



**Schedule at a Glance**  
**GrayRobinson, Orlando, Florida**

**Friday, April 17, 2015**

11:00 a.m.–2:00 p.m.	Registration/Check-in
Noon–1:30 p.m.	Lunch and Opening General Session
1:45 p.m.–2:45 p.m.	Achieving Excellence and Administration Tools: A “road map” for Inns to use and a review of national resources
3:00 p.m.–4:00 p.m.	Leadership Role & Membership: Planning/oversight—roles of officers, policy development (bylaws), leadership succession planning, fiduciary responsibilities, recruitment/retention of active members, etc.
4:00 p.m.–5:00 p.m.	Meetings & Programs: hot topics, creative ideas, process for development, etc.
5:00 p.m.–6:30 p.m.	Welcome Networking Reception

**Saturday, April 18, 2015**

8:00 a.m.–9:00 a.m.	Networking Breakfast
9:00 a.m.–10:15 a.m.	Mentoring and Community Outreach
10:30 a.m.–Noon	Roundtable Discussions: AIC Local Inn Issues/Answers and How other Inns do things
12:15 p.m.–1:30 p.m.	Lunch Session/Demonstration: Free Online Tools for Inns (web hosting, inn administration, program library, etc.)



## Orlando Leadership Summit Attendee Roster (as of 4.13.15)

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## **A Brief History of the American Inns of Court**

The American Inns of Court concept was the product of a discussion in the late 1970's among the United States' members of the Anglo-American Exchange of Lawyers and Judges, including Chief Justice of the United States Warren E. Burger and Judge J. Clifford Wallace of the U.S. Court of Appeals for the Ninth Circuit. Burger subsequently invited Rex E. Lee, then Dean of the J. Reuben Clark School of Law at Brigham Young University and later U.S. Solicitor General, and Dallin Oaks, then president of Brigham Young University and later justice of the Utah Supreme Court, to test the idea.

At the suggestion of Lee, a pilot program was entrusted to Senior U.S. District Court Judge A. Sherman Christensen, who shaped the idea into a workable concept. The first American Inn of Court was founded February 2, 1980 in the Provo/Salt Lake City area of Utah, and included law students from Brigham Young University.

Within the next three years, additional American Inns formed in Utah, Mississippi, Hawaii, New York, and Washington, D.C.

In 1983, Chief Justice Burger created a committee of the Judicial Conference of the United States to explore whether the American Inn concept was of value to the administration of justice and, if so, whether there should be a national organization to promote, establish and assist American Inns, and promote the goals of legal excellence, civility, professionalism and ethics on a national level.

The committee reported to the Judicial Conference affirmatively on the two questions and proposed the creation of the American Inns of Court Foundation. The Judicial Conference approved the reports and, thus, endorsed the American Inn concept and the formation of a national structure.

In 1985 the American Inns of Court Foundation with 12 Inns nationally, was organized to support the Inns and to promote the goals of legal excellence, civility, professionalism and ethics on a national level. The establishment of the American Inns of Court Foundation was celebrated at a dinner in Salt Lake City in June 1985. Speakers at the dinner program included Judge Christensen, Judge Aldon J. Anderson, and Dallin Oaks.

The American Inns of Court movement has grown faster than any other organization of legal professionals. Today there are nearly 400 chartered American Inns of Court in 48 states, the District of Columbia, Guam, and Tokyo. There are more than 30,000 active members nationwide encompassing a wide cross-section of the legal community, including federal and state judges, lawyers, law professors, and law students.

## **Our Mission**

The Mission of the American Inns of Court is to foster excellence in professionalism, ethics, civility, and legal skills.

## **Who We Are**

The American Inns of Court is an association of lawyers, judges, and other legal professionals from all levels and backgrounds who share a passion for professional excellence. Through regular meetings, members are able to build and strengthen professional relationships; discuss fundamental concerns about professionalism and pressing legal issues of the day; share experiences and advice; exhort the utmost passion and dedication for the law; provide mentoring opportunities; and advance the highest levels of integrity, ethics, and civility. Our Inns have gained a national and international reputation as an organization that bridges the gap between formal law school education and legal practice by offering career-long continuing education in the Common Law tradition.

This uniquely non-partisan association encourages meaningful mentoring relationships. We are one of the very few legal organizations that involve the whole spectrum of the profession: from law students to Supreme Court Justices; every level of federal and state judges, small firms to large firms; legal educators to law students. All have the opportunity to learn and grow without limit.

Membership is divided into "pupillage teams," with each team consisting of a few members from each membership category depending on the members' level of experience. Each pupillage team conducts one program for the Inn each year. Pupillage team members gather informally outside of monthly meetings in groups of two or more. This allows the less-experienced attorneys to become more effective advocates and counselors by learning from the more-experienced attorneys and judges.

In this collegial environment, outside the courtroom and pressure of daily practice, members discuss legal practice, principles, and methods. Academicians, specialized practitioners, and complementing generalists provide a mix of skill, theory, experience, and passion. This fluid, side-by-side approach allows seasoned judges and attorneys to help shape students and newer lawyers with practical guidance in serving the law and seeking justice.

## What Does the American Inns of Court Foundation Do For You?

Conceived by Chief Justice Warren E. Burger, the first American Inn of Court was founded in 1980. The American Inns of Court Foundation was established in 1985 as a 501(c)(3) organization, to support Inns and guide the organization's mission to foster excellence in professionalism, ethics, civility, and legal skills.

The core function of the Foundation is to promote, establish and charter American Inns of Court throughout the United States, assist and strengthen existing Inns, foster communications between Inns, and to act as the representative of Inns nationally and internationally. Our staff meets and engages regularly with Inn leaders to facilitate regional meetings, enhance Inn operations, develop programs, assist with the Achieving Excellence program, and to provide technical assistance, answers, support, and recommendations to Inn leaders and members.

Here is a snapshot of the services that we provide to your Inn, to your Inn leaders and administrators, and to you as an American Inn of Court member:

### For Inn Leaders:

- Electronic access to more than 2,000 quality program offerings at no cost, through the national Program Library, which includes many award-winning programs
- Chapter Relations Directors (CRDs), who work with you personally as an Inn leader, to meet the needs of your Inn—from training to finding programs, to managing your budget and meeting attendance. These directors meet face-to-face with Inn leaders and visit Inns regularly
- Regional Leadership Summits, planned and managed by your CRD, to bring you together with other Inn leaders to exchange ideas and best-practices
- Online leadership resources on our website at [www.innsofcourt.org](http://www.innsofcourt.org), including our Model Mentoring Program
- *InnSight*, the monthly hot topic e-newsletter for Inn officers, administrators, and program chairs

### For Inn Administrators:

- IRS group tax exemption status under the umbrella of the Foundation
- General liability and umbrella insurance policies including host liquor liability coverage through the Foundation
- An Inn Management System, hosted websites, and listservs, along with other administrative tools
- Sample documents and recommendations for bylaws, budgets, and membership forms to assist in day-to-day Inn operations
- Complimentary website portal for your Inn, linked through the American Inns of Court website

### For Inn Members:

- *The Bench* magazine with articles on professionalism, ethics, other timely topics, news of your Inn, program spotlights, and inspiring profiles in professionalism
- Free access to more than 2,000 quality programs in the national program library
- An online Membership Directory to network with Inn members across the country
- Exclusive eligibility for Pegasus Scholarships, as well as the Sandra Day O'Connor Award for Professional Service and the A. Sherman Christensen Award, presented annually at the Supreme Court of the United States
- Leadership training, program development resources, administrative assistance, and face-to-face support, which make your Inn strong and successful
- Letters of introduction facilitating visitation to the English and Irish Inns
- The Alumni Association—receive *The Bench* with half of your dues remitted back to your former Inn



# PROFESSIONAL CREED

*Whereas, the Rule of Law is essential to preserving and protecting the rights and liberties of a free people; and*

*Whereas, throughout history, lawyers and judges have preserved, protected and defended the Rule of Law in order to ensure justice for all; and*

*Whereas, preservation and promulgation of the highest standards of excellence in professionalism, ethics, civility, and legal skills are essential to achieving justice under the Rule of Law;*

*Now therefore, as a member of an American Inn of Court, I hereby adopt this professional creed with a pledge to honor its principles and practices:*

- ✧ I will treat the practice of law as a learned profession and will uphold the standards of the profession with dignity, civility and courtesy.*
- ✧ I will value my integrity above all. My word is my bond.*
- ✧ I will develop my practice with dignity and will be mindful in my communications with the public that what is constitutionally permissible may not be professionally appropriate.*
- ✧ I will serve as an officer of the court, encouraging respect for the law in all that I do and avoiding abuse or misuse of the law, its procedures, its participants and its processes.*
- ✧ I will represent the interests of my client with vigor and will seek the most expeditious and least costly solutions to problems, resolving disputes through negotiation whenever possible.*
- ✧ I will work continuously to attain the highest level of knowledge and skill in the areas of the law in which I practice.*
- ✧ I will contribute time and resources to public service, charitable activities and pro bono work.*
- ✧ I will work to make the legal system more accessible, responsive and effective.*
- ✧ I will honor the requirements, the spirit and the intent of the applicable rules or codes of professional conduct for my jurisdiction, and will encourage others to do the same.*





# IRS Filing Requirements

Your Inn, as a tax-exempt organization, is required to file an informational tax return with the IRS annually. To help with this, the national organization collects and records Inns' permission to act on the Inns' behalf, or verifies that an Inn has chosen to file on its own. In either case, an Inn must confirm to the National office the Inn's tax ID, the form to be filed and who is filing (National or the Inn) with the IRS. This verification information must be in writing.

*\*For the 2014-2015 Achieving Excellence program, Inns are not required to return the IRS Filing Status Verification form. **However, all Inns are still required to REVIEW their status as listed on the IRS Filing Status Verification form and inform the national office of any inaccuracies.***

## About the Filing Requirements

- The [IRS](#) requires every tax-exempt organization to file an informational return.
- Organizations with annual gross revenue of \$50,000 or less must file a 990-N (e-postcard).
- Organizations with annual gross revenue in excess of \$50,000 must file a [990-EZ](#).
- The filing period for organizations with a fiscal year end of 6/30/20XX begins on 7/1/20XX.
- **Filing is not optional.**

## Key dates:

- **November 15:** Comply with the IRS Tax Filing deadline for the current fiscal year
- **August 31:** Submit UPDATES to the AICF Tax Filing Verification Form for the future fiscal year (AICF Verification form sent to Inns in July)

## How to Respond

### Annual gross revenue of \$50,000 or less

- The American Inns of Court Foundation can file a 990-N on the Inn's behalf.
- Permission must be given to the Foundation to file on the Inn's behalf.
- The Foundation confirms the Inn's Tax Id, the form to be filed and who files the form.
- If the Inn chooses to file on its own behalf, a copy of the filing must be provided to the Foundation.

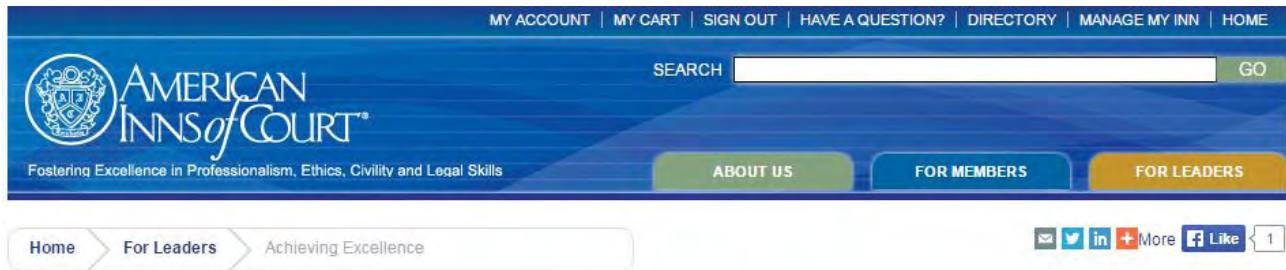
### Annual gross revenue in excess of \$50,000

- The Inn must file a [990-EZ](#).
- The American Inns of Court Foundation **cannot** file a [990-EZ](#) on the Inn's behalf.
- A copy of the [990-EZ](#) must be provided to the Foundation.
- *Please note: If you're Inn's finances are included in another "parent" organization's 990 filing, your Inn may not have to file separately.*

## Questions?

- If you have questions, please contact your [Director of Chapter Relations](#) at (800) 233-3590.





# Achieving Excellence

The Achieving Excellence program is a tiered achievement-based program that recognizes activities in which Inns are already involved and builds on an Inn's successes.

Each level recognizes an Inn's progress toward mastering effective practices in each of the five core competencies of Inn management: [Administration](#), [Communications](#), [Programs](#), [Mentoring](#) and [Outreach](#).

All information and documentation of your Inn's eligible activities for the 2014-2015 Achieving Excellence program should be [e-mailed to AExcellence@innsofcourt.org](mailto:AEexcellence@innsofcourt.org) by June 30, 2015. Please CC your [Director of Chapter Relations](#) on your submission.

**\*\*Please note that "Submit IRS Tax Filing Status Verification Form" will not be a requirement for the 2014-2015 AE year and going forward.** Inns will still need to confirm their tax filing status, but it will not be a requirement of the Achieving Excellence program.

## Administration

Administration is the key to a successful Inn and with a strong foundation in administrative procedures an Inn is well on its way to success.

- [Review the Administration Competency Outline](#)
- [Submit the Inn's Tax Filing Status](#) (**No longer a requirement for 2014-2015**)
- [Submit the Inn's Annual Operating Budget](#)
- [Inn Management System](#) (IMS)
- Administrative Requirements for [IMS Inns](#) and [non-IMS Inns](#)
- [National Dues Paid in Full](#)

## Communications

Communication on all levels is another key to running a successful Inn.

- [Review the Communications Competency Outline](#)
- Maintain an [Inn website](#) OR Maintain and publish a print or digital [Inn Handbook](#)
- [Hold a New Member Orientation](#)
- Distribute a [Membership Satisfaction Survey](#)

## Programs

Monthly programs are the foundation of each Inn. Programs provide the unique opportunity for all levels of the profession to come together and learn from each other by focusing on practical legal skills with an emphasis on ethics, civility, and professionalism in the practice of law.

- [Review the Programs Competency Outline](#)
- [Determine and implement structure for monthly Program Development](#)
- [Submit programs to the national Program Library](#)

## Mentoring

Mentoring, on a formal or informal basis, can be one of the most effective tools for providing information and counsel to new lawyers. Having a great mentor is one of the greatest gifts and advantages an Inn can offer its members.

- [Review the Mentoring Competency Outline](#)
- [Model Mentoring Program](#)

## Outreach Activities

Outreach involves hosting, mentoring or providing activities that promote the Inn movement in the legal community and public in general.

- [Review the Outreach Activities Competency Outline](#)
- [Inn Outreach Samples](#)

## Additional Requirements

There are some additional requirements for Inns that have mastered the core competencies of Inn administration. These additional requirements have a national focus and encourage Inns to keep up with past members and to plan for long-term growth.

- [Review the Additional Requirements Outline](#)
- [Engage Alumni, Emeritus, and Honorary Members](#)
- [Develop an Inn leadership succession plan](#)
- [Promote the American Inns of Court Diversity Policy](#)
- [Host or attend a Joint Inn meeting](#)
- [Submit a current Inn news item](#)

## Questions?

If you have additional questions about the Achieving Excellence program, the core competencies, achievement levels or could not find an answer to your question online, please [contact your Director of Chapter Relations](#).

