

Oregon State Bar
Special Open Session of the Board of Governors
July 25, 2014
Minutes

The meeting was called to order by President Tom Kranovich at 12:08 p.m. on July 25, 2014. The meeting adjourned at 2:00 p.m. Members present from the Board of Governors were Jenifer Billman, Jim Chaney, Hunter Emerick, Matt Kehoe, Theresa Kohlhoff, John Mansfield, Caitlin Mitchel-Markley, Travis Prestwich, Richard Spier, Simon Whang, Timothy Williams and Elisabeth Zinser. Staff present were Sylvia Stevens, Helen Hirschbiel, Rod Wegener, Susan Grabe, Karen Lee, Dawn Evans, Kay Pulju, Dani Edwards, Catherine Petrecca and Camille Greene.

1. Call to Order

Mr. Kranovich asked whether there were any changes to the agenda.

Ms. Zinser requested addition of the request from Oregon Women Lawyers (OWLs) to sponsor its 25th Anniversary celebration.

Motion: Ms. Zinser moved, Mr. Prestwich seconded, and the board voted to amend the agenda to add the OWLs agenda item.

Motion: Ms. Mitchel-Markley moved, Mr. Kehoe seconded, and the board voted unanimously to approve the agenda as amended.

2. Six Month Financial Review

Mr. Wegener presented the mid-year financial review of the Oregon State Bar. He emphasized the bar's strong cash position and greater-than-expected net revenues.
[Exhibit A]

3. CLE Seminars Program Review

Ms. Pulju presented a business plan for CLE Seminars that she believes can decrease or eliminate the program's budget deficits in 3-5 years **[Exhibit B]**. She pointed out that the 2013 deficit was the program's largest, and is attributed to the Indirect Cost Allocation (ICA), which is 22% of the bar's total. She also explained that elimination of the CLE Seminars program would not eliminate the \$200,000 in overhead costs; it would be allocated to other departments. However, support for section programs would go away and result in actual monetary losses, as the demand for the services would not go away and would have to be fulfilled by other staff. The centerpiece of the plan is to have all sections work with the bar to produce programs, even if only for the registration aspect, as is the model in many states including those in the northwest. **[Exhibit C]** Ms. Pulju assured the board that the plan contemplates assuring the continued quality of the program while focusing on the most efficient and popular delivery models and reducing the number of expensive programs. Ms. Lee explained the need to continue with some live seminars and focus on more delivery formats for members to choose. Mr. Whang opined that CLE Seminars is a valuable member

service that also benefits the public, citing a recent foreclosure program. Mr. Emerick agreed but would like the bar to accomplish the goal on a break- even basis . Ms. Pulju expressed her confidence that the suggested policy changes, particularly requiring some "live" attendance (including web streaming), would make it easier to reach the break-even goal in the next three years. Ms. Zinser stressed the need for effective communication when rolling out the policy changes to the membership. Mr. Kranovich agreed and expressed his support for requiring all sections and the ONLD to use OSB CLE Seminars' services. At the conclusion of the discussion, the BOG agreed to review the proposed business plan again in September, and asked staff to also show how eliminating complimentary registrations will impact the plan.

Motion: Mr. Spier moved, Mr. Chaney seconded, and the board voted unanimously to withdraw its previously approved motion to conduct a membership survey.

4. Executive Director Selection Process

Mr. Kehoe updated the board on the progress of the Executive Director Evaluation Committee's development of the selection process for hiring a new executive director. Ms. Billman presented the outline of the activities that will take place during the hiring process as part of the development of a policy for hiring a new executive director. The details of the various steps will be worked out in coming meetings.

5. Appointment of *Ad Hoc* Awards Committee

Mr. Kranovich asked for volunteers for an *Ad Hoc* Awards Committee to assist in the selection of honorees. Mr. Kehoe, Mr. Whang, Mr. Williams, Ms. Mitchel-Markley, Mr. Spier, Mr. Chaney and Mr. Mansfield volunteered.

