

Oregon State Bar

BAR LEADER
Handbook 2010

**LOCAL & SPECIALTY
BAR PRESIDENTS**

Includes

Bar Information

Guidelines

Electronic Services



Mission

The mission of the Oregon State Bar is to serve justice by promoting respect for the rule of law, by improving the quality of legal services, and by increasing access to justice.

Functions of the Oregon State Bar

1

We are a regulatory agency providing protection to the public.

2

We are a partner with the judicial system.

3

We are a professional organization.

4

We are a provider of assistance to the public.

&

And the bar does this as a “public” corporation – as an instrumentality of the Oregon **Supreme Court.**

Values of the Oregon State Bar

Integrity

Integrity is the measure of the bar’s values through its actions. The bar’s activities will be, in all cases, consistent with its values.

Fairness

The bar embraces its diverse constituencies and is committed to the elimination of bias in the justice system.

Leadership

The bar will actively pursue its vision. This requires the bar and all individual members to exert leadership to advance their goals.

Promote the Rule of the Law

The rule of law is the premise of the democratic form of government. The bar promotes the rule of law as the best means to resolve conflict and achieve equality. The rule of law underpins all of the programs and services the bar provides.

Accountability

The bar is committed to accountability for its decisions and actions and will provide regular means of communicating its achievements to its various constituencies.

Excellence

Excellence is a fundamental goal in the delivery of programs and services by the bar. Since excellence has no boundary, the bar strives for continuous improvement. The bar will benchmark its activities to organizations who exhibit “best practices” in order to assure high quality and high performance in its programs and services.

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Whom to Call with Questions

Broadcast e-mails	Sarah Hackbart, ext. 385	House of delegate questions	Teresa Wenzel, ext. 386
Brochures, directories, etc.	Anna Zanolli, ext. 414	Legislative matters.	Susan Grabe, ext. 380
Bulletin editor.	Paul Nickell, ext. 340	David Nebel, ext. 317
CLE co-sponsorship.	Karen Lee, ext. 382	Matt Shields, ext. 358
CLE seminar registration services	Kes Joerg, ext. 326	List serves	Michelle Casney, ext. 384
CLE publication authors	Linda Kruschke, ext. 415	Mailing List.	ext. 411
CLE seminars speakers.	Karen Lee, ext. 382	MCLE sponsor questions	Denise Cline, ext. 315
Cash receipt questions	Michele Peterson, ext. 305	Payment of invoices	Michele Peterson, ext. 305
Committee leadership opportunities	Danielle Edwards, ext. 426	Payroll	Cathi Pittman, ext. 302
Committee meeting notices & room reservations	Michelle Casney, ext. 384	Rosters, committee lists	Michelle Casney, ext. 384
Design center services	Anna Zanolli, ext. 414 (newsletters, brochures, directories, etc.)	Rosters, section lists	Sarah Hackbart, ext. 385
Distribution of financial statements	Michelle Peterson, ext. 305	Section budget questions. . . .	Michelle Peterson, ext. 305
General accounting questions	Michelle Peterson, ext. 305	Section bylaw questions.	Sarah Hackbart, ext. 385
General committee questions	Michelle Casney, ext. 384	Section contracts.	Helen Hirschbiel, ext. 361
General section questions	Sarah Hackbart, ext. 385	Section meeting notices & room reservations	Sarah Hackbart, ext. 385
		Web site services	Anna Zanolli, ext. 414

OSB Member Services Staff

503-620-0222 or 1-800-452-8260

Margaret Robinson

Member Services Department ManagerExt. 409

Frank Garcia

Diversity Program AdministratorExt. 337
Administers the Affirmative Action Program.

Danielle Edwards

Member Services AdministratorExt. 426
Committee volunteer opportunities and appointments,
public member recruitment.

Emily Yip

Diversity Program AssistantExt. 338
Provides administrative support to
the Affirmative Action Program.

Shelley Dobson

Member Services SpecialistExt. 404
New Lawyers Division and Leadership College.

Sarah Hackbart

Member Services Section SpecialistExt. 385
Section administration and rosters.

Michelle Casney

Member Services Assistant Ext. 384
Public meeting notice, committee meeting notices,
local bar associations and specialty bar assistance.