The Achieving Excellence program is designed to recognize Inns for effective practices in the five core competencies of Inn management and member engagement. Achieving Excellence is a tiered achievement-based program that builds on an Inn's successes, with each level recognizing the Inn's progress toward mastering the following core competencies:

**1. Administration:** ([www.innsofcourt.org/administration](http://www.innsofcourt.org/administration))

Effective and consistent administration is the key to a successful Inn. A strong foundation in administrative procedures ensures a smooth transition and operational stability from one year to the next as Inn leadership changes. Well-developed administrative procedures allow Inn leaders the flexibility to focus on creating a valuable Inn experience for members.

**2. Communications:** ([www.innsofcourt.org/communications](http://www.innsofcourt.org/communications))

Regular communication with Inn members and the broader community allows Inns to disseminate important information about the Inns of Court, solicit feedback to improve and enhance the Inn experience, and advance the mission of the American Inns of Court. These efforts assist in member recruitment and retention, and in projecting a positive image of the legal profession.

**3. Programs:** ([www.innsofcourt.org/localinnprogramming](http://www.innsofcourt.org/localinnprogramming))

Monthly programs are the cornerstone of each Inn, and provide the unique opportunity for all levels of the profession to come together, engage in discussion, and learn from each other. A well-organized program promotes professional development, collegiality among members of the legal community, and in many cases, satisfies members' CLE requirements in an interesting and engaging manner.

**4. Mentoring:** ([www.innsofcourt.org/mentoring](http://www.innsofcourt.org/mentoring))

Mentoring, on a formal or informal basis, is one of the best experiences for lawyers to build or refresh the knowledge and skills needed to become effective practitioners. By creating an environment for idea exchange and open discussion, the Inn of Court becomes the ideal place for new lawyers to learn from more senior members of the legal community, and for more seasoned professionals to expand their understanding of new approaches and technologies. Mentoring can provide fresh perspectives and insights, regardless of experience level.

**5. Outreach Activities:** ([www.innsofcourt.org/outreach](http://www.innsofcourt.org/outreach))

Outreach activities extend the mission of the American Inns of Court by providing exposure to the broader community and offering opportunities for Inn members to represent the ideals of the American Inns of Court.

For each competency, please keep in mind that we are asking for samples and sharable resources as submissions. Engaging in the Achieving Excellence Program contributes not only to the strength of your Inn, but also to our overall mission to strengthen all Inns. If you have any questions, don't hesitate to reach out to your Director of Chapter Relations.

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### BRONZE LEVEL RECOGNITION

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- Recognized in *The Bench*er and on the website
- Listed in Celebration of Excellence event program
- Certificate of achievement
- A bronze Achieving Excellence web badge to display on Inn website

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### SILVER LEVEL RECOGNITION

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- Recognized in *The Bench*er and on the website
- Listed in Celebration of Excellence event program
- Certificate of achievement
- A silver Achieving Excellence web badge to display on Inn website

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### GOLD LEVEL RECOGNITION

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- Recognized in *The Bench*er and on the website
- Listed in Celebration of Excellence event program
- Certificate of achievement presented at Inn meeting
- Achieving Excellence pins presented to each member of the executive committee
- A gold Achieving Excellence web badge to display on Inn website

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### PLATINUM LEVEL RECOGNITION

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- Recognized in *The Bench*er and on the website
- Listed in Celebration of Excellence event program
- Certificate of achievement presented at Inn meeting
- Achieving Excellence pins presented to each member of the executive committee
- Early registration available for two Inn representatives or one Inn representative and guest to attend the Celebration of Excellence awards dinner
- A platinum Achieving Excellence web badge to display on Inn website

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BRONZE LEVEL REQUIREMENTS

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- Become a chartered Inn and remain a chartered Inn in good standing
- Obtain an EIN (federal tax ID) and file with the national office
- File a Group Tax Exemption Option form with the national office (opt in or out)
- E-file copy of the Inn's approved bylaws with the national office
- Record any law school affiliation(s) with the national office
- **Core Competency: 1. Administration**
  - Submit American Inns of Court IRS Tax Filing Status Verification form to the national office by June 30
  - Comply with IRS tax filing by November 15:
    - **Option 1:** Inn has gross annual (July 1–June 30) income under \$50,000 and has instructed the national office to file the 990N on its behalf (*IRS Tax Filing Requirement Form*)
    - **Option 2:** Inn has gross annual (July 1–June 30) income under \$50,000, chooses to self file the 990N with IRS, and send copy to the national office
    - **Option 3:** Inn has gross annual (July 1–June 30) income over \$50,000, file 990-EZ and Schedule A with IRS, and send copy to the national office
  - **Requirements of IMS or Non-IMS Inns**
    - Inns using the Inn Management System (IMS)
      - » Post meeting dates, locations and program topics by October 1 (*minimum of six meetings required*)
      - » Maintain current membership roster (*Note: Dues are assessed on number of active members as of June 30.*)
      - » Update Inn leadership information for the next Inn year by June 30
    - Inns not using the Inn Management System (IMS)
      - » Submit Inn meeting dates, locations and program topics to the national office by October 1 (*minimum of six meetings required*)
      - » Submit Inn membership roster to the national office by November 30
      - » Submit Inn leadership information for the next Inn year to the national office by June 30

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SILVER LEVEL REQUIREMENTS

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- Maintain Bronze Level requirements
- **Core Competency: 1. Administration**
  - National dues paid in full by January 31
- **Core Competency: 2. Communications**

The Inn must have and keep current one of the following items:

  - Inn Handbook—in printed or electronic format, which may include:
    - Local Inn history/biography of namesake
    - AICF national movement information
    - Inn bylaws
    - Inn policies
    - Inn calendar
    - List of officers
    - Member directory (with pictures, if available)—encourage members to complete/update individual profiles with practice specialty areas
  - Inn website—hosted by national office or other, which may include:
    - Local Inn history/biography of namesake
    - Link to [www.innsforcourt.org](http://www.innsforcourt.org) website (*if using external website host*)
    - Inn bylaws (*may be for members only*)
    - Inn policies (*may be for members only*)
    - Current calendar of meetings (*may be for members only*)
    - Current Inn leadership listing with contact information (*may be for members only*)
    - Membership information
    - How to join/application
      - » Who to contact
      - » Meeting guest attendee information
- New Member Orientation—held prior to first Inn meeting of the Inn year, submitted by November 30
- **Core Competency: 3. Programs**
  - Document monthly program development process by October 1\*

## GOLD LEVEL REQUIREMENTS

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- Maintain Bronze and Silver Level requirements
- Inn must display competency in either mentoring or community outreach:
- **Core Competency: 3. Programs**
  - Submit a minimum of two programs to the national program library
- **Core Competency: 4. Mentoring**
  - Submit an outline of the Inn's formal or informal mentoring efforts to the national office. These may include:\*
    - Lawyer to Lawyer Support Programs
    - Leadership Development
    - Life Balance Programs
    - Student/Associate Mentoring
  - Submit a description of mentoring evaluation process to the national office.\*
- **Core Competency: 5. Outreach**
  - Host an annual community outreach program that educates and promotes our mission to the legal community and general public. Submit a description of the Inn's community outreach program to the national office.

### **Additional Requirements:**

- Submit a draft of the Inn annual operating budget by November 30
- Describe how your Inn engages Alumni, Emeritus, and Honorary members\*
- Develop and implement an Inn leadership succession plan\*
- Describe how your Inn promotes the American Inns of Court Diversity Policy\*



## PLATINUM LEVEL REQUIREMENTS

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- Maintain Bronze, Silver and Gold Level requirements
- Display competency in all five core areas, including:
  1. Administration
  2. Communication: Actively seek member feedback utilizing a Membership Satisfaction Survey (printed or online). A copy of the survey should be submitted to the national office by June 30. *(NOTE: Summary highlights of the results or changes as a result of the feedback may also be submitted to the national office.)*
  3. Increase program submissions to the national program library from two to four programs *(Submissions should be done on a monthly basis)*
  4. Mentoring
  5. Outreach Activities

### **Additional Requirements:**

- Document participation in and/or hosting of joint Inn meeting by June 30
- Submit current Inn news to the national office. News items should be articles, summaries, and/or photos of Inn activities suitable for publishing in *The Bench* or posting on the American Inns of Court website. *(NOTE: If Inn news has been published in your local or state media, please provide links or printed copies to the national office.)*

*\* These items may have previously been submitted to the national office and do not need to be submitted in their entirety again. However, please provide an end-of-year summary or complete the Achieving Excellence Recurring Item Confirmation form by June 30.*

Inn Name:

Inn No.:

List of Requirements for Inn Year of July 1, 2014–June 30, 2015	Due Date	Designations				Your Inn	
		Bronze	Silver	Gold	Platinum	Assigned to and/or notes	Completed
<b>File with AICF (one time)</b>							
Become a chartered Inn and remain a chartered Inn in good standing	ASAP	X	X	X	X		
Obtain an EIN (federal tax ID) and file with the national office	ASAP	X	X	X	X		
File a Group Tax Exemption Option form with the national office ( <i>opt in or out</i> )	ASAP	X	X	X	X		
E-file copy of the Inn's approved bylaws with the national office	ASAP	X	X	X	X		
Record any law school affiliation(s) with the national office	ASAP	X	X	X	X		
<b>Core Competency 1. Administration</b>							
Comply with IRS tax filing for FY2014:	Nov 15	X	X	X	X		
<ul style="list-style-type: none"> <li><b>Option 1:</b> Inn has gross annual (July 1–June 30) income under \$50,000 and has instructed the national office to file the 990N on its behalf</li> </ul>							
<ul style="list-style-type: none"> <li><b>Option 2:</b> Inn has gross annual (July 1–June 30) income under \$50,000, chooses to self file the 990N with IRS, and send copy to the national office</li> </ul>							
<ul style="list-style-type: none"> <li><b>Option 3:</b> Inn has gross annual (July 1–June 30) income over \$50,000, file 990-EZ and Schedule A with IRS, and send copy to the national office</li> </ul>							
Submit Annual Operating Budget	Nov 30			X	X		
National dues paid in full	Jan 31		X	X	X		
Submit American Inns of Court IRS Tax Filing Status Verification form to the national office for FY2015	Jun 30	X	X	X	X		
<b>Requirements of IMS or Non-IMS Inns</b>		X	X	X	X		
<ul style="list-style-type: none"> <li>Inns using the Inn Management System (IMS) <ul style="list-style-type: none"> <li>Post meeting dates, locations and program topics (<i>minimum of six required</i>)</li> </ul> </li> </ul>	Oct 1						
<ul style="list-style-type: none"> <li>Maintain current membership roster *</li> </ul>	Ongoing						
<ul style="list-style-type: none"> <li>Update Inn leadership information</li> </ul>	Jun 30						
<ul style="list-style-type: none"> <li>Inns not using Inn Management System (IMS) (<i>submit to national office</i>) <ul style="list-style-type: none"> <li>Inn meeting dates, locations and program topics (<i>minimum of six required</i>)</li> </ul> </li> </ul>	Oct 1						
<ul style="list-style-type: none"> <li>Inn membership roster</li> </ul>	Nov 30						
<ul style="list-style-type: none"> <li>Inn leadership information for the next Inn year</li> </ul>	Jun 30						
<b>Core Competency 2. Communications</b>							
New Member Orientation—held prior to first meeting of the Inn year	Nov 30		X	X	X		
Membership Satisfaction Survey	Jun 30				X		
<b>Maintain one of the following items (choose one)</b>			X	X	X		
<ul style="list-style-type: none"> <li>Inn Handbook—in printed or electronic format</li> </ul>	Jun 30						
<ul style="list-style-type: none"> <li>Inn Web site—hosted by national office or other</li> </ul>	Ongoing						
<b>Core Competency 3. Programs</b>							
Document monthly program development process ‡	Jun 30		X	X	X		
Submit programs to the national program library ( <i>Submit on a quarterly basis</i> )	Jun 30			2	4		
<b>Core Competency 4. Mentoring</b>							
Submit an outline of the Inn's formal or informal mentoring efforts to the national office ‡	Jun 30			X*	X		
Submit a description of mentoring evaluation process to the national office ‡	Jun 30			X*	X		
<b>Core Competency 5. Outreach Activities</b>							
Submit a description of the Inn's community outreach program to the national office	Jun 30			X*	X		
<b>Additional Requirements</b>							
Describe how your Inn engages Alumni, Emeritus, and Honorary members ‡	Jun 30			X	X		
Develop and implement an Inn leadership succession plan ‡	Jun 30			X	X		
Describe how your Inn promotes the American Inns of Court Diversity Policy	Jun 30			X	X		
Document participation in and/or hosting of joint Inn meeting	Jun 30				X		
Submit current Inn news to the national office	Ongoing				X		

**Notes:** \* Dues are assessed on number of active members as of June 30

‡ Items need only to be submitted once, unless information has changed. Please provide an end-of-year summary or complete the Recurring Item Confirmation form by June 30

\* The Inn has a choice of doing the Mentoring or Outreach requirement for Gold Level

Detailed explanations of each requirement are available in Achieving Excellence Overview.

**Core Competency 3—Programs**

Document monthly program development process.

Our program development process remains the same for 2014–2015.

Our program development process has changed for 2014–2015. Attached is our new process.

**Core Competency 4—Mentoring**

Submit an outline of the Inn's formal or informal mentoring efforts to the national office.

Submit a description of the mentoring evaluation process to the national office.

Our mentoring program remains the same for 2014–2015.

Our mentoring program has changed for 2014–2015. Attached is our new program.

**Core Competency 5—Outreach Activities**

Submit a description of the Inn's community outreach program to the national office.

Our outreach activities remain the same for 2014–2015.

Our outreach activities have changed for 2014–2015. *Please describe your new outreach activities here:*

**Additional Requirements:**

Describe how your Inn engages Alumni, Emeritus, and Honorary members.

Our engagement remains the same for 2014–2015.

Our engagement has changed for 2014–2015. *Please describe your new engagement activities here:*

Develop and implement an Inn leadership succession plan.

Our succession plan remains the same for 2014–2015.

Our succession plan has changed for 2014–2015. *Please describe your new plan here.*

Promote the American Inns of Court Diversity Policy.

Our promotion remains the same for 2014–2015.

Our promotion has changed for 2014–2015. *Please describe your new promotion activities here:*

**Inn Name:**

**Inn State:**

**Please submit this form to: [AEexcellence@innsofcourt.org](mailto:AEexcellence@innsofcourt.org) by June 30, 2015.**

(You will have an opportunity to add additional attachments after clicking the button.)