6. Support the ABA "Citizenship in the 21st Century" Initiative

Ms. Stevens presented the ABA's request for a BOG letter of support for the national dialogue program proposal being submitted to the National Endowment for the Humanities by the ABA in partnership with the American Library Association.

Motion: Mr. Prestwich moved, Ms. Mitchel-Markley seconded, and the board voted unanimously to send a letter of support signed by Mr. Kranovich to the ABA Division for Public Education.

7. Support the Oregon Women Lawyers (OWLs) 25th Anniversary

Mr. Kranovich presented the OWL's request for BOG support with a donation for \$250.
[Exhibit D]

Motion: Mr. Mansfield moved, Mr. Emerick seconded, and the board voted unanimously to support OWLs with a \$250 donation.



FINANCIAL STATEMENTS SUMMARY

Mid Year 2014

Net Operating Revenue	\$ 806,873
REVENUE	
All Revenue	\$2,000 more than Mid Year 2013; \$102,000 more excl. Reserve
Membership Fees	0.3 % decrease from 2013; excluding Late Fees, up 0.4%
Admissions	1.9% increase in applications
Lawyer Referral	New Funding model - \$247,000 59% increase
CLE Seminars	1.3% less than 2013 – but Net Expense \$56,400 lower
EXPENDITURES	
Salaries & Benefits	47.7% of budget
All expenses	46.9% of budget
Client Security Fund	Claims paid - \$14,944 2013 - \$453,814
FANNO CREEK PLACE	
Net Cash Flow	\$5,100 better than budget

Mid Year 2014

SHORT-TERM CASH	
Mid Year 2014	\$1.140 million more; \$817,000 more after Unclaimed Funds
RESERVE INVESTMENT PORTFOLIO	
Mid Year 2013	\$4.459 million
Mid Year 2014	\$5.100 million
Gain	\$641,000, or 14%
Needs vs. Haves	\$1.419 excess of All Reserves

PROJECTED END OF 2014	
Operating Revenue	\$312,000
Membership Fees	.5% increase
All Expenses	Under budget

WHAT 2014 RESULTS MEAN FOR 2015

- Active Membership Fee
- Client Security Fund Assessment
- Impact of AMS software purchase
 - CLE Seminars
- Revenue from Admissions, Lawyer Referral
 - PERS rate
 - Program changes

OSB CLE Seminars — Business Plan Outline

Executive Summary

The OSB CLE Seminars Department has been unable to achieve its goal of a break-even budget for several years. In 2013 the department's net expense was its largest ever, approximately \$230,000. This report lays out a 3-5 year plan to decrease or eliminate that deficit. In year one (2014) the focus is on market research and testing, along with new product development. For 2015 new products will be introduced and measured while policy changes will be explored and developed with sections and other bar groups. In 2016, based on those discussions, any policy changes directed by the BOG will be implemented. Also in 2016, new registration software will be installed and adapted to the new membership database, allowing greater flexibility with registration services along with cost savings.

Throughout this three-year period bar staff will increase its ability to provide efficient online services, including marketing, distribution and e-commerce functions. If CLE Seminars is still unable to meet its budget targets, the next phase beginning in 2017 will be to transition away from content development in favor of a producer/distributor model, focusing on the OSB's core infrastructure strengths: an established conference center; membership data and access; e-commerce, web and other technology platforms; and partnerships with content developers, including section, local and specialty bars.

Program Overview

The CLE Seminars Department advances the bar's mission of improving the quality of legal services by providing high-quality seminars and seminar products that are cost-effective, relevant and widely accessible. As a provider, the OSB operates in a highly competitive market that includes a large number of CLE providers, multiple options for accessing CLE seminars and a diverse customer base encompassing multiple generations, practice types and geographic locations. To meet these challenges and provide a meaningful educational experience for bar members, the department provides a wide range of CLE topics in a variety of formats that acknowledge diverse learning styles and changing technologies for delivery of CLE content.

In 2013 CLE Seminars produced 53 live CLE events, of which more than 75% were available as live webcasts, allowing real-time participation from remote locations. In addition to the live seminars and webcasts, programs were available on CD/DVD and online on-demand. CLE Seminars also partnered with a half dozen CLE educational partners to offer additional programming to OSB members.