Members of the Board of Governors

Officers

President: Kathleen Evans

President – Elect: Stephen V. Piucci

Members

Terms expiring 2010

Kathleen A. Evans

969 13th St SE
Salem, OR 97302
Phone: (503) 588-5670
kathy@kevanslaw.com

Ann L. Fisher

AF Legal & Consulting Services
PO Box 25302
Portland, OR 97298
Phone: (503) 721-0181
energlaw@aol.com

Karen Lord, *Public Member*

2496 Landau St SE
Salem, OR 97306
Phone: (503) 585-7149
karenjlord@gmail.com

Vacant Seat

**This region 5 seat will be filled
by appointment.**

Terms expiring 2011

Gina A. Johnnie

Sherman Sherman Johnnie & Hoyt
475 Cottage St NE Ste 120
PO Box 2247
Salem, OR 97308
Phone: (503) 364-2281 ext. 19
gina@shermlaw.com

Christopher H. Kent

Kent & Johnson LLP
1500 SW Taylor St
Portland, OR 97205
Phone: (503) 220-0717
ckent@kentlaw.com

Audrey T. Matsumonji, *Public Member*

4153 SE 12th St.
Gresham, OR 97080
Phone: (503) 492-0848
healingsun@worldnet.att.net

Stephen V. Piucci

900 SW 13th, Suite 200
Portland, OR 97205
Phone: (503) 228-7385
steve@piucci.com

Terms expiring 2012

Barbara M Dilaconi

Boivin Uerlings & Dilaconi PC
803 Main St Ste 201
Klamath Falls, OR 97601
Phone: (541) 884-8101
bdilaconi@riverbasinlaw.com

Michelle Garcia, *Public Member*

16860 NW Oakridge Drive
Portland, OR 97229
Phone: (503) 778-7060
mgarcia@watrust.com

Steve D Larson

Stoll Berne
209 SW Oak St Ste 500
Portland, OR 97204
Phone: (503) 227-1600
slarson@ssbls.com

Mitzi M Naucler

Legal Aid Services of Oregon
433 4th Ave SW
Albany, OR 97321
Phone: (541) 926-8678
mitzi.naucler@lasoregon.org

Terms expiring 2013

Michael E Haglund

Haglund Kelley Horngren et al
101 SW Main St Ste 1800
Portland, OR 97204
Phone: (503) 225-0777
haglund@hk-law.com

Derek C Johnson

Johnson Clifton et al
 975 Oak St Ste 1050
 Eugene, OR 97401
 Phone: (541) 484-2434
 djohnson@jclslaw.com

Ethan D Knight

US Attorney's Office
 1000 SW 3rd Ave Ste 600
 Portland, OR 97204
 Phone: (503) 727-1041
 ethan.knight@usdoj.gov

Maureen O'Connor, Public Member

3800 NE 23rd Avenue
 Portland, OR 97212
 Phone: (503) 281-1397
 maureeno@sba.pdx.edu

Teresa Schmid, Executive Director

Oregon State Bar
 16037 SW Upper Boones Ferry Rd
 PO Box 231935
 Tigard, OR 97281-1935
 Phone: (503) 620-0222 or 800-452-8260 ext. 346
 tschmid@osbar.org

2010 Board Meeting Schedule

Committee Meetings at OSB Center	Board Meeting	Locations	Events
January 15	February 18-20 <i>Disciplinary Counsel</i>	j. james Restaurant Salem	Lunch with Supreme Court
		Oregon Garden Silverton	President's Reception, Dinner with ONLD, Leadership College
March 19	April 29-30 <i>Communications</i>	Oregon State Bar Center	Board Meeting, Joint PLF Mtg.
May 14 <i>Past BOG Dinner</i>	June 17-18 <i>Legal Publications</i>	Geiser Grand Baker City	Board Meeting, Regional Bar Social
July 16	August 12-13 <i>Public Affairs</i>	Oregon State Bar Center	HOD Agenda Approval
September 24	October 29 (HOD)	Oregon State Bar Center	HOD Annual Meeting (1:30 p.m.)
	November 11-14 <i>Finance & Operations</i>	Timberline Lodge <i>Timberline</i>	BOG Planning Retreat, Regional Bar Social

Services Available to Local and Specialty Bar Associations

The Oregon State Bar Member Services Department provides a variety of services to assist local and specialty bar associations. For more information on the services described below, or to discuss additional ways the OSB can be of assistance, please contact Margaret Robinson, 1-800-452-8260, ext. 409, 503-431-6409 or mrobinson@osbar.org.

