response

When a media request for public comment is received requiring an immediate response, the Center for Bar Leadership Director or Associate Director will first make a preliminary determination whether the issue relates to the NCBP’s mission, goals, and/or strategic framework, or appears to fall within one of the specific areas identified above – administration of justice, diversity and inclusion in the profession, professionalism/ethics, civility, equal justice under the law/civil liberties, judicial independence, constitutional rights that impact the justice system, and access to justice.

After the Center for Bar Leadership (CBL) Director or Associate Director makes that preliminary determination, they or their designee will contact each member of the subcommittee team by email, telephone, or similar immediate method for a response within 12 hours. The CBL Director or Associate director or their designee will provide their recommendations to the subcommittee’s rapid response team regarding messaging and method for delivering the message (i.e., live interview, statement, letter to the editor, etc.)

At least two members of the subcommittee’s rapid response team must respond and agree on the message points if an NCBP spokesperson will speak to media or agree on any written statements or official NCBP commentary before any public comment is distributed to the media.

In all cases, the NCBP President or designee has final approval before any written comment is disseminated.

The NCBP President or designee is the person who will respond either in writing or by interview to media inquiries, as the NCBP’s official spokesperson. The President will advise the Council of all requests made by media under this policy and all responses recommended by the rapid response team.

In all matters referred to the subcommittee, the requestor will be notified of the outcome. The response will be made by the CBL Director of Associate Director, or another designee of the Chair of the subcommittee.

¹ *Although the policy provides a maximum of 72 hours to complete, the goal for any time-sensitive matter would be to handle the issue as quickly as possible.*