CLE Seminars has always been among the bar's most highly valued programs, with strong performance ratings in all past bar-wide member surveys. Evaluations by seminar participants are also very positive, including outstanding reviews for program quality (87% "excellent" or "very good" in 2013) and for customer service (89% "excellent" or "very good").

Nearly 400 volunteers participate each year as speakers and program planners, including attorneys and other professionals; the department is committed to promoting diversity of all types in its programs. The department also supports other OSB priorities and initiatives, including "pro bono" registration services

for special bar events. In addition, each year approximately 20 OSB sections either cosponsor seminars or enter into contracts with CLE staff for registration and/or on-site event services. Sections that cosponsor or contract for event/registration services also rate the department highly.

While not every CLE event breaks even or generates revenue, seminars with net revenue support seminars that do not break even but still provide valuable CLE content for the membership. For example, the four-year average revenue for the Oregon Tax Institute was \$9889 per year. This contribution to overall department revenue supported seminars in topics such as veterans' law, constitutional law and disability law. These practice areas have a limited target market (compared to business law or litigation) but provide practitioners in these areas with vital Oregon-specific CLE.

Even when not cosponsoring with sections CLE Seminars Department staff provide CLE advice and recommendations to all sections. Although a section may be using limited services such as registration, there are usually questions about marketing, A/V and other bar services. There is an expectation that the bar will provide sections with whatever information is needed to successfully produce a CLE seminar.

Current Business Environment

The traditional CLE market has changed dramatically over the past 10 years, mostly due to increased competition [*see Exhibit 1*]. From the mid-90s to the early 2000s, the department's market share was calculated on a random sample basis and averaged 30%. Beginning in 2004, the department's market share was calculated as a percentage of total CLE credits reported by OSB members filing MCLE compliance reports. From 2004 to 2013 average market share was 17.16%. The increased competition can be divided into two distinct categories: internal and external.

Internal competition includes the PLF, ONLD, sections and other OSB programs. These providers generally regard CLE more as a member service than a revenue source, and as a result often charge low or no fees [*see Exhibit 2*] to participants. They also all receive some level of support from the OSB. The PLF, which focuses on law practice management through its loss prevention program, charges only for live programs with webcasting (\$15 regardless of program length); the OSB does not charge PLF for conference facilities. The ONLD's CLEs target new lawyers and are supported by staff in Member Services and Accounting. About half of section CLEs contract for some level of support from CLE Seminars; the rest are supported to varying degrees by other bar staff. Some bar programs produce training and recruitment CLEs for volunteers or to promote program priorities. Finally, local bars are not internal competitors but do receive OSB support through waiver of MCLE accreditation fees.

External competition includes traditional providers (ABA, OLI, OCDLA, etc.) and a growing number of online providers, mostly national companies. These providers produce content with broad market appeal, allowing them to set a low per-unit cost while making profits based on sales volume. Oregon is an attractive market for these providers because, unlike most states, our MCLE rules do not require that any credits be earned through participatory/interactive programs.

Other factors influencing the CLE market include: 1) shifting demographics, with four generations of members who have different learning styles, 2) law practice economics, with most lawyers and law firms

seeking to lower expenses, and 3) a trend toward shorter, more convenient delivery models that reduce travel and time away from work.

In 2013 program revenue totaled \$984,855 and expenses totaled \$832,258 for an initial program balance of \$152,598. After allocating the program's share of ICA (HR, IT, Accounting, Reception, OSB Center, etc.) it had a net expense of \$229,589. The net expense for 2012 was \$95,206 and for 2011 it was \$153,140. Although revenue has been declining for some years, in general expenses have decreased proportionately [*see Exhibit 3*]. Expense reductions have included: an overall FTE decrease with cross-training of remaining staff; providing written course materials only by pre-order for a fee; reducing brochure production and mailings; and hosting the majority of live events at the OSB Center, with refreshments purchased at Costco.