Access to Justice CLE Program

Presentation of an accredited access to justice CLE program is offered based on the Diversity Administrators availability.

Diversity Consultation

Discuss and develop initiatives with the Diversity Administrator and Affirmative Action Program Staff about ways to increase your bar associations diversity outreach, programming and other strategies in an effort to help your bar association thrive.

Law Day

Support of Law Day events is also offered by the OSB Member Services Department. Planning guides and giveaway items such as bookmarks and Bill of Rights posters are available at no cost.

List Serves

The OSB maintains list serves for local bar presidents and specialty bar presidents to help facilitate communication. Local bar presidents are automatically added to the list serve as they begin their term but specialty bar presidents must contact Michelle Casney, 1-800-452-8260, ext. 384, 503-431-6384 or mcasney@osbar.org, to be added.

Membership Communications

The OSB Member Services Department distributes broadcast e-mails for association meetings, CLE programs, and other legal-related events as outlined in the electronic communication policies found on page X.

Membership Tracking

The OSB has the ability to create and maintain membership lists for local and specialty bar associations. Utilizing this service allows local and specialty bars to have the most up-to-date address information for their members.

Resources

The American Bar Association publishes resource materials providing information pertinent to local and specialty bar associations. On occasion, the bar purchases these resource materials and makes them available to bar presidents upon request.

Additional Services Available to Local & Specialty Bar Associations

Layout and Design

The OSB Design Center staff is available to help local and specialty bar associations prepare newsletters and other communication materials, such as brochures, ads, announcements, and annual meeting notices and handbooks.

Graphic design services..... \$40/hour

Newsletter design & layout.....\$25/page

The newsletter price per page includes an electronic file (pdf) for website/archive use and up to one hour of other graphic services (photo scans and clean up, ad preparation, inserts, etc.). Additional graphic service time will be charged at the normal \$30 per hour design rate.

Call Anna Zanolli (ext. 414) or Andy Baudoin (ext. 349) in the Design Center to discuss lead time/details on your upcoming project.

Printing and Mailing

Estimates provided on a per project basis. Please contact Andy Baudoin (ext. 349) in the Design Center about project estimates.

Website services

The Oregon State Bar can provide help for local bars that want to develop a presence on the web—from a basic business e-card page to a full-blown website. Please contact Anna Zanolli (ext 414) or Andy Baudoin (ext 349) to discuss your website needs and budget.

Serving on the OSB House of Delegates, Committees, Sections and Task Forces Meets the OSB Aspirational Pro Bono Standard

The OSB Pro Bono Aspirational standard found at OSB Bylaw 13.1 details a category of pro bono work designed for those bar members who contribute valuable volunteer time to improve the law, the legal system and the legal profession. This category includes those lawyers who serve on the HOD, Committees, Sections and Task Forces.

We encourage you to report the hours you spent serving on the HOD Committees, Sections, and Task Forces in the annual OSB Pro Bono Roll Call, Category B. To record your hours of pro bono service go to www.osbar.org/probono.

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Commonly Asked MCLE Questions & Answers

What is MCLE?

MCLE is the acronym for the Minimum Continuing Legal Education program. The Rules and Regulations governing MCLE and various MCLE forms can be found on the bar's web site at www.osbar.org.

What is the best way to contact the MCLE staff?

We are available by phone, fax or e-mail:

MCLE Department:

Phone: 503-620-0222 or 1-800-452-8260, ext. 368
Fax: 503-684-1366

Denise Cline, MCLE Administrator

Ext. 315, E-mail: dcline@osbar.org,
Fax: 503-598-6915

Jenni Abalan, MCLE Assistant

Ext. 336, E-mail: jabalan@osbar.org,
Fax: 503-598-6936

How and when do I submit applications for accreditation of programs and applications for teaching or research?

Use MCLE Form 2 for accreditation of a live or group replay CLE. Be sure to include all information requested on the form and, if applying as a sponsor, include the program fee. See MCLE Rule 4.5 and Regulation 4.50 for details.