# Technology

In this session, we will review the tools and resources provided to you by the American Inns of Court. These tools have been created to make officer roles less time consuming and to help Inns run more efficiently and effectively. These resources include:

- Inn Management System, which allows Inn leaders to manage membership, dues, committees, meetings and leadership recordkeeping in a single location
- free hosted Inn Website, where Inns can personalize the site, and post their history, program materials, photos, membership recruiting processes and any information they wish to share with the world
- Program Library, containing more than 2,600 programs previously presented by Inns, which your Inn can access, adapt and present
- On-Line Membership Directory, which serves as your member's access to a nationwide network of legal professionals connected through the Inns of Court movement
- Templates and Samples of Effective Inn Practices, so that Inn leaders do not need to 'reinvent the wheel' when developing policies, job descriptions or special projects for their Inns. The samples are drawn from the best practices of the organization's highest-functioning Inns, along with templates and specimens created by the national office to simplify policy and process development



The Inn Management System (IMS) was designed with a great deal of input from Inn leaders and administrators. The IMS provides a secure, integrated and web-accessible means for leaders to maintain vital Inn information all in one place. The Inn's *dashboard* offers an overview of the tools available to leaders. The IMS is optional. Inns must opt-in to the system, and Inns using the system see it as a great benefit. The IMS keeps Inn data secure, protected, consistently 'backed up,' and is accessible to more than one member of the leadership team. The system maintains historical data (e.g., past Inn officers), allows members to pay dues and other fees by credit cards, simplifies record keeping and reduces reporting requirements to the national office.

## Technology

The IMS is set up into three major Inn administrative segments, with additional links to frequently used information:

At the top of the page are the SNAPSHOT gives leaders an overview of the Inns membership and outstanding invoice situation, the EXECUTIVE COMMITTEE listing, which ensures the Inn leaders are recorded correctly in the database, and the RECENT ACTIVITIES section, that shows any changes that have been made to the Inns records, either by members updating their profiles, Inn leaders making changes to Inn records, or the national office making adjustments.

Below these links are the major administrative sections:

In MEMBERSHIP, leaders can update member records in real-time, which is then reflected in the AICF national database, send email communications to groups of members or the entire Inn through the AICF servers, assign members to pupillage teams and committees, and print membership reports for review during executive and Masters of the Bench meetings.

In MEETINGS, leaders can post, update, archive and delete meeting information, assign pupillage teams to present on a specific date, email meeting invitations to members, receive and record members' online RSVPs (including meal selections), print sign-in sheets, print name badges, and record attendance (and CLE credits)

In DUES, leaders can set dues and other assessment amounts for different categories of members, email invoices from the system, accept dues payments by credit card (with a minimal service charge), record checks or cash received from members, and send email confirmation receipts once the transactions are posted to the system. Additionally, leaders can run reports showing outstanding member balances.

All reports available for printing are also collected in the REPORTS section.

### **Hosted Inn Websites**

Each Inn is also provided a hosted website at no additional charge. This self-managed site gives Inns the flexibility to present themselves how they want to be presented. The site can be set up with multiple pages to focus on different aspects of the Inn experience, such as,

- Inn history – explaining how the Inn was formed, who the founders were and what distinguishes it from other Inns
- Explanation of the Inn namesake – present the namesake's biography, explaining what contribution this individual made to the legal profession or to the nation
- Membership recruiting process and membership application – This can be used as an important tool in the marketing of the Inn, by explaining the steps to joining the Inn, providing a membership application online, and outlining what is expected of members of the Inn (e.g., attendance policy, pupillage group participation, etc.)
- Program materials – This section could contain an explanation of how Inn programs are developed, along with posting cases, briefs and other documents supporting the Inn's programs for members to access in advance of meetings. Inns can also post their calendar of meetings. However, for Inns using the IMS, when meetings are entered into

## Technology

the IMS system, the meetings is automatically displayed under the 'Meetings' link, which is part of the permanent links on the left side of the page

- Program archives – photos, outlines and transcripts of past meetings can be made available for future reference

Inns should designate one or two individuals to serve as Web Administrator to limit the number of people who may be accessing and making changes to the Inn's online presence.

Here are some Inn website addresses that use the free, hosted site:

Benjamin Franklin AIC (PA): <http://www.innsofcourt.org/inns/franklininn>

Earl E. O'Connor AIC (MO): <http://www.innsofcourt.org/inns/eeoconnorinn>

Florida Family Law AIC (FL): <http://www.innsofcourt.org/inns/flfamilylawinn>

Thomas S. Biggs AIC (FL): <http://www.innsofcourt.org/inns/tsbiggsinn>

George C. Young AIC (FL): <http://www.innsofcourt.org/inns/centralfloridainn>

Judge John M. Scheb AIC (FL): <http://www.innsofcourt.org/inns/schebinn>



The Program Library is an archive of program synopses, scripts, videos and other materials collected from Inns around the country. The library is an excellent resource for pupillage teams and program committee chairs who are searching for topic ideas, examples of interesting and entertaining presentation approaches, and samples of award-winning programs.

Programs are available in text form, and some video presentations have been

preserved on CD. Many of the programs in the library are available free of charge to Inn members, and are available for immediate download in PDF form. However, where the presentation cannot be sent electronically, there is a nominal fee for shipping and handling.

Inns are encouraged to submit their programs to the Program Library. While it may be *old news* to the Inn that has just presented it, the program may be a revelation for an Inn or pupillage team that is struggling to find a topic and presentation idea. For Inns participating in the *Achieving Excellence* program, submission of programs to the library is a requirement. For Gold status, Inns must submit two programs to the library; for Platinum status, Inns must submit four programs.

### **Online Member Directory**

One of the major benefits of membership in the American Inns of Court is the opportunity to connect with the best and brightest in the legal profession. You and the members of your Inn are connected to the thousands of other members of the organization through the Online Membership Directory. Access to the directory is restricted to members with active passwords to the AICF website.

## Technology

Through the directory, you and other members can reach attorneys within your practice area, locate counsel for referral in another jurisdiction or meet other Inns of Court members while traveling. The Online Membership Directory becomes an even more effective tool as more member information is added to the database. Each member has access to update his or her Member Profile online. A one-page document is available from your CRD to share with Inn members that explains how to update their profiles. Members are encouraged to add photos, professional biographies and information about their areas of practice to make the Online Directory more useful.

Along with the online directory, members can connect with other Inns of Court members through our Facebook, LinkedIn and Martindale Connect groups, as well as follow the AICF on Twitter. To join these conversations, go to the ABOUT US tab, and click on the 'Socialize with Us' link.

### **Effective Inn Practices/ For Leaders**

[www.innsofcourt.org/forleaders](http://www.innsofcourt.org/forleaders)

Each year, as new Inn leaders take on their new responsibilities, the Chapter Relations Directors hear from members who are unsure of how they are to lead their Inns, or what processes they should put into place, or how to take their Inns to *the next level*. To assist established and new Inn leaders, the national office has compiled examples of effective Inn practices, form templates and job descriptions to help leaders step into their new roles.

On the Inns of Court website, you will see a tab labeled, "FOR LEADERS." This tab contains previous leaders' and the national staff's collected wisdom to provide guidance and support to Inn leaders going forward. Under the *FOR LEADERS* tab, you will find:

- ACHIEVING EXCELLENCE (AE) requirements and examples. The AE program is designed as a roadmap for success, outlining the policies and practices employed by the most effective Inns in the organization.
- FINANCIAL GUIDELINES explain the steps Inns must take to remain under the AICF tax exemption, including tax reporting requirements, as well as information on the organizations liability insurance coverage for Inns, including host liability insurance, along with additional Inn budgeting resources
- EVENTS, which include information about future leadership summits and the Annual Celebration of Excellence at the U.S. Supreme Court, where national award winners and AE Platinum Inns are recognized
- LEADERSHIP TOPICS, which offers detailed sample officer job descriptions, along with short, 10 minute videos outlining effective Inn administrative practices and sample forms that can be adapted to simplify the information collection process

In addition to the information provided to you as Inn leaders, the American Inns of Court website provides a great deal of information of interest to your Inn members, including details about the foundation's Board of Trustees, the Temple Bar and Pegasus scholar programs, English and Irish Inn visits, the national awards programs and publishing opportunities in *The Bench* magazine. Please refer members to the ABOUT US and FOR MEMBERS tabs on the website for additional information.



## INN LEADERSHIP RESOURCES

Do you have a question about running your Inn? The national office provides leaders and executive committee members of American Inns of Court services and support to assist in the administration of Inns - from a "[game plan](#)" for the year and specific activity materials to what you need to know for your [leadership role](#) in the Inn.

### Achieving Excellence

- [Administration](#)
- [Communications](#)
- [Inn Program Development](#)
- [Mentoring](#)
- [Outreach](#)
- [Additional Requirements](#)
- [Program Overview \[pdf\]](#)
- [Program Checklist \[pdf\]](#)
- [Recurring Items Confirmation \[pdf\]](#)

### Inn Administration Resources

- [Inn Management System](#)
- [Local Inn Website](#)

### Finance and Insurance Resources

- [Local Inn Budgeting](#)
- [Tax Exemption and Filing](#)
- [Insurance Coverage](#)

### National Events

- [Inn Leadership Summits](#)
- [Celebration of Excellence](#)
- [Magna Carta and American Inns of Court 35<sup>th</sup> Anniversary Celebrations](#)

Inn Leadership Role	Inn Leadership Role Materials
Administrator	<ul style="list-style-type: none"><li>• <a href="#">Sample Inn Administrator Job Description</a></li></ul>
President	<ul style="list-style-type: none"><li>• <a href="#">Sample Inn President Job Description</a></li></ul>
Secretary-Treasurer	<ul style="list-style-type: none"><li>• <a href="#">Sample Inn Secretary-Treasurer Job Description</a></li></ul>
Counselor	<ul style="list-style-type: none"><li>• <a href="#">Sample Inn Counselor Job Description</a></li></ul>
Program Chair	<ul style="list-style-type: none"><li>• <a href="#">Sample Inn Program Committee Chair Job Description</a></li></ul>
Membership Chair	<ul style="list-style-type: none"><li>• <a href="#">Sample Inn Membership Committee Chair Job Description</a></li></ul>

## Leadership Topics (each video is less than 10 minutes)

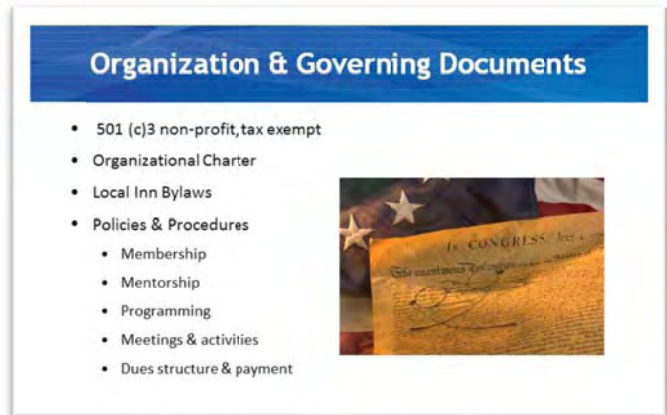
Inn Leadership Role	Inn Leadership Role Materials
Administrator	<ul style="list-style-type: none"> <li>• <a href="#">Planning Effective Meetings Session Video (swf)</a></li> <li>• <a href="#">Planning Effective Meetings Session Notes (pdf)</a></li> <li>• <a href="#">Sample Inn Administrator Job Description</a></li> </ul>
President	<ul style="list-style-type: none"> <li>• <a href="#">Effective Inn Leadership Session Video (swf)</a></li> <li>• <a href="#">Effective Inn Leadership Session Notes (pdf)</a></li> <li>• <a href="#">Inn Administration and Management Session Video (swf)</a></li> <li>• <a href="#">Inn Administration and Management Session Notes (pdf)</a></li> <li>• <a href="#">Organization and Governance Session Video (swf)</a></li> <li>• <a href="#">Organization and Governance Session Notes (pdf)</a></li> <li>• <a href="#">Sample Inn President Job Description</a></li> </ul>
Secretary-Treasurer	<ul style="list-style-type: none"> <li>• <a href="#">Budgeting and Reporting Session Notes (pdf)</a></li> <li>• <a href="#">Billing and Collecting Dues Session Video (swf)</a></li> <li>• <a href="#">Billing and Collecting Dues Session Notes (pdf)</a></li> <li>• <a href="#">Sample Inn Secretary-Treasurer Job Description</a></li> </ul>
Counselor	<ul style="list-style-type: none"> <li>• <a href="#">Keeping Judges Involved (ppt)</a></li> <li>• <a href="#">Sample Inn Counselor Job Description</a></li> </ul>
Program Chair	<ul style="list-style-type: none"> <li>• <a href="#">Planning Effective Meetings Session Video (swf)</a></li> <li>• <a href="#">Planning Effective Meetings Session Notes (pdf)</a></li> <li>• <a href="#">Implementing the Model for Program Development Session Video (swf)</a></li> <li>• <a href="#">Implementing the Model for Program Development Session Notes (pdf)</a></li> <li>• <a href="#">Sample Inn Program Committee Chair Job Description</a></li> </ul>
Membership Chair	<ul style="list-style-type: none"> <li>• <a href="#">Membership Structure and Recruitment Session Video (swf)</a></li> <li>• <a href="#">Membership Structure and Recruitment Session Notes (pdf)</a></li> <li>• <a href="#">Sample Membership Application Form [pdf]</a></li> <li>• <a href="#">Sample Membership Renewal Form [pdf]</a></li> <li>• <a href="#">New Member Orientation Session Video (swf)</a></li> <li>• <a href="#">New Member Orientation Session Notes (pdf)</a></li> <li>• <a href="#">Sample Inn Membership Committee Chair Job Description</a></li> </ul>

# LEADERSHIP AND GOVERNANCE

The American Inns of Court is a 501 (c) 3 non-profit organization which is a IRS tax exempt status. A local inn of court may join this group exemption and therefore provide a tax deduction for your members as well as tax benefits to the Inn.

An Inn is governed overall by two documents:

When the Inn first organized, your Inn applied for and was granted an Organizational Charter from the national foundation. The Charter is written guidelines providing a strong foundation for the local Inn to operate which are consistent with AICF's Articles of Incorporation, Bylaws and polices. It covers the basics of the Inn organization: Objectives; Organization, including governing body and officers; Membership; Finances; Meetings and activities; and Pupillage groups.



Second, the local Inn bylaws are a written organizational structure by which the Inn is administered. This document outlines: Organizational structure; Membership; Meetings and attendance; Voting and Elections; Fiscal Matters; and Adoption and Amendments.

Besides local Inn Bylaws, your Inn should have or develop policies and procedures for: Membership-- including member rotation, recruitment, and an attendance policy; Mentorship; Programming; Meetings and Activities; and Due Structure and payments.

## Governance Structure

The ultimate authority of each Inn rests with the Masters of the Bench. The Masters determine the policies of the Inn in order to accomplish its purpose as set forth in the Inn's Charter.

The executive committee and/or Inn leadership exercise the authority of the Masters between Masters of the Bench meetings.



The enthusiasm and commitment of the leaders of the Inn provide an important role model for the other members. The health and vitality of the Inn depend directly on the vigor and vision that the executive committee brings to the running of the Inn.

The Masters of the Bench should adopt bylaws to document procedures to be followed by the Inn. One such procedure is the determination of leadership positions and election process whereby the officers

## LEADERSHIP AND GOVERNANCE

are selected for the executive committee. Although the Masters of the Bench are responsible for establishing the procedure for electing leaders, they may choose to delegate this authority to the Inn to vote on some or all of the officer positions.

As a leader of your inn, it is important to understand the two important components of running your inn, leadership and management.

### Leadership Roles

Following are brief descriptions of the various officers that an Inn may have, including: President, Counselor, Secretary/Treasurer, Administrator, Program Committee Chair, and Membership Committee Chair. A written job description should be created and provided to each officer.