Live seminar revenue is projected to continue decreasing as more members turn to the convenience of online delivery. Correspondingly, online seminar revenue has steadily increased as more members attend seminars "live" via webcast or obtain credit through on-demand seminar products. The department is offering an increasing number of studio-only (no live audience) seminar webcasts, which are relatively inexpensive to produce while boosting on-demand sales revenue. To date the department has continued to produce a large number of live events, which are still favored by a segment of the market and provide valuable networking opportunities.

Some of these market forces are having a similar impact on CLE departments in other state bars. Many are experiencing similar declines in revenue despite having more advantageous MCLE rules and stricter controls on internal competition. At least two states expect to adopt participatory requirements for MCLE in the near future; staff will monitor these developments.

Business Development Timeline

2014: Marketing and New Product/Resource Development

Two major program developments have already been implemented this year. First, the independent CLE Seminars website was migrated to the main OSB site to create a stronger, more integrated web presence. Second, event registration is now handled by a contract vendor, InReach. This move consolidated registration services, addressed issues with the bar's proprietary event software, allowed a .25 FTE reduction in CLE Seminars and reduced the Accounting Department's workload. The new system, however, could not replicate the functions of the CLEasy-Pass annual discount program so it has been discontinued. The budget impact of this is as yet unknown; should it prove to be a negative, a new annual pass can be introduced in the future.

Goal #1: Position OSB CLE as a quality, convenient source of legal education options for lawyers of all practice types from all parts of the state.

- Refocus on OSB brand, including visuals, for website and all collateral materials

- Better use of existing OSB marketing channels: website integration; new section in Bulletin; Bar News “this month in CLE” feature; cross-promote in BarBooks; member dashboard promotional space; analysis of email campaign effectiveness
- Pricing, promotions and special offers: Calendar-based system to test discounts/incentives (especially impact of CLEasy Pass elimination) and pricing options. Examples: Summer Overstock Sale, Pay equity CLE (promote in BOG Update); slight pricing increases for targeted programs; promotion/addition of CLE materials library in November; last chance discounts/close-out discounts

Goal # 2: Increase targeted marketing to member groups, building on success of reciprocity bundles.

- MCLE reporters: Package deals, specialty credits; emphasize convenience, reporting
- New lawyers: Networking opportunities of live programs
- Rural/out-of-state: Participate live through webcasting

Goal #3: Develop new products/services and new revenue sources

- Section registration services, webcasting services and mp3 royalty option
- Online discussion groups to supplement on-demand products
- InReach advertising (test case for OSB site advertising)
- Sponsorships (live events)

2015: Expand New Products/Develop and Communicate Policy Changes

The focus for staff in 2015 will be to increase use of CLE Seminars services by member groups and affiliates. Based on 2013 figures, had all sections and the ONLD paid for basic registrations services for their independent programs, CLE Seminars would have earned an additional \$45,000 in revenue. At the same time, we would have avoided \$40,000-\$60,000 in costs from other departments to support those CLEs. (The enhancement to revenue would be even greater if sections and other groups co-sponsored their programs with the CLE Seminars Department.) If bar groups cannot be encouraged successfully to do so, the BOG may wish to consider whether, as a policy matter, to require bar groups to use CLE services, and also may wish to consider other policy changes, including MCLE requirements.

Goal #1: Increase use of CLE Seminars services by bar affiliated groups.

- BOG contacts and staff liaisons will meet with every section executive committee to discuss CLE budget background, invite feedback, discuss package options [[see Exhibit 4](#)]

- Sell the benefits of using CLE services: Online registration 24/7, including day of event; credit cards and electronic checks accepted and processed; inclusion on the OSB CLE calendar; MCLE attendance reporting

Goal #2: Review policies that put OSB CLE at a competitive disadvantage or otherwise conflict with the BOG's goals for the continuing legal education program.