OSB sections may pay the sponsor fee using a transfer of funds form signed by the section treasurer. Applications will not be processed until all requested information is submitted. The accreditation process takes approximately 30 days from the date the MCLE office receives the application. Applications must be submitted in advance of the program if you wish to advertise that it is accredited and for how many credits. Otherwise, applications must be submitted within 30 days after the program.

What programs qualify for MCLE credit?

MCLE Rule 5 sets out the accreditation standards that are used by the MCLE Department when reviewing applications for accreditation. Programs must have "significant intellectual or practical content" designed to enhance or improve competence as a lawyer. Accreditation is available for programs dealing with substantive law, personal and practice management, ethics, professionalism and diversity.

What kind of programs qualify for ethics credit?

MCLE Rule 5.5(a) states: "In order to be accredited as a legal ethics activity, an activity shall be devoted to the study of judicial or legal ethics and professional responsibility or professionalism and shall include discussion of applicable judicial conduct codes, disciplinary rules or statements of professionalism.

Are there requirements for program length?

To qualify for credit, a program must be at least 30 minutes in length. Programs are given one hour of credit for each 60 minutes of actual instruction, except that there can be a break of not more than 15 minutes in a three hour program.

Oregon Law Foundation and the IOLTA Program

Fact Sheet 2010

IOLTA Program

The Interest on Lawyers' Trust Accounts (IOLTA) program is an innovative way to supply a public good. Client funds that are too small in amount or held for too short of a time to earn interest for the client, net of bank charges or administrative fees, are placed in a pooled interest-bearing trust account. The interest from these accounts is remitted by the financial institutions to the Oregon Law Foundation, a charitable, tax-exempt entity. Financial institutions play a significant role in the success of the IOLTA program. The amount of funding generated through IOLTA each year is dependent upon several factors, including interest rates and bank-imposed service fees. You can help the Oregon Law Foundation by establishing your IOLTA account at (or moving your IOLTA account to) a bank that is committed to maximizing the rate of return on IOLTA accounts. The Oregon Law Foundation's "Leadership Banks" have shown such a commitment. For more information on the Oregon Law Foundation and to see the Oregon Law Foundation's 2010 "Leadership Banks" please go to www.oregonlawfoundation.org.

IOLTA Income

Due to falling interest rates IOLTA income for 2009 totaled only \$1,00,000, only 30% of what was received in 2007. Because interest rates are predicted to stay low in 2010 IOLTA income will continue to decrease and the 2010 total is projected to be the same as 2009.

2010 Grantees

For 2010 the Foundation awarded \$1,800,000 in grants that greatly benefited the economically and socially disadvantaged citizens of Oregon. Grants totaling \$1,334,575 were made to the legal aid offices which are Legal Aid Services of Oregon, Center for Non-Profit Legal Aid (Jackson County), Oregon Law Center and the Lane County Law and Advocacy Center. Other direct service grants totaling \$446,925 were made to Immigration Counseling Service, Oregon Advocacy Center, St. Andrew Legal Clinic, Multnomah Volunteer Lawyers' Project, Juvenile Rights Project, Northwest Justice Project and Hood River Legalization.

In addition to the Foundation's focus of direct service to economically disadvantaged Oregonians, the Foundation funds legal education that benefits all citizens and promotion of diversity in the Legal profession. For 2010 \$13,500 was awarded to Classroom Law Project, and \$5,000 to OSB Affirmative Action OLIO program.

Grant Application

To be considered for an OLF grant, application must be received not later than October 1. Applications are available in August either by request or they can be downloaded from our website www.oregonlawfoundation.org. The Board makes grants once each year, in November, for payments to be made in four equal installments. In the absence of special circumstances, the funding period for successful applicants is one year. Eligibility considerations and requirements; the focus of the Foundation continues to be support of access to justice in Oregon by obtaining and distributing funds to provide legal services to persons of lesser means.

For further information, please contact the Oregon Law Foundation Executive Director, Judith Baker, at extension 323 at the Oregon State Bar.