Samples of these job descriptions are found on the Inns of Court website. Your Inn may have additional roles that are key to successful operations. Be sure your governance documents, including your bylaws and policies support and define these roles.

Leadership Roles	
<b>President</b> ➤ Presides at all Inn functions and is accountable for Inn policy compliance	<b>Counselor</b> ➤ Assists President in his/her duties and is liaison with local federal/state courts
<b>Secretary/Treasurer</b> ➤ Accounts for all money collected/spent and maintains all financial, membership and leadership records	<b>Administrator</b> ➤ Performs many of the administrative duties of the Secretary/Treasurer on a permanent basis and serves as administrative point of contact

The **president** provides general leadership and guidance to the officers and membership of the Inn. In addition, the president performs the following duties:

- Preside at all Inn functions
- Ensure that the officers and the executive committee perform their duties
- Maintain contact with the national office and national board of trustees
- See that the Inn adheres to the policies of its charter and other policies promulgated by the national board of trustees
- Lead the executive committee in participation of the Achieving Excellence Program and progress toward goals.

The **counselor, vice-president or president-elect** as some Inns prefer, assists the president in all of his or her duties. Experience has shown that it is beneficial that either the president or counselor be a judge. The counselor also performs the following duties:

- Execute the functions of the president in his or her absence
- Establish and maintain liaison with the local federal and state courts
- Oversee, in conjunction with the program committee, the operation of the pupillage teams

## LEADERSHIP AND GOVERNANCE

The **secretary/treasurer**, whose duties may also be divided between a secretary and a treasurer, regularly accounts to the executive committee, and if requested, to the Masters of the Bench, for all monies collected and spent. In addition, he or she may perform the following duties unless specifically assigned to the administrator:

- Maintain all financial accounts - collect dues and pay all bills
- Send notice of each meeting of the Inn, of the Masters of the Bench, and of the executive committee
- Record and circulate minutes
- Maintain records of attendance
- Update, maintain and submit annual membership rosters and leadership information

Ideally, each Inn should have an administrator who performs some or all of the administrative duties of the secretary/treasurer on a permanent basis. When the administrative duties of the secretary/treasurer pass yearly from person to person, records can be lost and succeeding officers may not easily be able to follow previous procedures. For this reason, a permanent administrator has been found to be of great value.

The **administrator** need not be an attorney or a member of the Inn. In some cases, the local Inn pays the person. The position may require six to eight hours per month, depending on the duties assigned. Some of those duties may be:

- Perform many or all of the administrative responsibilities of the secretary/treasurer
- Arrange for refreshments and food at meetings of the Inn and annual banquet
- Furnish staff support to the committees of the Inn
- Serve as an important contact point for the national office, assuring that the leadership information and the membership roster are submitted in a timely manner.

The **program committee chair** leads the program committee, which is composed primarily of members who are not officers. The program committee directs the educational component of the Inn. Committee's duties include:

- Devise a general framework for the year's programs in advance of the first Inn meeting with the approval of the executive committee
- Select program topics and assign them to the pupillage teams
- Supervise and consult with the pupillage teams as necessary while they develop the details of their programs
- Submit programs with a completed Program Report Form to the national office
- Conduct and review program evaluations for each program

The **membership committee chair** leads the membership committee. While the Masters of the Bench or the executive committee make the actual selection of new members, a small membership committee can serve the valuable function of building a file of potential members for future consideration. The membership chair and its committee are responsible to:

- Coordinate presentations at local or state bar meetings and presentations at section bar meetings for recruitment of new members
- Screen applicants and make recommendations

## LEADERSHIP AND GOVERNANCE

### Other Team Members

Additionally, many Inns have a number of other officers to assist in managing and handing the administration of the Inn. Some of these include:

- President-elect to ensure a smooth transition in leadership from year to year.
- Appointment of a reporter to regularly submit news and photographs of the Inn's activities for publication in *The Bench*er and other news outlets.
- Web Administrator is responsible for maintaining and updating the information published on your Inn's site. (An Inn website which is connected to the national site is provided free of charge).



Also, the president or the executive committee may appoint members to other committees to accomplish specific tasks. These may include: mentoring, law school liaison, court liaison, and social. If this is not done, many of these tasks will fall on the executive committee to accomplish.

### Effective Leadership Strategies

There are many strategies that can be put in place to maintain effective leadership.

- Rotation of leadership to keep your Inn strong by consistently developing new leaders.
- Set term limits for officer positions to avoid burnout. A typical term is two years.
- Elect officers and appoint committee chairs/members before the Inn adjourns for the summer. This allows the new leadership to plan for the coming year, learn about their officer responsibilities and fill membership vacancies.
- Delegate and enlist volunteers to perform the tasks and responsibilities of running an Inn. This has many benefits:



- Individuals avoid having to carry a heavy burden;
- Members can continue the operations if someone is unable to fulfill his or her responsibilities; and
- Cultivate new leadership.
- Remember, officer and leadership roles can be held by any level – Masters, Barristers and Associates, even Pupils, are more than willing to lend a hand in the operations of the Inn. Don't overlook this source of energy and enthusiasm.

- Consider having an Inn Administrator, without specified term limits, which will assist in developing consistency from year to year.

## LEADERSHIP AND GOVERNANCE

And finally, remember that holding an office or providing other leadership requires work and personal sacrifice and should be rewarded. Members who have assumed these responsibilities deserve recognition. The year-end dinner or final meeting is a good time to acknowledge their service to the Inn.

### **Support and Resources**

You are not alone in your service and efforts. There are many resources that you can call upon for help. Any member of the national office staff will happily assist you with a question; however, there are staff positions dedicated to supporting local Inns and their members.

The Director of Chapter Relations serves as the primary liaison between Inns and the national office, specifically targeting Inns that are organizing or that may need a little extra support. Contact the Director of Chapter Relations for questions about improving your Inn's performance, services or programs of the Foundation and more.

Finally, look to other Inns and its leaders for ideas and support. In many cases, there is at least one other Inn of Court in the same city or county as your Inn, or you can also find a partner Inn who shares your specialty. It is beneficial for there to be strong channels of communication between or among inns. Some benefits can include:

- Sharing resources, such as administrative support or membership waiting lists or even just program ideas specific to your local area or specialty;
- Saving money by coordination of efforts, such as jointly contracting with a caterer or restaurant or joining member recruitment efforts; and
- Sharing questions, answers, challenges and best practices to find ways to help each Inn grow stronger and successful.



## Best Practices: Financials

The Masters of the Bench or the executive committee should create a budget for the Inn before beginning of the Inn year. Why is a budget necessary?

- A budget brings to life the policies of an Inn.
- A budget gives the Inn leaders a framework with which to plan for future projects or objectives.
- And finally, a budget provides a way to track actual income and expenses against the plan, and allows for Inn leaders to adjust plans to fit the reality.

### **Policy, Planning and Tracking**

When we say that a budget gives life to Inn policy, we mean that a budget is where the “rubber meets the road.” Many typical Inn policies have financial implications and, therefore, must be reflected in an Inn’s budget. A budget also tests policies for reasonableness and practicality.



Some of the common policies that must be reflected in a budget include:

- 1) How many members will the Inn have? Is there a set minimum or maximum?
- 2) How much will members pay? Will Benchers pay more than Associates? Are there other sources of revenue to help offset dues?
- 3) How many meetings, meals and programs will the Inn have each year?
- 4) What type of meals will the Inn provide? Are members willing to pay for the type of meals the Inn wants to have?
- 5) What type of programs will be presented and where? If the Inn has its meetings at a restaurant, will the restaurant charge for the room or audio-visual equipment? Will you pay for guest speakers?
- 6) Will the Inn hold a special holiday or end-of-year banquet?
- 7) Will the Inn underwrite the cost of students? Will the Inn provide scholarships for members who otherwise can't afford to join?

How these and others questions are answered, and knowing that the answer to one question may affect the answer to other questions, are the first necessary steps in creating a budget.

A budget allows for an Inn to plan for the future. Any projects or goals an Inn may have most likely will have to be worked into the Inn’s financial plan. Many Inns have special projects they have conducted, such as publishing a city judicial guide or conducting programs in local schools. An Inn may wish to start an annual award or scholarship. Often such programs have a price tag attached. It is important for an Inn considering such projects to be aware of the costs and plan for them so as to not affect the essential operations of the Inn. Inns may also wish to plan for

## Best Practices: Financials

certain financial objectives, such as building a reserve fund or reducing dues. These objectives are not going to be achieved by accident, and often require years of planning and fiscal control.

Most important, a budget allows an Inn to track its income and expenses in context. Reporting on actual income and expenses every month is not particularly useful unless there is some gauge against which those figures can be measured. “The Inn took in \$5000 in dues in September.” Is that good? Should it have taken in \$10,000? Unless there is a budget in place, it is impossible to answer those questions.

Tracking income and expenses against a budget provides some reality check to the Inn’s plans. Especially if an Inn is planning any kind of aggressive income growth or expense reduction, comparing that plan to reality can show whether those plans were realistic. Knowing how your plans are measuring up to reality allows Inn leaders to adjust their actions to fit. Had the Inn planned on 80 dues-paying members, but only ended up with 60? That’s a big difference in income, the loss of which could wipe out a planned surplus, or make it impossible to have a paid speaker. It’s better to know that you can’t afford to invite the speaker, than inviting the speaker and then realizing you don’t have the money to pay her.

Once you’ve been tracking your income and expenses against a budget for a couple of years, you will have the ability to better predict how much you will need and when you will need it. Identifying cash flow patterns can be important, especially when trying to build a reserve fund.

### **Creating a Budget**

Now that we know why we should have a budget, we need to discuss how to create one and who needs to be involved.

Who needs to be involved in the budgeting process? While any single person could sit down and put a bunch of numbers on a page, the budgeting process can be and should be more thoughtful than that. The numbers must be meaningful and realistic, and rarely will one person have all of the knowledge necessary to put together an accurate budget. Plus, the more involvement you can get early in the process, the more support you will have later.

Several people will probably be involved in the process. The person who will most likely take the lead will be the Inn’s Treasurer. Minding the Inn’s finances is the fundamental role of the Treasurer, and budgeting is a key part of that. The other key person in the process will be the Secretary and/or administrator. That person should assist the Treasurer and will often have the bank accounts and other data the treasurer will need. This person will also likely be dealing with the caterer or restaurant and will have information about meal expenses, the largest budget category.

Others who may be involved include the chairs of the Membership Committee and the Program Committee. The Membership Committee chair will be able to provide the Treasurer with the number of returning members, the number of new members, and to which membership category those members belong. Often, the Membership Committee is also responsible for determining how many scholarships will be awarded.

## Best Practices: Financials

The Program Committee chair will be able to provide the Treasurer with the number of meetings to be held, where they will be held and any special needs they may have, such as paid speakers or audio-visual expenses.

It is wise for the Treasurer to speak to each executive committee member early in the process to determine if they have any input or special requests that may have budgetary implications. While these requests will need approval by the entire executive committee, and may ultimately not be possible, the member may support the budget nevertheless because their input was at least sought.

There are a number of detailed pieces of information to gather in the budgeting process. The most important piece of information is the number of members in each membership category. You will need this number to determine your income as well as the bulk of your expenses. For most Inns, member dues is the sum total of the Inn's income.

Does the Inn have a stated minimum or maximum membership? A maximum number of members will put a ceiling on the dues income potential for the Inn.

Is the Inn anticipating growth in members or a loss in members? The Membership Committee should be able to give the Treasurer some indication whether they will have a full complement.

### What Information is Needed to Create a Budget?

- Number of members
  - Does the Inn have a stated minimum or maximum?
  - Is the Inn anticipating growth or loss?
  - How many members will be returning?



How many members will be returning? This can be determined easily before the Inn year begins. Toward the end of the year, the Inn should distribute renewal forms to any member eligible to return, and ask them to indicate their plans. Knowing this early takes away a lot of guesswork.

The number of members also affects the amount of dues the Inn will pay to the national organization. Inns are assessed a fixed amount for each active member, NOT including law students (Pupils).

Local Inns are self-supported from dues charged to their members. Most Inns choose a tiered structure for dues: Masters of the Bench and Barristers pay more than Associates and Pupils. If the amount charged to Associates and Pupils does not cover their costs, the Masters of the Bench and Barristers are, in effect, subsidizing the Associates and Pupils and should be made aware of that fact. If the Inn does use a tiered dues structure based on membership categories, it is important to know how many members there will be in each of those categories. If the more senior categories are effectively subsidizing the more junior categories, this may have some impact on how many junior members the Inn can have and how many senior members the Inn will need.

## Best Practices: Financials

While costs can vary depending on the type of meal and the area of the country, a typical dues structure is \$200-\$500 for Masters of the Bench, \$175-\$300 for Barristers and Associates, and \$75-\$95 for Pupil members. It is strongly recommended that all active members pay dues, if only a nominal amount. This encourages members to feel more vested in the organization.

### What Information is Needed to Create a Budget?

- Number of members
  - Does the Inn have a stated minimum or maximum?
  - Is the Inn anticipating growth or loss?
  - How many members will be returning?



Next, you will need to know how many meetings there will be during the year and where they will be held. You will also need to know what type of meal will be provided at the meeting. The largest expense an Inn has is the meal served at the Inn meeting. These meals may range from very simple hors d'oeuvres to three-course dinners. From pizza to filet mignon and everything in between. The Inn needs to decide what kind of meal it wants,

price it out with a caterer or restaurant, and then decide whether the members are willing to pay for it. The caterer or restaurant should be able to give you a per person cost.

You will need to know how many meetings there will be during the year at which meals will be served. You will also need to estimate how many members there will actually be at any given meeting. If you have 80 members, but only 85% show up on average, then you only need to budget for 68 members. Where the meetings are held may also have some bearing on the expense. Restaurants are often less expensive than caterers. Will there be a special banquet at the holidays or the end of the year? Will that be included in the dues assessment, or will the members pay for that separately? Will members be able to bring spouses or guests? Do you get better attendance at the banquet than the regular meetings?

Finally, you will need to know what your total administrative costs will be. Most Inns have some administrative costs. Often these costs are absorbed by a member's firm or court. The expenses, however, should still be estimated and the donation of those services should be listed as an in-kind donation. In most cases, such a donation may be tax deductible. Having these services donated is an easy way to trim the Inn's expenses. In order to provide this tax deduction for donations, the Inn needs a 501(c)(3) tax designation from the IRS.

If the Inn has an administrator, is that person paid? If paid, how much? Are there photocopying or other printing expenses, such as for program handouts or an Inn Handbook? Does the Inn mail out dues notices, meeting reminders, or a newsletter? How often, to how many people and how much does each mailing cost? Could the Inn use e-mail to lower costs? You may also need to know if the executive committee has authorized other expenses that must be included.

Once you have the information collected, it's now time to put it down on paper. Creating an annual budget document can be as easy as creating an Excel spreadsheet document, or as complex as using third-party financial software like Quickbooks or Microsoft Money. Income should include items such as dues payments from members, donations, and sponsorships.

## **Best Practices: Financials**

Expenses should include the cost for monthly programs (the meal, the venue, production costs, etc.), special events that the Inn may host, national events that Inn members attend, Foundation dues payments, printing, postage, and administrative costs. Creating and documenting your Inn's budget will help with the next step in the process: implementation.