- Limits on comp registrations; meeting room and equipment charges
- Require bar groups to work with CLE Seminars department at some level
- Modify MCLE rules: participatory requirement, purchase requirement

2016: Implement Policy Changes/New Software Installation

Goal #1: Bring event registration services in house with new software package

- Direct cost savings of \$1.99 per registrant (current vendor contract price) plus reduced staff time in both CLE and Accounting to reconcile accounts
- Members complete MCLE self-reports online for database upload, saving time for members and bar staff while allowing better market analysis, e.g., incidences of product sharing

Goal #2: Implement any BOG-approved policy changes.

2017: Program Review

If, after all of the marketing and policy initiatives discussed above, the department is unable to meet its budget goals, the BOG should consider a new model: CLE Online Marketplace.

Under this model the department would transition out of event planning and program sponsorship in favor of an electronic production/distribution role. Programs that have proven profitable or for which there are current contracts would continue for a year or two, but all unprofitable programs would be eliminated, and staff would no longer work with sections on planning and marketing live programs or coordinating event logistics. Instead, the department would manage the bar's conference center, including a full range of A/V, webcasting and recording services, and would maintain the online CLE Marketplace as a one-stop source for CLE from any provider interested in working with the OSB.

Under this model the department would no longer compete with other Oregon-based providers, internal or external. Instead it would focus on helping those providers increase their market reach through electronic delivery on a profit-sharing plan. This model takes advantage of OSB's special business strengths: access to the membership database, including section rosters and MCLE reporting software; a robust and well-established web presence; and e-commerce capabilities difficult for smaller or independent providers to replicate.

The disadvantages would be a likely gap in programming since few local providers currently offer online distance learning, and those that do are all based in Portland. Also, other providers may be less likely to cover areas of law in which a small number of lawyers practice. In addition, a smaller number of live programs will further reduce opportunities for lawyers to network and interact with their colleagues, including judges and speaker experts. There is also a strong likelihood that sections and the ONLD would still expect to receive some level of program planning services from the OSB staff, and a protocol for responding to such requests would have to be developed.