Oregon State Bar Bulletin

2010 Bulletin Editorial/Advertising Deadlines

Issue	Bulletin Deadline	Bar News Deadline	Mailed
January	November 26, 2009	December 19, 2010	January 6, 2010
February/March	January 15, 2010	February 5, 2010	March 5, 2010
April	February 12, 2010	March 5, 2010	April 2, 2010
May	March 19, 2010	April 9, 2010	May 7, 2010
June	April 16, 2010	May 7, 2010	June 4, 2010
July	May 21, 2010	June 11, 2010	July 9, 2010
August/September	July 16, 2010	August 6, 2010	September 3, 2010
October	August 13, 2010	September 3, 2010	October 1, 2010
November	September 17, 2010	October 8, 2010	November 5, 2010
December	October 15, 2010	November 5, 2010	December 3, 2010

Editorial and Advertising Guidelines Oregon State Bar Bulletin

The Bulletin is published for members of the Oregon State Bar (OSB). The Bulletin is published monthly and distributed during the first week of the month, except for double issues in February-March and August-September. It is not a consumer magazine, nor a law library text/review book. The purpose of the Bulletin is to provide the members of the Oregon State Bar with information that will directly affect their practice of law in Oregon, will aid and improve their business, and will keep them informed on activities and issues in the legal profession.

Deadlines

Contact the Oregon State Bar Bulletin editor at (503) 620-0222, ext. 340, or editor@osbar.org. The in-state toll-free line is 1-800-452-8260.

Classified Advertising

Classified advertisements are available for purchase by both OSB members and non-members. Firms or organizations offering professional employment opportunities or services are available to OSB members and non-members at the same rate. Non-position and non-service advertising is provided to OSB members at a reduced rate.

Lawyer Announcements

Paid advertising space is available for members to announce changes in law firms or practices. Such advertising is available only in the Bulletin, and only to members of the Oregon State Bar, or their law firms or offices.

Rates

For rates and other information, contact the Oregon State Bar advertising coordinator at (503) 620-0222, ext. 348, or advertising@osbar.org.

OSB Electronic Services

Casemaker™ Online Web Library

The Casemaker™ Web Library contains a library of Oregon, and other state and federal resources. The library permits search and browse functions for legal research and is a valuable membership benefit. An online tutorial and user manual are also located on the website via the member login page.

Membership Fees and Section Enrollment

View and make payments for your membership and section fees online, or print your statement and mail your payment to the bar. Also, view your section's current membership roster.

Member Profile Update

You can change your address online through the member login page. The online Member Directory is updated daily.

OSB Online Voting

Online voting is available to members who have listed an e-mail address as part of their permanent bar record. Electronic elections offer convenience to members, save money, and increase member participation.

Telephone Conferencing for Committees and Sections

Premiere is the conference call provider for the Oregon State Bar. Groups utilizing this service have service available 24 hours a day, seven days a week, with no prior set-up required.

Sections and committees have individualized toll-free numbers along with the conference ID number.

The numbers are included on meeting notices for members who occasionally call into a meeting.

Conference call services continue to be free to Oregon State Bar Committees. Sections continue to be charged a minute rate for conference calls.

Web Conferencing

The Oregon State Bar has contracted with Premiere, a provider of web conferencing services. Premiere is a full-featured web conferencing service that lets you easily conduct online web and audio events from start to finish for virtually any size audience. Premiere allows you to organize and conduct meetings online, view and share documents.

Web-conferencing is available at no cost to Oregon State Bar Committees. Section Executive Committees will pay an hourly fee, as yet to be determined.

If you would like more information about web-conferencing services contact Danielle Edwards, Member Services Administrator, 1-800-452-8260, ext. 426, 503-431-6426 or dedwards@osbar.org.

Web Surveys

The Oregon State Bar uses a variety of services to conduct online surveys for the bar and sections. Pricing is based on the length and type of survey desired, and the bar can provide a quote per your section's specific needs. If you would like more information about web surveys, contact Anna Zanolli, Design Center Supervisor, 1-800-452-8260, ext. 414, 503-431-6414 or azanolli@osbar.org.