### **Implementing the Inn's Budget**

The budget needs to be approved by the Inn. Depending on the Inn's structure, this could mean just the executive committee, just the Benchers or the entire membership. It is important that the approving body understand what is in the budget, and how it was created. How have their policies been reflected in the budget? Are there new policies being proposed (e.g., an increase in membership or a dues increase)?

Once the budget is approved, it is a good idea to communicate it to the entire Inn. While most members will not pay attention to the detail of a budget, they will still appreciate knowing their leaders are planning thoughtfully. This also can help the leaders later if reality causes them to alter their plans, as the members will have already been provided a chance to review and understand the budget.

After the budget has been approved, it needs to stay on the table. Each month, the treasurer needs to review the income and expenses of the Inn and compare each item to the budget. Any significant variance needs to be identified and explained. The treasurer should present a budget report to the executive committee at each meeting. Again, any variance, either positive or negative, should be explained. Is dues income below expectations? Why? Are meal costs lower? Why? Not only will the executive committee need that information to be able to adjust operations, but they may also identify opportunities.

Submitting a draft of the Inn's annual operating budget by the deadline of November 30 is one of the elements of achieving the Gold level recognition in the Achieving Excellence Program.

# Membership Structure and Recruitment

Serving as a guide map for some and as a reminder for others, we'll focus on the following topics:

- Categories of Membership
- Activity Status
- Vacancies
- Diversity
- Structured recruiting efforts
- Branding Guidelines and logo use
- Finding active and engaged members

## Categories of Membership

Active membership in an American Inn of Court may be in one of four categories as determined by years of experience. The experience levels indicated here are guidelines only. Each Inn may determine its own experience requirements.

Some Inns also use three years as the upper limit for Associates. The Inn must weigh the need for a diverse set of member experience against the realities of the community it is serving. The charter requires the Inn to have active members in the Master of the Bench and Barrister categories and also in either the Associate or Pupil category. Some Inns have members in all four categories.



This intentional stratification of our membership is what fosters mentoring, creates more diverse programs and frankly is one of the few things that separates the Inn of Court experience from a bar association. Intentionality in creating your Inn's makeup is a key function of the Inn of Court's ability to achieve its mission.

## Membership Activity Status

Each member of an Inn has a membership status of active, emeritus, honorary or alumnus.

Active members are those that currently pay dues, attend meetings and participate in the program presentations and mentoring activities.

Emeritus members are designated by Inns on the basis of distinguished service to the bench or bar, furtherance of the American Inns of Court objectives, or other noteworthy achievements. Only Masters are eligible for Emeritus status and only after having served as a Master for at least 5 years, per the charter. Both emeritus and honorary members are exempt from attendance requirements.

Alumni members are members that have rotated out of the Inn or withdrawn for other reasons and do not attend meetings or pay dues. This group of former members can be a resource for Inns and they may want to think of ways to keep alumni members involved.

Inns do not pay dues to the Foundation for Honorary, Emeritus, or Alumni members, as they are considered non-active members. These members don't typically receive any member benefits from the Foundation. Pupils are considered fully active members and receive all of the benefits of membership from the national organization. They are not included as a "billable" member from the Foundation.

# Membership Structure and Recruitment

The American Inns of Court has a national membership alumni association, designed to keep Inn alumni involved. This program also supports the National and Chapter financially while keeping former members engaged at some level.

## **Membership Vacancies**

The Executive Committee, with participation by the Membership Committee chair should set targets for membership, including how many members in each category. Setting membership targets gives the Membership Committee clear objectives that support the overall operation of the Inn. The maximum number of active members of each local Inn should not exceed the number of people who can participate actively in programs, discussions, and other activities of the Inn. This is generally thought to be approximately 80 members. The average Inn has approximately 70 members.

When we discuss ratio, we are talking about the number of active members that must be evenly spread among the categories of membership. The usually works best when it is related to the number of pupillage teams. For example, each pupillage team might have on judge, two or three additional masters, two barristers, two associates and two pupils. If the Inn has eight meetings and eight pupillage teams with 10 members, this would keep the total active members to 80.

The purpose of membership rotation is to provide opportunities for membership to more people while keeping the Inn at a manageable size. Masters of the Bench continue Inn membership indefinitely or at least for five years as determined by the Masters. Pupils, generally third year law students, join the Inn for one year. Inns should strive to maintain a waiting list of qualified applicants who may fill slots as they become available.

## **Membership Diversity**

Personal diversity: Inn membership should be diverse and reflect the open and equal opportunities available to all segments of the population.

Professional Diversity: An equally important consideration is the inclusion of as many segments of the legal community as possible. Federal and state judges, law school deans and professors, and law students should be included in the diversity of the Inn. It is important to include a cross section of legal practice such as solo or small practice attorneys, large firm attorneys, plaintiff's bar, defense counsel, public defenders, prosecutors and other government attorneys in the membership of the Inn. This balance of legal practice should be deliberately and methodically encouraged.

Only by drawing and retaining a diverse membership will we guarantee the success of our unique organization as well as our respective professional pursuits. Therefore, the American Inns of Court are committed to creating and maintaining a culture that promotes and supports diversity not only throughout our organization, but in our profession as well.

AE recognition: Inns are asked to raise awareness of the National diversity policy at the Inn level. This is far from a "test of diversity" but rather a request to communicate one of the fundamental tenants of our organization's culture and mission. Samples of how Inns have done this and earned credit towards Achieving Excellence are on the Inns of Court website.

## **Structured Recruiting Efforts**

An Inn must constantly drive to retain its existing members, and to fill any vacancies with committed, quality people. Finding and keeping members should be a year-long thoughtful process. The Inn must



## Membership Structure and Recruitment

understand why people join in the first place and be able to use that knowledge to recruit members and to keep them coming back for more.

Approaching membership recruitment in a systematic way ensures that this important function occurs and that the Inn will have a full complement of members when the new Inn year begins. The Inn should have a Membership Committee that reviews applications or nominations. The chair of the committee should be part of the Inn's executive committee. The committee should meet periodically throughout the year to assess the waitlist, membership openings and applications or nominations.

It is important that whatever process is implemented, whether nominations or applications, it should be followed consistently and fairly. If the Inn strays from a consistent approach to recruiting and admitting members, it can be perceived as elitist, exclusionary or even discriminatory. A sample membership application can be found on the Foundations website.

The selection process for incoming members varies from Inn to Inn but many Inns have found it useful to have a Membership Committee to gather and screen potential members for recommendation to the Masters. The selection of Barristers and Associates is ultimately approved by the Masters. When the local Inn is affiliated with a law school, Pupils are usually chosen by the school or a member of the faculty.

At the end of the Inn year, members who are eligible and wish to continue their membership in the next year should be asked to complete a membership renewal form. A sample renewal form can be found on the Foundations Website. There should be a firm deadline for members to indicate their renewal intentions, so that the Membership Committee can decide how many and what types of openings are available for the coming year.

### **Finding Active and Engaged Members**

Once membership openings have been determined, the next process is to recruit new members. The first and best source is the Inn's existing members. Specific membership openings should be communicated to the Inn's members, who can either nominate or encourage their colleagues to apply. Existing members should understand the specific types of members being sought. Also the Inn should clearly convey in its recruitment efforts what it expects from its members, such as: the term of commitment, the level of participation required, and their agreement with the American Inns of Court Professional Creed.



The Inn should announce membership opportunities through the local bar associations, either at meetings or through publications. If there is a local legal press outlet, or if the local newspaper has a legal section, consider advertising in those outlets. Many local courthouses and law schools have bulletin board where membership notices may be placed. Keep in mind that one of the best recruiting tools you have is your monthly meeting—use it! Based on responses from an Inn membership survey, many current members joined after attending an Inn meeting as a guest. Send out a general invitation to the local bar and encourage members to personally invite a guest or two. Also, state and local bar associations are always on the lookout for good CLE programs for their

## **Membership Structure and Recruitment**

meetings. Arrange to put on one of your best for them, and don't forget to bring along a supply of membership brochures and applications with your Inn's contact information enclosed.

Your members are distributed throughout the legal community and know interested prospects. Including your members in the recruitment process encourages them to talk to others about the Inn of Court and its benefits, which will increase your members' sense of ownership of the Inn. Your Inn and its members are known and respected in the community. Their personal contact is a tremendous recruiting tool. It demonstrates the camaraderie focus of your Inn.

### **Promoting Your Inn**

There are also many other ways to promote your Inn. Make your Inn the brightest spot on your city's legal skyline. Stand up, stand out, and be seen and known in the legal community. Many practitioners know nothing about the Inns of Court. Others have the wrong idea of who we are and what we do and stand for. Increasing your Inn's visibility is a great way to boost interest.

Write an article for local and state bar publications. Programs can provide the basis and much of the body of a good article. The Benchers is also a good source for great articles—reprint permission is easily available through the national office and you can include a tag line about your Inn.

Encourage Inn members to serve on panels and programs for local bar associations and take brochures/applications along.

Honor a local hero, incoming or retiring judge, bar president or founder of a firm with a special reception before the regular meeting. Invite them, and a few others. Many are potential members.

Activities like Law Day and special school assemblies or civic clubs provide a good opportunity for community involvement.

When your Inn has a special program or speaker, invite the newspaper's legal reporter to cover it. Or send a press release to the local newspapers and bar journals. Give a little information about the Inn, the organization and the event. Be sure to include a contact name/number or your Inn's website address.

### **Resources at Your Fingertips**

There are a number of resources available to help your recruiting efforts. National Publications, The Benchers, Professional Creed, Brochures, Sample Applications/Renewal forms can all be ordered/downloaded from the National website.

Create a brochure that tells about your Inn, its history, goals and other information. Pass it out at bar meetings and to others in your office/community.

Refer prospective members to your Inn's website. Ensure that information about how to join is included on your site, in addition to the membership committee's contact information under the Officer's committee roster section.

Put simply; consider an "all of the above" approach to promoting your Inn, as each will resonate differently with different people.

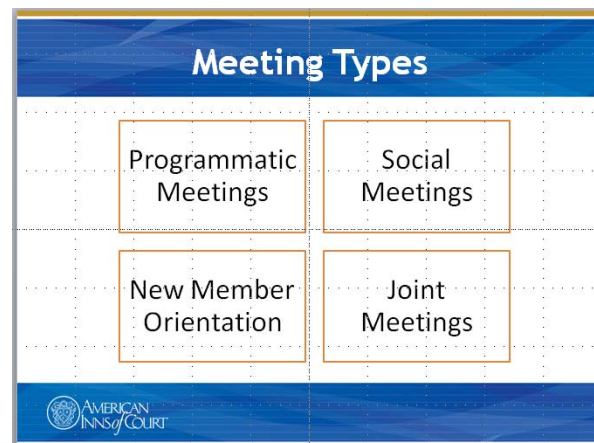
# EFFECTIVE MEETINGS AND PROGRAMS

**Planning Effective Meetings.** Planning effective meetings is crucial to the overall success of your Inn. Consciously planning for collegiality, mentoring and education is key to the success of each meeting. Consider the desired outcome for each part of the meeting - the opening reception or cocktail hour, the dinner, the program presentation and the resulting discussion. Attending to the details will enhance the impact of the meeting.

Meetings create an experience for the participant. During the short period, they are your audience. It is the good or bad experience that they remember. You have control and responsibility for the experience.

Inns are required in the Organizational Charter to have a minimum of six regularly held, programmatic meetings. On average, Inns conduct an average of seven annual program meetings, not including banquets and special meetings.

Most Inns meet from September through May or June, but any meeting schedule may be followed as long as there are at least six meetings. Meetings should be scheduled on an easily remembered basis. For example, meetings would be held on the second Tuesday of each month.



Many Inns have social meetings, such as holiday parties or end of the year banquets. Social meetings allow time for networking and create the opportunity for members to get to know each other on a personal basis.

New member orientation meetings are held prior to the beginning of the Inn year. The orientation meeting is the perfect time to introduce new Inn members to the organization the policies and guidelines of the local Inn. An orientation meeting also gives continuing members the opportunity to get together and look forward to the year ahead.

Joint meetings enable Inn members to engage with others outside of their own Inn membership, to learn from each other, and to help to build community ties. It is a great way to share the cost for a guest speaker or host other special guests with another Inn or organization.

These are the main types of meetings for an Inn. Other types of meetings can include: Meetings of the Masters, Executive committee meetings, business meetings, and Committee meetings.

## EFFECTIVE MEETINGS AND PROGRAMS



Selecting an appropriate meeting location is important to the success of your Inn. Many Inns hold meetings in the local courthouse where there is usually a dining hall adequate for serving dinner. Other Inns hold meetings in educational facilities, law firm offices, or restaurants.

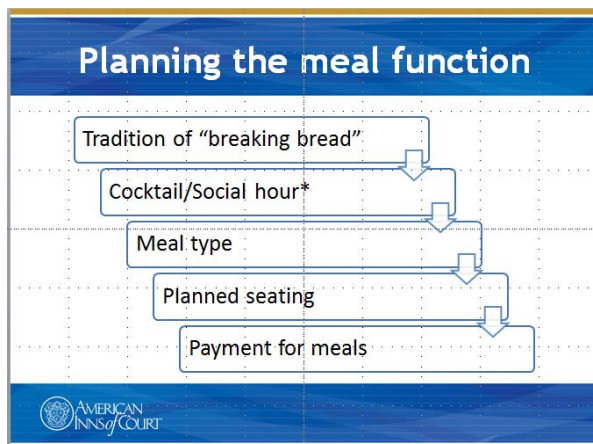
Some Inns base the meeting location on the theme of the program. A few creative meeting locations include: a local theater, a baseball game, an art museum, and a women's shelter.

The dinner and meeting should be held in the same or contiguous space so that the Inn doesn't "lose" members going from dinner to the program or vice-versa.

**Things to consider** when selecting a meeting venue:

- Parking availability
- ADA accessibility
- Acoustics and audio visual needs
- Room set-up for the program
- Staging areas for the pupillage team
- In-house catering availability and fees vs. external caterers

Some type of meal function should be part of each Inn meeting. Sitting down to break bread together is a tradition derived from the English Inns. It provides an essential experience of Inn membership and contributes greatly to collegiality and mentoring opportunities.



Many Inns have a cocktail hour at the beginning of the evening. It is a good idea to provide members with time to unwind and enjoy conversation before dinner or the program. A cash bar, as opposed to an open bar, helps to keep members' dues low. Alcohol may be served at dinner, but adds to the overall meal costs.\*

The type of meal may vary and depends on what the members are willing to pay. Some Inns hold elaborate, catered meals, which in turn

drives local dues higher. Determining an acceptable expense for the meal function should be decided upon by the Inn's executive committee.

Many Inns use some method of planned seating during meals. The advantage of planned seating is that all categories of membership can be interspersed to foster mentoring. A variation of assigned seating for the meal is seating by pupillage teams. The team presenting the program may assign a discussion topic during dinner and then have each team report to the

## EFFECTIVE MEETINGS AND PROGRAMS

larger group after dinner. Random or spontaneous seating may not accomplish the goals of the Inn; people tend to sit with their friends and a good mix of members is rarely achieved.

Payment for meals should be collected as part of the dues at the beginning of the Inn year. There are problems with the “pay as you go” method of collecting money for meals. Members may feel less motivated to attend a dinner and a meeting for which they have made no prior financial commitment.