CLE Seminars Plan

Exhibits

Increased Competition

CLE Market Share Analysis—01/01/13–12/31/13

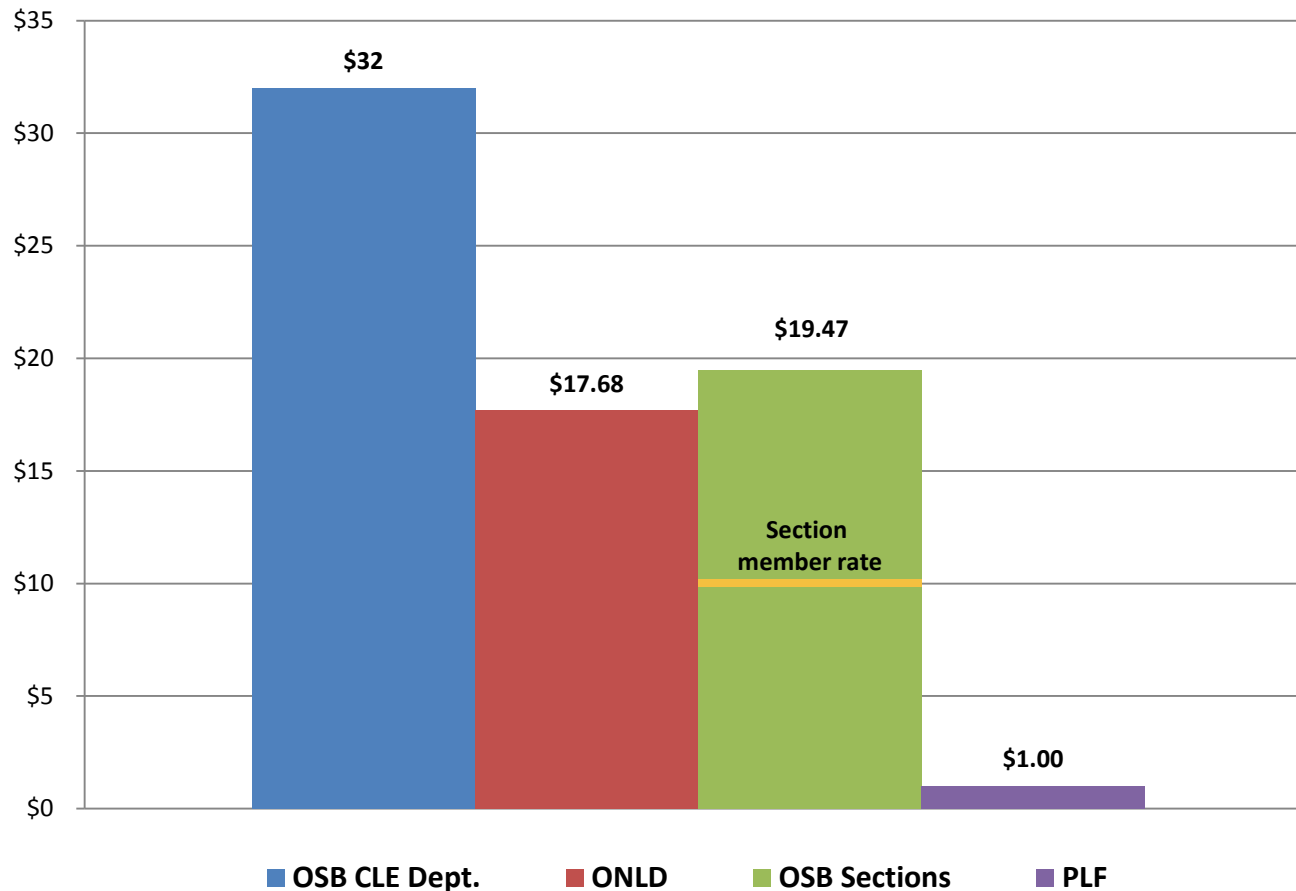
Sponsor Name	Credit Hours	% of Total Sponsor Credits	Registration Count
Oregon State Bar	22,261.75	12.60	4,235
Oregon Criminal Defense Lawyers Association	14,785.50	8.37	1,483
Oregon Law Institute	9,893.75	5.60	2,079
Professional Liability Fund	8,558.00	4.84	1,840
Oregon Trial Lawyers Association	6,436.75	3.64	1,650
Oregon District Attorneys Association	5,778.00	3.27	564
OSB Family Law Section	4,342.75	2.46	337
Judicial Education Committee	4,096.50	2.32	453
Multnomah Bar Association	3,830.00	2.17	2,463
American Bar Association	3,109.25	1.76	701
The Seminar Group	3,039.25	1.72	368
New Lawyer Mentoring Program	2,538.00	1.44	423
Lawline.com	2,106.50	1.19	1,363
OSB Real Estate & Land Use	1,997.75	1.13	342
OSB Workers Compensation Section	1,897.50	1.07	278
Oregon Department of Justice	1,888.50	1.07	1,065
Oregon Association of Defense Counsel	1,876.50	1.06	298
Practicing Law Institute	1,780.50	1.01	447
West Legal Ed Center	1,339.75	0.76	1,037
Federal Bar Association: Oregon	1,280.25	0.72	197
Law Seminars International	1,240.25	0.70	172