Judicial Appointment Process for Circuit Court Vacancies

1. Governor's Office receives written notice of vacancy and notifies the Oregon State Bar (the "Bar") and the relevant local bar association ("LBA"). The Governor's office will provide the Bar and the LBA information regarding specific experience or qualifications to which it will give special consideration. These actions will take place within five (5) business days of the Governor's Office receiving written notice of the vacancy.
2. The Governor's Office will contact the presiding judge of the relevant judicial district and the president or other official of the LBA to discuss appropriate process and infrastructure for that district. (If the local LBA is unable to provide the level of assistance detailed in this process, then the Governor's Office will work with members of the local bar to develop a revised process which ensures local participation in the selection.)
3. Within ten days of the notification, the Bar and the LBA will confirm that the Governor's Office has contacted the relevant judicial district. At that time the Bar will obtain the names of local screening committee members for future posting on the Bar's website.
4. The Bar will send the Notice of Vacancy to all attorneys in the relevant judicial district. The Notice contains the following information:
 - A. Reason for vacancy (i.e., retirement)
 - B. Request for interested persons to apply
 - C. Specific place to get application
 - D. Deadline for submission of completed application
 - E. Instruction that the completed application should be returned to the Governor's Office, which will then send copies to the contact person for the relevant judicial district.
 - F. Announcement that by "X" date (the day after the deadline for submission of completed applications), the Bar will post on its website:
 - (1) The names of applicants
 - (2) The contact information of the person (presumably the Chair of the local screening committee) to whom members can either submit comments or request they be contacted.
5. The Bar will:
 - A. Post on its website the following information:
 - (1) Copy of the Notice
 - (2) Link to Governor's Office website to access the application form
 - (3) Names of local screening committee members
 - (4) Names of the applicants once they are available
 - (5) Contact information of the person to whom members can submit comments
 - B. Assist the local screening committee as needed
 - C. Field any questions related to the screening process set forth herein
 - D. Post the name of the person appointed on the Bar's web site.
6. Due Diligence Process
 - A. The Office of General Counsel for the Governor will deliver copies of the completed applications to the relevant contact for the judicial district (presumably the chair of the local screening committee) to begin the due diligence review.
 - B. The local screening committee's due diligence/review process will be an in-depth review of the application and the candidate. It will include contact with people in the community who are familiar with the qualification of the candidate, the needs of the court, the needs of the community, the needs of the particular bench and it will also include queries based on any particular direction from the Governor. The committee should contact references from the completed applications, current and former colleagues, leaders of the local bar, District Attorneys, County Commissioners, other community members and any other person that would assist in this review. The local screening committee's review is intended to provide detailed information to the Governor's Office that will provide the Governor with relevant, reliable and descriptive information to better inform his appointment decision.

- C. Upon completion of the due diligence review, the relevant judicial district contact person will provide a written or oral summary of the local screening committee's descriptive information about each candidate to the Office of General Counsel for the Governor. It will be presumed that all candidates are eligible unless the due diligence report provides a statement or information to the Governor that the candidate is not eligible at this time.
- D. After the due diligence process of the local screening committee is completed, General Counsel for the Governor will determine if an additional level of review will be conducted by the Office of General Counsel. This process may include an internal interview process and interviews with the Governor. At the completion of the Governor's internal review process, the Governor may submit the name(s) of (a) selected applicant(s) for further review and recommendation by the relevant judicial district.
- E. After completion of the above process and in accordance with the Governor's authority under the Oregon Constitution, the Governor will appoint a person to fill the judicial vacancy.

Contact: Danielle Edwards, Member Services
Administrator, 503-620-0222, ext. 426

Electronic Communication Policies

Member Services Department, Oregon State Bar

The Oregon State Bar Member Services Department provides electronic communications such as broadcast e-mails, list serves and broadcast faxes to bar groups. These groups consist of sections, committees and local bar associations. These services provide cost-effective communication methods to disseminate information regarding CLE seminars and group activities.

BROADCAST E-MAIL

Broadcast e-mails are for official section, local bar association and committee business only. A typical broadcast e-mail announces meetings, CLE seminars, conferences, symposiums or networking opportunities. Broadcast e-mail services from the Member Services Department are not available to express political views, job announcements, solicitations to OSB members to join sections, or to purchase products.

The following conditions apply to the sending of broadcast e-mails:

1. Requests for broadcast e-mails must be received by Member Services a minimum of two (2) business days prior to distribution. Such requests must indicate the group(s) to receive the e-mail and the date by which the e-mail is to be sent.
2. The information to be sent must be in a single document, no more than one page in length and include a subject line.
3. Attachments are not included in broadcast e-mails, all text must be embedded in the body of the e-mail. However a link to a CLE brochure can be placed into the broadcast e-mail.
4. The broadcast e-mail text must designate the person who is to receive e-mail replies.
5. Section e-mails may include the sponsoring section and up to two additional sections for free. If a section e-mails to more than two additional sections, a charge of \$25 per additional section will be assessed. E-mails to the total bar membership are not allowed.
6. Local bar association broadcast e-mails may be sent to all lawyers in a particular county as well as surrounding counties.