**Special Note: *\*AICF carries a national general and umbrella liability policy covering all active Inns for its legal obligations for damages due to bodily injury and property damage. Because each Inn is an unincorporated association, liability may extend to the individual members and volunteers with respect to operations of the Inn.***



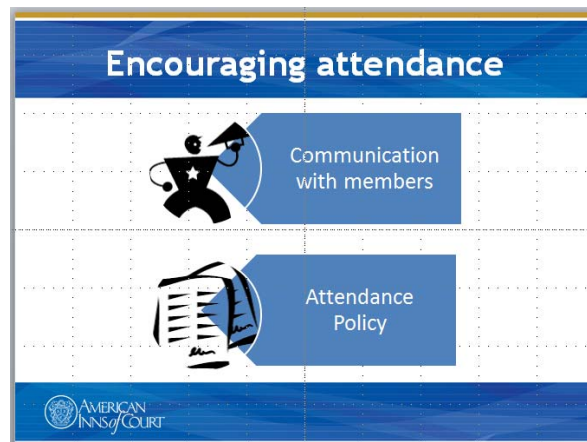
The Program chair will need to be involved in the budget planning process. The Program Committee chair will coordinate with the Treasurer, and will be able to provide the number of meetings to be held, where they will be held, and any special needs the programs may have, such as paid speakers or audio-visual expenses.

Some Inns have had success in securing sponsorships to fill in budgetary gaps. Consider having a law firm or organization contribute a

sponsorship for a special event, a social event, or a happy hour.

Consistent attendance by all members is important to the success of the Inn meeting. An Administrator or Secretary should send out meeting invitations in a timely manner and track responses. Communications should include the date and time of the meeting, as well as relevant CLE information.

An established attendance policy that is followed encourages members to take the commitment of membership seriously and leads to meetings that are well attended. To make sure everyone is aware of it and to ensure impartiality, the attendance policy should be publicized on an ongoing basis by announcing it at each meeting as well as including it in the handbook and/or Inn website.

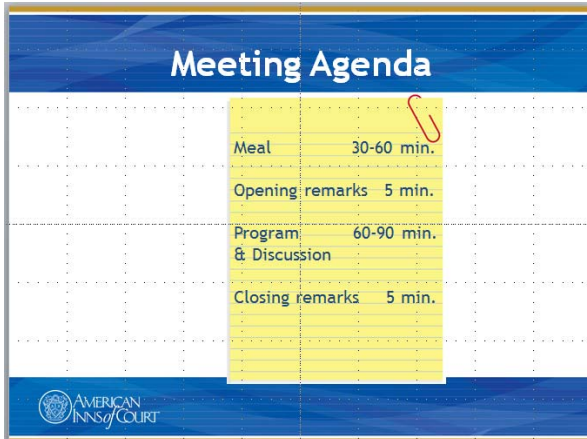


When creating an attendance policy, the following considerations should be addressed:

- Number of absences that will be allowed for the Inn year
- Use of excused absences and the difference between excused and unexcused absences

## EFFECTIVE MEETINGS AND PROGRAMS

- Action that will be required of the member in the event of excused and unexcused absences
- Financial implications for the Inn, with an example being Inns that have a “pay-as-you-go” policy may lose money when members cancel for a dinner meeting
- Role of guests/substitutes
- Who will enforce the policy and how the policy will be enforced



Meeting Agenda	
Meal	30-60 min.
Opening remarks	5 min.
Program & Discussion	60-90 min.
Closing remarks	5 min.

Once a location has been determined, the next step is to determine the amount of time that each meeting should take. It is important to communicate the duration of the meeting to all members and to start and finish the meeting on time. Attendance will improve when members can rely on the duration and timing of the meeting.

Meetings generally run about an hour and a half, exclusive of the meal function. Eating dinner before the program prevents the program from

being cut short, or the dinner from being delayed.

The agenda for a typical Inn meeting looks something like this:

- ✓ Meal Function: 30-60 min.
- ✓ Opening Remarks by the President and Inn Business: 5 min.
- ✓ Pupillage Team Program & Discussion: 60-90 min.
- ✓ Adjournment: 5 min.

TOTAL TIME: around 2-3 hrs.

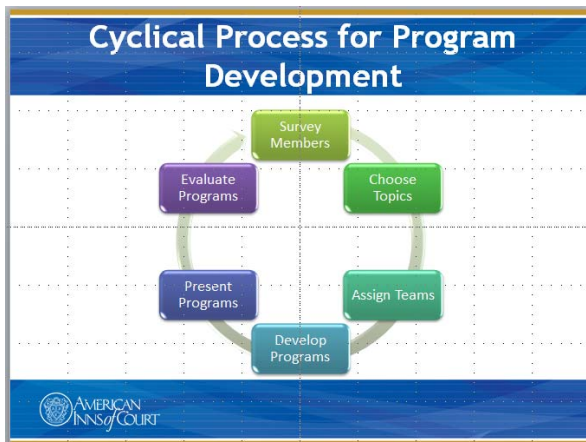


# EFFECTIVE MEETINGS AND PROGRAMS

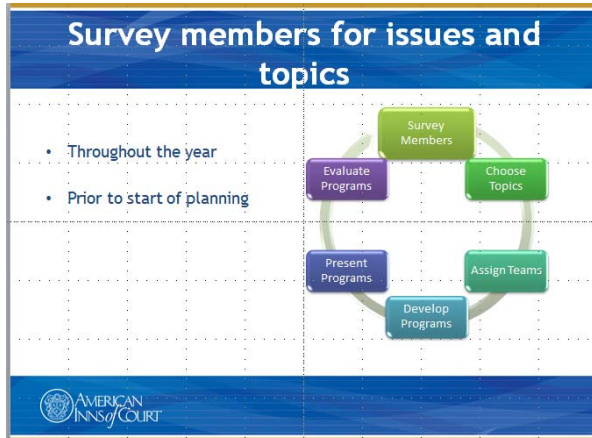
## **Program Content Development.**

In this section, we will discuss many models for developing programs in an Inn— these materials are just examples – best practices. There are, of course, numerous variations on this model, and your Inn will ultimately have to decide which model is most appropriate. However, the model presented here should provide a gauge to measure the effectiveness of your Inn’s program development and offer some possible solutions for any growing areas.

More samples/examples shared by other Inns can be found at <http://www.innsofcourt.org/localinnprogramming>



First, the Inn’s Program Committee should poll the members about the issues and concerns that are most important to them. The Inn should want to make sure they are addressing the needs of the members in their programs.



In the survey, ask Inn members which program formats they prefer (speakers, panel discussions, skits, game shows, blended formats, etc.). Be aware of different adult learning styles (audio, visual, kinesthetic) and incorporate different learning styles into the formats of program presentations.

The Program Committee should continue to poll the members throughout the Inn year for topic ideas. At the very least, the committee should do an annual poll of members for their issues and concerns.

All polling should be conducted and analyzed prior to the committee beginning its planning for the next year.

The Program Committee should choose the topics for the full year of Inn programs during the summer before the Inn year begins. Doing this not only ensures an organized, comprehensive approach to the Inn’s programs, but also that no topics or issues are duplicated during the year.

The Program Committee should ensure that all topics they pick are relevant and supportive of the Inn’s mission. While they may occasionally opt for a purely entertaining, non-substantive



## EFFECTIVE MEETINGS AND PROGRAMS

program for a banquet or special meeting, most Inn programs should deal with topics that support the mission.

When developing topics, they should not only deal with a specific legal practice or skill, but should also explicitly include the AIC principle that is to be addressed. In other words, don't just choose a topic about "Withdrawing as an Attorney." Instead, focus the program on the ethical implications of the subject, such as "Withdrawing as an Attorney: Ethically Jumping Ship."

Successful teams do not happen by accident, and building a team should not be approached haphazardly. There are certain things that should be done and considered to help ensure that teams will be effective.



First, the team assignments should be made before the Inn year begins. Next, teams should have an even distribution of member categories. There should be at least one judge on each team. If there are Inn members from the same firm or court, they should be assigned to different teams.

Choosing a team leader is probably the most important factor in determining a team's success. Team leaders are chosen by the

Program Committee. The person chosen should not only be committed to the role of Pupillage Team and the Inn, but should possess qualities that will inspire members of the team. The team leader will not necessarily be the person who does the most work on the team.

The team leader should be a senior lawyer or judge and will serve as a member of the Inn's Program Committee. Be sure to choose people who are willing to make the additional commitment. The team leader will be responsible for calling team meetings frequently enough to achieve the stated objectives. The team leader should keep a record of attendance at team meetings.

The team leader may not have to actually assign tasks, as team members may volunteer for certain roles, but the leader should ensure that there is a fair distribution of work among team members. The team leader must be prepared to hold team members accountable for their assignments.

### Topic Selection

Once the teams have been assembled, the Program Committee should then assign to each team one of the topics it has developed. The Program Committee should consider the perceived strengths of each team, and the relative complexity of each topic, when assigning topics and scheduling presentations. The Program Committee should consider the timing of the



## EFFECTIVE MEETINGS AND PROGRAMS

presentations when assigning teams. More complex topics may require more work, and therefore should not be assigned to the first or second meeting of the year.



The team leader is responsible for calling team meetings, early enough and frequently enough to accomplish all of the tasks necessary to make a quality presentation. The first meeting of the team should include a discussion of the assigned topic. The team should decide on the core issues that will be presented, and then should brainstorm for ideas about how to effectively present the topic.

Next, find a format or multiple formats that work for the issues. Formats can include: skits, reenactment of historical/famous trials, mediation, jury deliberation, game show, or pre-recorded video segments. Be creative and mix formats, such as beginning with a skit and ending with a brief panel discussion.

Once the team is clear on the topic and the presentation format(s), the team leader should see that each team member is assigned to a task related to the program's development. For example, two to three members should work on writing the script for the skit, two members should work on preparing handouts, and two members should develop the discussion questions. Be sure that every member has a role both in the development and presentation of the program.

- Team leaders do not have to “do it all”- delegate key responsibilities to members of the pupillage team.
- Lawyers and judges have many talents aside from their legal abilities. Research the unique abilities of your pupillage team and utilize the resources of your team members.
- Seek out Inn members for future leadership roles within pupillage teams and within the Inn.
- Teams work best together when Inn leaders foster interaction among team members with regular interaction outside of monthly meetings.
- Chatter and other distracting behavior is common during presentations. Team leaders may have to re-direct that energy to appropriate discussion times.

*\*(Recommended by the American Inn of Court of Acadiana)*

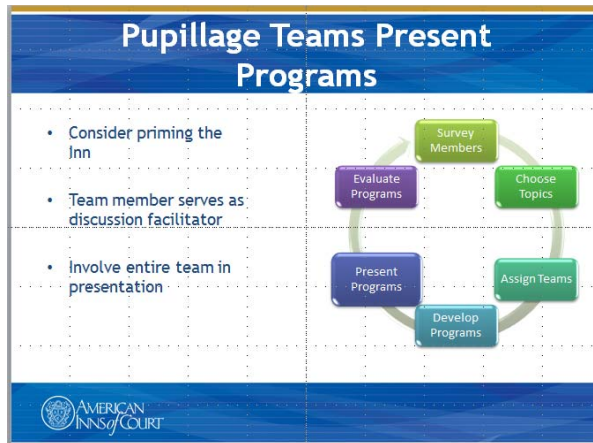
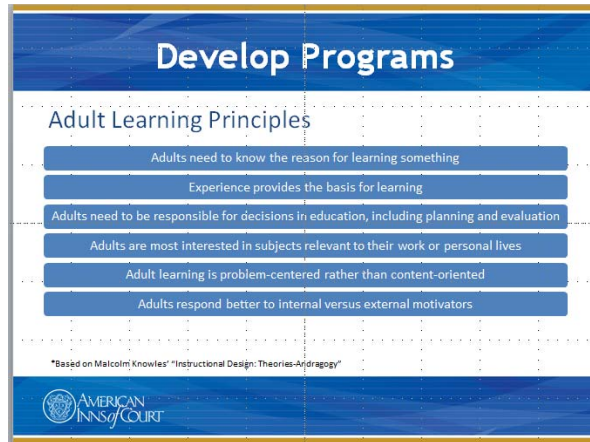


# EFFECTIVE MEETINGS AND PROGRAMS

## Adult Learning

Successful programs incorporate adult learning principles. Simply stated these include:

- The reason an adult is learning
- Experience as the basis for learning
- Learner is responsible for decision making
- Content is relevant to the learner
- Problem-centered
- Internally motivated
- How has your Inn incorporated these principles into your program development?
- How can you use these principles going forward?



All of the hard work of the Program Committee and the pupillage team pays off when the program is presented at the Inn meeting. The program is truly the centerpiece of the Inn and is often the most critical factor to an Inn's success. The Inn's members want a good program, and the team wants to present a good program. But good intentions are not always enough.

When developing the program, the team should consider whether it might be possible to "prime

the pump" of interest among the members. Perhaps the team can build a little anticipation by sending out e-mail teasers or advance questions to the members. The team may want to poll the members as part of the research for developing the program. Sometimes, teams will begin discussion of the topic during the meal prior to the program.

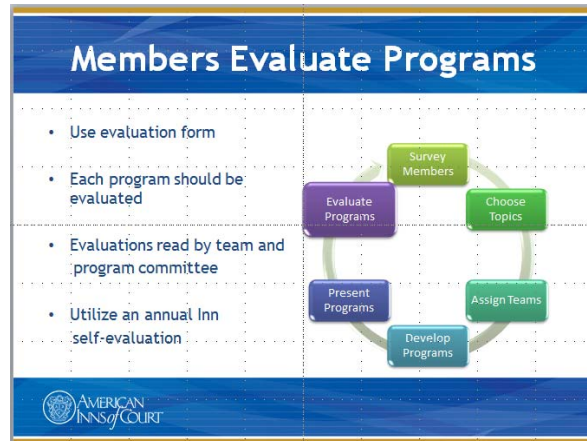
At least one member of the team should serve as the discussion facilitator. Although the team may have an interesting topic and the presentation may be engaging, don't assume a discussion will be automatic. Sometimes, an audience takes a little prodding before a good discussion can happen. An effective facilitator, armed with provocative questions, can be a useful way to encourage a healthy discussion.

Every member of the team should have a role in the presentation of the program. The program should not be an opportunity for the biggest personalities to take center stage. Providing every member with a visible role helps to build collegiality among the members.

## EFFECTIVE MEETINGS AND PROGRAMS

The circular process that started with the members returns to the members by asking them to evaluate each program. It is critically important to solicit feedback from the membership about the quality and effectiveness of the programs that are presented. One should not assume that a program was effective just by the sense that it went well.

A sample program evaluation form is available on the AIC website. This or something similar should be used to evaluate each program. It is important to use a standard form for the entire year, so that programs can be measured consistently.



The program evaluations should be read by the pupillage team that presented the program, and all evaluations should be read by the Program Committee. The evaluations should not be thought of as votes for the most popular program, or in any way as a competition. The evaluations, taken together, should paint a picture of the Inn's educational effectiveness, and should be used as a tool to help improve the programs for the next year.

The results of program evaluations should also be a factor in the Inn's annual self-evaluation. Program effectiveness is an important indicator in the overall health and success of an Inn.

Sharing Inn topics, dates and locations by October 1<sup>st</sup> is a Bronze level requirement in the Achieving Excellence program. Inns using the Inn Management System simply enter their program information in the IMS. Non-IMS Inns can submit dates by email, mail or fax.