7. Unless the broadcast e-mail is county-wide, local bars must provide a current list of members with the broadcast e-mail request.
8. Sections, committees and local bars utilizing broadcast e-mails to market a CLE seminar may send an initial announcement and no more than two reminders per seminar.
9. Bar committees may utilize broadcast e-mails for meeting notices, seminar announcements and legislative information.

All broadcast e-mail requests are subject to review and approval by Member Services staff.

LIST SERVES

Upon request, the Member Services Department will create an Executive Committee or full section list serve or both. OSB committees may also utilize list serves.

The purpose of the list serve is to facilitate communication among members of the group. Note that list serves are a private list: participation is open only to members of the group who have e-mail addresses registered with the Bar.

Once established, each Section Executive Committee is responsible for monitoring their own section list serves and must work with the OSB Member Services Department to remove or change any members list serve status. A copy of the standard list serve welcome letter is in the current Bar Leader Handbook..

BROADCAST FAXES

Broadcast faxes may be utilized by local bar associations only. This support service is provided by Member Services to local bars at no cost. Requests for broadcast e-mails may stipulate that broadcast faxes be sent to members who do not have an e-mail address registered with the bar.

For the current status of these services, contact Sarah Hackbart, Member Services Section Specialist, 503-431-6385, 1-800-452-8260, ext. 385 or shackbart@osbar.org.

10 Tips on Conducting Quality Meetings

1. Plan an agenda review meeting between the President and Executive Director
 - administrative vs. policy
 - format of agenda
 - strategic planning – short term
2. Use folder method for future meetings, one per meeting
 - committee feedback
 - tabled items
 - when more information required
 - strategic planning – long term
3. Having an agenda
 - President/Executive Director control access
 - informational vs. action
4. Mail agenda and backup in advance to board members and appropriate committee members
 - two working days in advance
 - anticipate questions and answer them in backup material
5. Start a “members to be heard” item, limited to five minutes, so members have board access, and announce your new policy in publications and at meetings
6. Start and end on time
 - start without a quorum if necessary
 - have time of beginning and end on agenda
7. Balance respect for board members’ time with goal of open discussion
8. Use agenda as focal point of meeting to achieve board actions necessary
9. Be a facilitator, not dictator
 - draw out minority positions by asking questions
 - reflect discussions/viewpoints in minutes
10. Keep detailed minutes
 - with backup material
 - for future guidance, future meetings folders

Meeting Management Rules of Order

The most productive meetings are those that provide for an open (but controlled) discussion in a relaxed atmosphere. As you preside over meetings, your leadership style will establish the pace and mood. When deciding on important issues, many leaders conduct meetings using Robert's Rules of Order.

Tips on Using Robert's Rules of order

1. Before an issue can be discussed, you must call a motion.
2. Discussion comes after the motion is seconded and before any vote.
3. Motions are amended by inserting, adding, striking out or substituting.
4. A motion can have only two amendments and the second one must apply to the first.
5. The chair should always restate the motion and any amendments.
6. You may sense when discussion is completed and "Are you ready for the question?"
7. A motion postponed indefinitely is dead, or at least until the next meeting.
8. You can limit debate by general consent: "If no one objects, we will limit debate to 5 more minutes." An objection requires a 2/3 vote to limit.
9. A motion to reconsider a matter can only be rescinded by someone who voted on the prevailing side.
10. A motion to recess for a specific amount of time is not debatable and may be useful to cool debate or to caucus to decide the best course.
11. The chair should announce the results of a vote and the effect of the decision. "The ayes have it and the bill will be paid."
12. Debate always is confined to the pending motion, may be started by the person who made the motion, requires recognition of the speaker by the chair, is directed to the chair, gives all a chance to speak before someone else speaks twice, prohibits the motion maker from speaking against the motion.

Effective Meetings

How to Conduct Meetings that Work

Have a reason to meet

When and where the meeting will be held are important considerations. However, the very first question that should be asked is, "Why are we meeting and what do we want to accomplish?" If there are no clear-cut answers to this question, don't hold the meeting.

The dates of some meetings, such as those of standing committees and of the board of directors, may be set by the bylaws. The where of a meeting is usually decided by custom, room availability, or the availability of space at the association headquarters. You may be able to meet at the president's, or other association officer's law office. The time set for the meeting and how long it should run should be given careful consideration. Those held at the end of the day seldom hold the attention of members once normal quitting time has passed. Ten a.m. and 2:00 p.m. are optimum times for meetings. Whatever timetable you choose, stick to it.

Know who participates

The matter of who attends association meetings is seldom left to the leader. Participants are elected or selected, or they may simply volunteer. In working committees, it's best to have a definite limit on membership; the optimum size for getting results is five to 15 members. If there is no limit on committee size and you have more than 15, divide the members into smaller groups for specific tasks.

The agenda

Do not conduct a meeting without a written agenda. Agendas should be typed up and distributed to all participants well in advance to give them time to prepare. The agenda should list the date, place and estimated length of time of the meeting. The names of the participants should be given, together with the subject of the meeting, some background information and the status of the material to be discussed. Most important, the agenda should clearly set forth the goal of the meeting. An agenda will give the meeting structure and keep in on track. Do not allow the participants to stray from the agenda. Set time limits for all of the items on the agenda. You also need to be sure that new committee members are brought up to date on

the committee's activities and plans before the meeting so that valuable time is not spent during the meeting orienting new members.

Seating arrangements

Studies have shown that people react in certain predictable ways in certain physical surroundings. The seating arrangements of your meeting can effect its productivity. Ideally, a round table is best, but this only works for a small group. A wide rectangular or U-shaped arrangement is effective for larger meetings. The leader should be easily seen by all participants.

Start on time

The meeting should always start on time. Don't wait for anyone. It sets a bad example and discourages others from being on time. Take your watch off at the beginning of the meeting and set it in front of you. This shows that you mean to stay on schedule. Briefly state the purpose of the meeting and emphasize the positive aspects of the subject. Each participant should introduce themselves before the discussion begins.

During the meeting

Be sure the group is focused on the same content. You should have a blackboard or flip chart to list the points being discussed. This is also a useful tool in defusing a heated discussion; since listing the points being discussed seems to disassociate the idea from the person proposing it. Before the meeting is adjourned, review the points discussed, conclusions and action items developed and be sure that all participants are in agreement.

After the meeting adjourns

Once the meeting is adjourned, the leader still has work to do. The results of the most successful meeting will slip away if they are not put into concrete form almost immediately. You should set up a standard form for a follow-up memo. It should include the date of the meeting, name of the sender, subject of meeting, participants,

conclusions reached and action items. The action items should include the person(s) assigned responsibility and deadlines.

Adapted from *How to Conduct Meetings that Get Results* from The Florida Bar's 1990 Bar Leader Handbook and *How to Make Your Meetings Work* from the State Bar of California's Passport for the New Bar President.

Secrets to Better Meetings

Each meeting is unique. That makes it possible to set up a complete set of procedural rules for meeting leaders to follow. However, there are important ground rules that apply in almost all meetings.

Respect Other People's Time. When the meeting gets to the point that the special expertise or knowledge of key participants is no longer needed, offer these people the opportunity to excuse themselves. When they realize you are sensitive to not wasting their time, they will be more willing to help you out in future meetings.

Improve Communications. If you are leading a meeting, gear your vocabulary to the least sophisticated member of the group. Be on the lookout for abstract or pedantic language from other meeting participants and be ready to "translate" such language into colloquial speech.

Record All Ideas. At creative meetings, it is vital to avoid intolerance of participants' seemingly bad ideas. Ideas that seem silly today may be valuable sometime in the future. Record all ideas at a meeting for evaluation.

End Meetings After Defined Responsibilities and Firm Deadlines Have Been Established. If the meeting's purpose is to come up with an action plan, be sure that everyone clearly understands who is to do what by when.

Conclude With Summary Statements. The meeting leader should briefly summarize the proceedings and accomplishments of the meeting at its conclusion to underscore the focus of the meeting and to make clear what individuals are expected to do to follow-up.

Provide Means to Handle Unfinished Business. If time runs out before all points of the agenda have been dealt with, get agreement from participants on a plan to take up the unfinished business at a later time.