Submitting your program to the national Program Library is a great way to archive your program and share your Inn's creativity with other Inns across the country. All Inn programs must complete a Program Submission form and include all necessary materials to replicate the program (such as outlines, agendas, handouts, scripts, transcripts, videos, PowerPoint presentations, etc.).

Submitting programs is also a requirement for the Achieving Excellence program. 2 programs should be submitted for the Gold level and 4 programs for the Platinum level. Submissions are encouraged throughout the year, but are due by June 30<sup>th</sup>.

The Program Awards recognize exceptional programs presented at the local Inn level. Any program presented within the year is eligible to be submitted for award consideration, but the program must be submitted within 60 days of presentation.

Program submission guidelines and awards criteria are available on our website.



Program Title \_\_\_\_\_  
 Date Presented \_\_\_\_\_ Inn Year \_\_\_\_\_  
 Presenting Inn \_\_\_\_\_ Inn Number \_\_\_\_\_  
 Inn City \_\_\_\_\_ Inn State \_\_\_\_\_  
 Contact Person \_\_\_\_\_ Phone \_\_\_\_\_  
 E-mail Address \_\_\_\_\_

Please consider this program for the Program Awards: Yes No This program is being submitted for Achieving Excellence: Yes No  
 (Submit within 60 days of presentation.)

### Program Summary:

Be concise and detailed in summarizing the content, structure, and legal focus of your program. Please attach additional sheets if necessary.

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### Program Materials:

The following materials checklist is intended to insure that all the materials that are required to restage the program are included in the materials submitted to the Foundation office. **Please check all that apply and include a copy of any of the existing materials with your program submission:**

Script	Articles	Citations of Law	Legal Documents	Fact Pattern	List of Questions	Handouts
PowerPoint Presentation	CD	DVD	Other Media (Please specify) _____			

### Specific Information Regarding the Program:

Number of participants required for the program \_\_\_\_\_ Has this program been approved for CLE? Yes No  
 Which state's CLE? \_\_\_\_\_ How many hours? \_\_\_\_\_ Pending Approved

### Recommended Physical Setup and Special Equipment:

i.e., DVD and TV, black board with chalk, easel for diagrams, etc.

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### Comments:

Clarify the procedure, suggest additional ways of performing the same demonstration, or comment on Inn members' response regarding the demonstration.

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## Program Submission Form

### Roles:

List the exact roles used in the demonstration and indicate their membership category; *i.e.*, Pupil, Associate, Barrister or Master of the Bench.

Role	Membership Category

### Agenda of Program:

List the segments and scenes of the demonstration and the approximate time each item took; *i.e.*, "Introduction by judge (10 minutes)."

Item	Time

**Program Awards:** *Please complete this section **only** if the program is being submitted for consideration in the Program Awards.*

**Describe how your program fits the Program Awards Criteria:**

**Relevance:** How did the program promote or incorporate elements of our mission? *(To Foster Excellence in Professionalism, Ethics, Civility, and Legal Skills)*

\_\_\_\_\_

**Entertaining:** How was the program captivating or fun? \_\_\_\_\_

\_\_\_\_\_

**Creative and Innovative:** How did the program present legal issues in a unique way? \_\_\_\_\_

\_\_\_\_\_

**Educational:** How was the program interesting and challenging to all members? \_\_\_\_\_

\_\_\_\_\_

**Easily Replicated:** Can the program be replicated easily by another Inn?      Yes      No      This program is:      Original      Replicated

### Questions:

Please contact program library staff at (703) 684-3590 or by e-mail at [programlibrary@innsofcourt.org](mailto:programlibrary@innsofcourt.org).

**Please include ALL program materials. The committee will not evaluate incomplete program submissions.**

# Mentoring

## **Everyone Needs Mentoring**

Eugene Boudin mentored Claude Monet – what if he had not encouraged Monet to paint the outdoors?

Aristotle tutored and mentored Alexander the Great

de Robespierre mentored Napoleon Bonaparte

Dr. Dre mentored Eminem

Yoda mentored Obi-Wan Kenobi and Luke Skywalker

Charles Hamilton Houston mentored Thurgood Marshall – but for this, what might have come of the legal foundation for the civil rights movement and attack on the 'separate but equal' doctrine?

Mentoring is a time honored legal tradition and a cornerstone of the American Inns of Court. The purpose of American Inns of Court mentoring is to cultivate professional excellence in support of the American Inns of Court goal of fostering excellence in professionalism, ethics, civility, and legal skills. Inn mentoring will assist members in developing high standards of professionalism based upon internalized principles of appropriate behavior consistent with the legal professions' core values.



## **Goals of Mentoring Programs**

Develop an understanding of generally accepted professional values and standards of behavior and the importance of professionalism in the practice of law.

Build awareness of ethical obligations and of proper practices for avoiding mishandling of other's assets, conflicts of interest, neglect of matters, and civil liability problems.

Improve professional skills necessary for the effective practice of law at a high level of competence.

Develop an appreciation of the importance of supporting and improving the justice system, improving access to justice and the importance of active involvement in the profession and the community.

# Mentoring

## **Formal Mentoring Programs**

Some Inns have formal mentoring opportunities with mentors and protégé's meeting at specific times and with specific objectives in mind. In support of a more formalized mentoring program, The American Inns of Court, in conjunction with the Nelson Mullins Riley & Scarborough Center on Professionalism at the University of South Carolina School of Law, has developed a model mentoring program for Inns to adapt, implement, and maintain mentoring programs of their own. The American Inns of Court Model Mentoring Program outlines an approach for Inns to establish an effective, easily administered mentoring program. It describes the principles and goals for Inn mentoring and suggests a straightforward format of administration, operation, and scheduling that can be adapted to meet the needs of individual Inns.

The following guidelines, tailored to the needs of individual inns, should apply:

Size of inn mentoring groups: Inn mentoring groups should, in general, have no fewer than three and no more than five mentors.

Number of protégés assigned to each inn mentoring group: To facilitate one on one mentoring, the number of protégés assigned to each inn mentoring group should be the same as the number of mentors.

Duration of mentoring: Each mentoring cycle lasts for the duration of one inn program year (usually 9–12 month).

Frequency of meetings: Each protégé should have at least four to five contacts with mentors during the program year, either with the inn mentoring group or in mentor-protégé pair meetings.

Length of meetings: Normally, mentor-protégé meetings, whether in groups or with individual mentors and protégés, should last at least one hour.

Time and place of meetings: Inn mentoring group leaders should facilitate convenient meeting schedules.

Mentoring topics: Inn mentoring groups and the mentoring committee will agree before the start of the program year on the topic or topics to be covered in mentoring.

## **Informal Mentoring Programs**

Informal mentoring also takes place during pupillage team meetings, offering lawyers new to the practice of law the opportunity to become familiar with esteemed members of the local legal community. This familiarity also removes the barriers to ask questions, seek guidance and tools to handle ethical dilemmas. Some Inns have a standing “mentor moment” presentation where Masters of the Bench recall their standout memory as a protégé learning the profession, or to share an anonymous but real moment when they mentored a colleague about a specific issue in the practice of law.



## Mentoring

### Successful Mentoring

The greatest benefit will be reaped by you having mentored a new generation of young attorneys who will be better-prepared to serve well your community and profession.

[www.innsforcourt.org/mentoring](http://www.innsforcourt.org/mentoring)

- Foster development of newer lawyers' practical skills.
- Increase newer lawyers' knowledge of legal customs.
- Contribute sense of integrity in the legal profession.
- Promote collegial relationships among legal professionals and involvement in the organized bar.
- Improve newer lawyers' legal skill and judgment.
- Encourage the highest ideals in legal practice.
- Capability of "reverse" mentoring— more seasoned practitioners learning from newer lawyers, especially in the area of technology



## **American Inns of Court Model Mentoring Program for Use by Individual Inns**

Mentoring is a time honored legal tradition and a cornerstone of the American Inns of Court. This model mentoring program is a proven approach for inns to establish an effective, easily administered mentoring program. It describes the principles and goals for inn mentoring and suggests a straightforward format of administration, operation and scheduling which can be adapted to meet the needs of individual inns.

### **Purpose**

The purpose of American Inns of Court mentoring is to cultivate professional excellence in support of the American Inns of Court goal of fostering excellence in professionalism, ethics, civility, and legal skills. Inn mentoring will assist members in developing high standards of professionalism based upon internalized principles of appropriate behavior consistent with the legal professions' core values.

### **Principles of Inn Mentoring**

In keeping with the Professional Creed's goals of upholding "the highest standards of excellence in professionalism, ethics, civility, and legal skills" and attaining "the highest level of knowledge and skills" in every members' practice area, the following principles should govern all individual inn mentoring programs:

- All inns are encouraged to actively engage in mentoring as a regular part of their annual programs.
- All members may participate, either as mentors or protégés, in their inn's mentoring program.
- Inn mentoring should primarily address the American Inns of Courts' focus on professionalism, ethics, civility, and legal skills.
- Inn mentoring programs should complement any existing mandatory or voluntary bar or court mentoring programs in their jurisdiction.

### **Goals of Inn Mentoring Programs**

To further the American Inns of Court goal of fostering excellence in professionalism, ethics, civility, and legal skills, the goals of inn mentoring are:

- Develop an understanding of generally accepted professional values and standards of behavior and the importance of professionalism in the practice of law.
- Build awareness of ethical obligations and of proper practices for avoiding mishandling of other's assets, conflicts of interest, neglect of matters, and civil liability problems.
- Improve professional skills necessary for the effective practice of law at a high level of competence.

- Develop an appreciation of the importance of supporting and improving the justice system, improving access to justice and the importance of active involvement in the profession and the community.

### **Participation**

This program is designed primarily for inn members with three years experience or less and for students. In general, members serving as mentors should have significant experience in practicing law. These general guidelines may be altered depending on the needs of individual inns, which may have more experienced members.

### **Program Administration and Operation**

#### **Administration: Inn Mentoring Committee**

Overall administration of each inn's mentoring program is the responsibility of the inn mentoring committee. Inn officers should establish a mentoring committee of three to four members, one of whom will be an inn officer. The mentoring committee's responsibilities include:

- Oversight of the operation of the inn's mentoring program
- Communicating with inn members about the existence and organization of the mentoring program.
- Recruiting inn mentor groups, group leaders and protégés to be mentored and matching groups of mentors with protégés.
- Establishing mentoring timelines for each inn program year.
- Generating and maintaining a non-inclusive, illustrative list of potential mentoring topics.
- Providing necessary forms which establish mutual expectations between mentors and protégés.
- Establishing appropriate mechanisms for accountability to ensure a successful program.
- Periodic evaluation to improve the program.
- Troubleshooting if the need arises.

### **Operation**

Mentoring will be conducted by inn mentoring groups appointed by the mentoring committee. Each inn mentoring group will have a leader, appointed by the mentoring committee, who is responsible for the inn mentoring group's activities for the program year. Inn mentoring groups, group leaders and protégés will be selected, to the extent possible, by the mentoring committee prior to the start of the inn's program year. In matching inn mentoring groups and protégés, the mentoring committee should take into consideration areas of practice, common interest and other relevant factors which will facilitate a successful mentoring experience.

The following guidelines, tailored to the needs of individual inns, should apply:

- a. Size of inn mentoring groups. Inn mentoring groups should, in general, have no fewer than three and no more than five mentors.
- b. Number of protégés assigned to each inn mentoring group. To facilitate one on one mentoring, the number of protégés assigned to each inn mentoring group should be the same as the number of mentors.
- c. Duration of mentoring. Each mentoring cycle lasts for the duration of one inn program year (usually 9–12 month).
- d. Frequency of meetings. Each protégé should have at least four to five contacts with mentors during the program year, either with the inn mentoring group or in mentor-protégé pair meetings.
- e. Length of meetings. Normally, mentor-protégé meetings, whether in groups or with individual mentors and protégés, should last at least one hour.
- f. Time and place of meetings. Inn mentoring group leaders should facilitate convenient meeting schedules.
- g. Mentoring topics. Inn mentoring groups and the mentoring committee will agree before the start of the program year on the topic or topics to be covered in mentoring.

### **A Suggested Format and Schedule for Inn Mentoring**

While each inn mentoring committee and inn mentoring group may design a mentoring format that best meets the needs of their inn, the following format is suggested as a workable approach for most mentoring topics.

Session One Group Meeting with Mentors and Protégés: Substantive in-depth presentation (actual presentation or group discussion) by one or more members of inn mentoring group to protégés.

Session Two Individual Session: One on one meeting between individual mentors and protégés.

Session Three Group Meeting: Group discussion following up on either or both of the first two sessions between mentoring group members and protégés.

Session Four Individual Session: One on one meeting between individual mentors and protégés.

Session Five Group Meeting: Closing group discussion between mentoring group and protégés to discuss any final issues.

This combination of group presentations, discussions and one on one mentoring has proved to be an effective mentoring technique in other venues.

### **The Importance of Addressing Professionalism in All Inn Mentoring**

Inn mentoring should place high importance on the transmission of professional values to protégés. All mentoring, to the extent reasonable, should address professionalism.

Professionalism includes:

- High competence in legal skills
- Adherence to ethical obligations
- An appreciation of the importance of civility and professional demeanor in all dealings
- The importance of pro bono representation and access to justice issues
- The importance of participation in bar organizations at the local, state and national levels
- The transmission of professional values and standards to less experienced members of the legal profession
- Balancing self-interest with the interests of clients, the justice system and the public interest

### **Accountability & Evaluation**

Each inn mentoring group should provide two short progress reports, one mid-year and one at the end of the program year, on the progress of the group's mentoring. Reports are the responsibility of the inn mentoring group leader. The mentoring committee shall establish the format for the reports.

At the end of the year, the mentoring committee should conduct an evaluation of the inn's mentoring program, seeking input from mentors and protégés and using information from group reports. The results of the evaluation should serve as a means for continually improving the inn's mentoring program.

## **American Inns of Court**

### **Mentor Program Guidelines, Expectations and Acknowledgment**

**EXPECTATIONS:** Mentors and protégés mutually agree to meet in groups or as mentoring pairs at least four to five times during the inn program year for mentoring on agreed upon mentoring topics. Both mentors and protégés will make every effort to attend all scheduled mentoring sessions and actively participate to make mentoring as effective as possible.

**CONFLICTS OF INTEREST:** The mentor program is intended to provide general assistance to protégés, but it is not intended to provide protégés with answers to case specific questions. When discussing a particular legal issue, protégés should raise the question with their mentor in general terms. The protégé should take steps to avoid disclosing the identity of the protégé's client and to avoid any potential conflicts of interest. If a client's identity must be disclosed because of the nature of the legal question, or because of the mentor's office policies, the mentor shall ensure that no conflicts of interest exist before responding to the protégé's question. If a conflict is discovered that would prohibit the mentor from effectively mentoring the protégé, the mentor should discuss this with the inn mentoring committee and inn mentoring group leader and a reassignment will be made.

**CLIENT CONFIDENTIALITY:** Any detailed conversation between the mentor and protégé regarding a specific problem of a client may require the protégé to obtain consent from the client before the protégé makes any disclosure to the mentor. A protégé's failure to obtain this consent may violate applicable Rules of Professional Conduct.

**EMPLOYMENT AS CO-COUNSEL:** The mentor shall not accept employment as co-counsel with the protégé, nor shall the mentor accept any client referral from the protégé. Mentors shall take all appropriate steps to avoid the appearance of the existence of any attorney/client relationship with the protégé's clients. Mentors may, however, provide protégés with referrals to other attorneys who could act as co- counsel or accept the referral of cases from the protégé. The mentoring relationship created under the inn mentoring program is not for the purpose of obtaining legal advice for use by either the protégé or mentor. Accordingly, no attorney/ client relationship is intended to be created and none is created by participation in any inn mentoring program.

**RESEARCH:** No research shall be required by the mentor in assisting the protégé.

**CONFIDENTIALITY OF MENTOR/PROTÉGÉ COMMUNICATIONS:** All communications between the mentor and protégé shall be kept strictly confidential, unless disclosure is required by federal or state statute, or the state Rules of Professional Conduct.

**INDEPENDENT LEGAL OPINIONS:** The protégé understands and agrees that information received by the protégé from the mentor will not be relied upon by the protégé as a substitute for his or her own judgment or opinion. The protégé further understands that the mentor's

opinions and statements are not a substitute for his or her own opinion or independent research. No warranty is made by the mentor that any information given to the protégé is accurate or may be properly relied upon in connection with the protégé's practice.

**RELEASE:** The mentor program participants expressly release the \_\_\_\_\_ American Inn of Court, its members, and other mentor program participants from liability arising from the mentor program.

**EMPLOYMENT OF THE PROTÉGÉ:** The mentor program is a learning tool and is not intended as a recruitment device or to provide employment opportunities. Advice from the mentor about general job hunting strategies and networking suggestions is appropriate. Additionally, the mentor program is not intended to provide counseling on personal matters unrelated to the law or the legal profession.

**MENTOR'S OFFICE POLICY:** The mentor is not required to take any action that would violate the mentor's office or firm policy. For example, the mentor shall not be required to share sample pleadings with the protégé, if the policy of the mentor's firm prohibits the mentor from doing so.

**I CERTIFY THAT I HAVE RECEIVED AND READ THE ACKNOWLEDGMENT OF THE MENTOR PROGRAM GUIDELINES AND EXPECTATIONS, FULLY UNDERSTAND ITS CONTENTS, AND ACCEPT ITS TERMS.**

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed name and signature of Participant

## **American Inns of Court Suggested Mentoring Topics & Experiences**

The following represent ideas for consideration by mentor groups. Some are specific activities; others are better suited for broad discussion. Some assume some practice experience; others are basic transition to practice experiences. This list is illustrative, not exhaustive. Your group should select specific topics to discuss and activities to undertake during the year and advise the mentoring committee of your choices.

### **Selected Topics For Mentor Groups**

#### **I. General**

- Hearsay exceptions
- “So your client is in jail. Now what?”
- Motion dockets and how to succeed at them
- Bifurcation and trifurcation of cases
- Construction contracts
- Sanctions by state courts
- Applications for attorney’s fees awards
- Bar exams and employment prospects
- Presentation and discussion of hypothetical conflict of interest issues
- Differences between civil and criminal proceedings
- Privacy issues and the implications of social media for law practice

#### **II. Ethical Problems**

- Common malpractice traps: how to recognize and avoid dangerous situations
- Communications with clients—how to avoid a grievance by returning phone calls and sending copies
- Ethical implications raised by social media for law practice
- Client confidences, including communications over e-mail and cellular phones
- Conflicts of interest—checking for, recognizing, avoiding and dealing with conflicts
- Leaving a firm—how to protect yourself, including advising clients and withdrawing from cases
- Client engagement and closing letters
- Rule 11 and other sanctions
- *Ex parte* communications—judges, corporate adversaries, former employees, etc.
- Opinion letters and audit responses regarding clients
- Acting as local counsel—what to do when general counsel wants to completely control the litigation and your actions
- Reconciling the duties to clients and to the court, e.g., what to do if your client lies either in a civil or criminal matter
- Learning the unwritten rules of etiquette and civility between lawyers
- Avoiding and dealing with grievances
- Ethical issues in criminal cases

### **III. Legal Analysis and Reasoning/Legal Research and Writing**

- Legal research tools and techniques, including internet resources
- Effective legal writing

### **IV. Transactional**

- Formation of legal entities
- Negotiating and drafting legal contracts
- Negotiating and drafting joint venture arrangements
- Analyzing legal and regulatory issues relevant to contractual and joint venture arrangements

### **V. Client Relations**

- Client selection: interviews and case evaluation
- How to deal with a difficult client
- How to talk to a client about attorney's fees, including fee agreements, retainers and fee disputes
- Trust fund accounts, including establishing, accounting/auditing, and use of interest proceeds
- Setting and collecting fees
- How to talk to your criminal client
- How to talk to a complaining witness (not your client) in a criminal matter

### **VI. Litigation**

- E-discovery
- Investigating the case
- Case management
- Drafting initial pleadings; sharing sample pleadings and forms
- Drafting and responding to written discovery requests
- Resolving discovery disputes
- Preparing for, taking, and defending depositions
- Selecting and using expert witnesses
- Trial preparation, including organizing a trial notebook and preparing witnesses for trial
- Trial practice—voir dire, opening statement, witness examinations, closing argument, evidence rules, expert witnesses
- How to deal with judges, including judicial independence
- Appellate practice
- Oral argument
- Local rules of procedure
- Preparing trial briefs
- Discovery obligations in criminal matters



## **VII. Alternative Dispute Resolution (“ADR”) and Negotiation**

- Forms of ADR, including mediation, binding and non-binding arbitration, high-low arbitration, early neutral evaluation, court-annexed arbitration and summary jury trials
- Preparing for mediation and arbitration
- Negotiation and settlement, including strategies and settlement documentation
- Negotiating pleas in criminal cases
- Preparing for and participating in civil case negotiations

## **VIII. Organization and Management of Legal Work**

- The economics of law practice
- Preparing a business plan
- Setting up and managing law practice
- Discussing career opportunities
- Reconciling job expectations with actual experience
- Addressing salary and working conditions within your firm
- Developing time management skills
- Communicating with other lawyers and staff
- Marketing/maintaining the balance between business and law

## **Selected Activities & Experiences**

### **I. Bar Activities**

- Meeting court personnel
- Lawyer referral and pro bono opportunities
- Professional organizations, including introducing protégés to colleagues in such organizations and how to get involved

### **II. Observation Experiences**

- Observation of oral arguments before various courts with subsequent discussion of the arguments
- Observation of trials with subsequent discussions
- Observation of mentors and protégés in court
- Observation of mentors and protégés in ADR

### **III. Work/Life Balance and Career Planning**

- Ways to maintain a healthy work/life balance and deal with stress in practice
- Warning signs and dealing with substance abuse
- Long-term career objectives and how best to achieve them

## SAMPLES OF SPECIAL AND COMMUNITY SERVICE PROJECTS

### **P11991 Wills For Heroes *The Temple AIC, Philadelphia, PA***

This special project featured the Wills for Heroes public service project. Wills for Heroes is a 501c3 foundation that assists organizations in providing free wills, living wills and powers of attorney to first responders. The submission includes a video that was created by the American Bar Association.

### **P11924 The Ethics and Practicalities of Pro Bono *The Richard Linn AIC, Chicago, IL***

This project divided members into their pupillage teams and each group was assigned a potential service project. Each team representative gave a representation to the other members of the Inn.

### **P11906 Talking Tour of the Juvenile Detention Facility *The Eldon B. Mahon AIC, Ft. Worth, TX***

The Inn membership was divided into two groups for this project. Each group was led on a tour of the Juvenile Detention Facility by a judge of the Juvenile Court. The judge provided an overview of the Texas Juvenile System and basic concepts of juvenile law and pointed out intake areas, assessment centers, classrooms and living areas in the detention facility.

### **P11894 Habitat for Humanity Home Building Project *The Pensacola AIC, Pensacola, FL***

The special project featured the Inn's efforts to participate in the local Habitat for Humanity home building process. The project was initiated by a desire to connect the local legal community with those in need of a home, but the project also brought Inn members closer together in the shared experience of helping others.

### **P11893 Bankruptcy Trial Skills Program *The Hon. John C. Ford AIC, Dallas, TX***

The Inn, in conjunction with the DFW Association of Young Bankruptcy Lawyers, formed a committee to design a program that would provide substantive as well as practical litigation skills training for bankruptcy lawyers. The project was divided into two parts: a series of five 90 minute classroom sessions; and a 5 hour mock trial. The faculty was made up of attorneys whose practice is limited litigation in federal and state courts who had also tried several significant contested matters or adversary proceedings in the bankruptcy court. The mock trial was a scripted motion to lift an automatic stay.

### **P11891 The Inns of Court: From the UK to the USA *The Judge John M. Manos Inn, Cleveland, OH***

This special project reviewed and explored the connections between the four historic Inns of Court in the United Kingdom and the American Inns of Court. The interactive discussion addressed the development of the Inns of Court in the United Kingdom and the promotion of professionalism and civility among attorneys and judges. An important component of the presentations discussed the emergence and continuing growth of the ideals nurtured in the United Kingdom as translated into practice by American lawyers and judges through the American Inns of Court movement.

### **P11869 Volunteering in America: A Call to Citizen Lawyers *The Temple AIC, Philadelphia, PA***

This program sought to encourage Inn members to continue to serve their local communities as 'citizen lawyers'. The program also tried to educate the Inn membership on the importance of citizen volunteerism and to establish a permanent responsibility of the membership of the Inn to participate in a volunteer program each year on Law Day.

*\*Additional reference information for these and other projects are available through the Inns of Court Program Library, under the reference code preceding the project title*

Please consider this project for the Special Project Award	Yes	No
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*Be detailed in summarizing the content, structure, and legal focus of your project. Please attach additional sheets if necessary.*

[illegible]

Script	Articles	Citations of Law	Legal Documents	Fact Pattern	List of Questions	Handouts
PowerPoint Presentation		CD	DVD	Other Media <i>(Please specify)</i>		

i.e., DVD and TV, black board with chalk, easel for diagrams, etc.

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## Special Project Submission Form

### Project Timeline:

List the segments of the project and the approximate time each item took. Please try to indicate the amount of planning that is involved and if any special arrangements are required beforehand.

Item	Time

### Comments:

Clarify the procedure, suggest additional ways of performing the same demonstration, or comment on the response from the Inn members regarding the demonstration.

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**Special Project Award:** *Please complete this section **only** if the project is being submitted for award consideration.*

**Describe how your project fits the Special Project Award criteria:**

**Mission:** How did the project promote or incorporate the elements of the mission of the American Inns of Court? *(To foster excellence in professionalism, ethics, civility, and legal skills.)*

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**Community:** How did the project reach the legal community or community-at-large?

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### Questions:

Please contact program library staff at (703) 684-3590 or [programlibrary@innsofcourt.org](mailto:programlibrary@innsofcourt.org).

## How to Access and Update Your Profile on the American Inns of Court Website

[home.innsofcourt.org](http://home.innsofcourt.org)

As a member of the American Inns of Court, you can access to great content to help you make the most of your membership experience. We have numerous resources and features that are open to the general public to browse on our website including:

- [The Benchers](#)
- [Member Services](#)
- [Member Resources](#)
- [The Model Mentoring Program](#)

You can learn more about these items by visiting our home page at [home.innsofcourt.org](http://home.innsofcourt.org).

Similarly, there are some content items that are members-only including:

- Ordering programs from the program library
- Updating your member profile
- Portions of your Inn's website that have been designated as member's only.

The key to accessing your member's-only information is having your email address on file with the national American Inns of Court Foundation. The good news is we have e-mail addresses for most of our active members on file, therefore most of you already have an account that will allow you to access the Program Library and other protected content.

Your e-mail address is your user name and it also serves as your website login. Having a n email address on file gives you the opportunity to create your own password by following these five easy steps:

### How Do I Find Out My Password?

1. Navigate to the American Inns of Court website [home.innsofcourt.org](http://home.innsofcourt.org)
2. Click on Sign In at the top or bottom of the page. (See figure at right)
3. Click on the "Reset Password" button if you do not know your password.
4. Enter your e-mail address.
5. Click on the Submit button.

When you do, your password will be e-mailed to the e-mail address you entered in the text box.

If you request your password but do not receive it within 24 hours, please contact the national office by e-mail at [webmaster@innsofcourt.org](mailto:webmaster@innsofcourt.org) or call us at (703) 684-3590.

You may receive the following error message: "The email address you entered was not found on our system." If you receive this message, please contact the national office by e-mail at [webmaster@innsofcourt.org](mailto:webmaster@innsofcourt.org) or by phone at (703) 684-350. In order to correct this problem, we simply need to update your e-mail address in our database.



## How do I Log into the Website?

Once you have retrieved your password, simply type in your e-mail address and case-sensitive password on the Login page. After you are logged in you can:

- Access My Account
- Access the national active Member Directory
- Order or Download a program from the online Program Library

## How do I Update My Account and Contact Information?

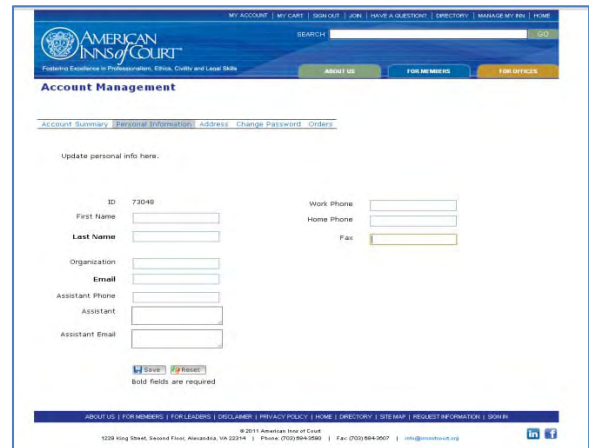
Once you are logged in, click on **My Account** at the top of the page in the custom navigation bar.

On the **Account Summary** page you can:

- See your member photo
- Edit State bar information
- Review local Inn membership, committee, pupillage, dues and meeting information.

On the **Personal Information** (See figure at right) page you can:

- Update your name or correct misspellings
- Update or change company name
- Update or change your e-mail address
- Update or change phone number and fax numbers
- Update or change contact information for your assistant
- Click the Save button to save updates and changes

The screenshot shows the 'Account Management' section of the American Inns of Court website, specifically the 'Personal Information' tab. The page has a blue header with the organization's logo and navigation links. Below the header, there are tabs for 'Account Summary', 'Personal Information', 'Address', 'Change Password', and 'Orders'. The 'Personal Information' tab is active, showing a form to 'Update personal info here.' The form includes fields for ID (73048), First Name, Last Name, Organization, Email, Assistant Phone, Assistant, Assistant Email, Work Phone, Home Phone, and Fax. There are 'Save' and 'Cancel' buttons at the bottom of the form. A footer at the very bottom contains contact information and social media links.

On the **Address** page you can:

- Update or change your mailing address
- Update or change the street address
- Add or remove a home address
- Click the Update button to save updates and changes

On the **Change Password** page you can change your password.

- Click the Update button to save changes

On the **Orders** page you can review program, publications or merchandise you ordered online or over the phone.

- Filter your order history by selecting an option from the View Your Order by: drop-down box.

If you have any questions or need any assistance, please contact the national office by e-mail at [webmaster@innsofcourt.org](mailto:webmaster@innsofcourt.org) or call us at (703) 684-3590.

Thank you for making the most of your American Inns of Court membership.