Top Registration Counts

Internal OSB Programs

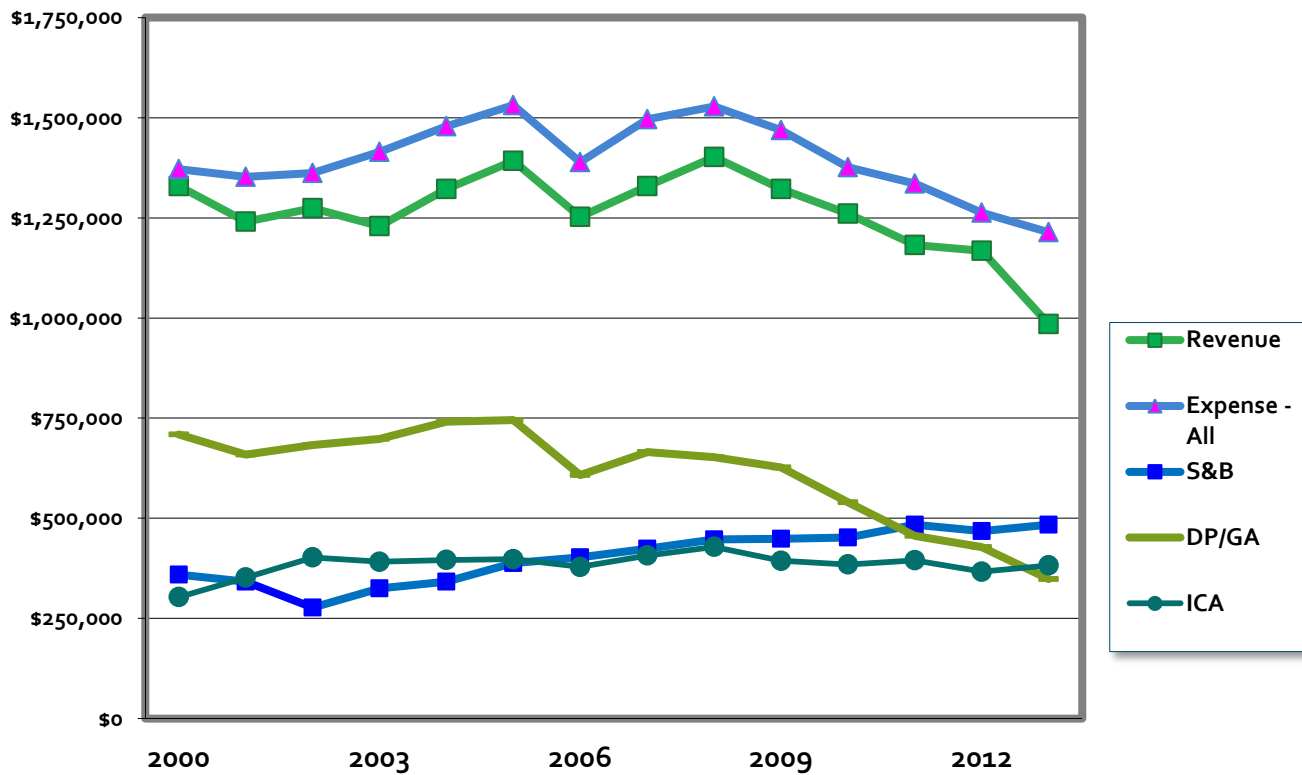
Internal Competition

Average Cost Per Credit Hour (2013)



Financial History

CLE Seminars - 21st Century Financial History



Section CLE Services

Registration Services

The following registration services are available to sections at a cost of \$10 per registrant (\$350 minimum) unless otherwise stated:

- Access to 24/7 online event registration using all major credit cards and checks. (All registrations are subject to applicable bank and transaction fees.)
- Processing cancellations and refunds.
- Sending event confirmations to registrants.
- Providing event and registration information via the OSB CLE Service Center during regular business hours.
- Providing an attendee list for check-in at event.
- Printing speaker name tents, name badges and providing badge holders (*name badge ribbons are available at 45 cents each; requires three-week advance order*).
- Sending attendance information to MCLE for posting to members' compliance reports

- Providing MCLE recordkeeping and event evaluation forms for attendees.
- When electronic course materials are available, send registrants a link to electronic course materials prepared by the OSB Creative Services Department 48 to 72 hours in advance of the seminar date.

Additional related services at no extra charge:

- Up to two hours of Creative Service staff consultation for marketing materials and electronic services
- Up to three emails announcing the event to the sponsoring section and two additional sections
- Web posting (up to three months) of electronic course materials (1 gigabyte or less)

Section CLE Services

Event Services

The following services are available to sections at an hourly rate of \$35 per hour per OSB CLE staff member (two-hour minimum and additional charges, such as travel expenses, may apply):

- Subject to staff availability, on-site registration assistance by CLE Seminars staff (two-hour minimum)
- Assist the section with selecting and reserving an event facility; recommend room arrangements
- Obtain, review, and forward the facility contract to the OSB Executive Director for approval
- Review registration information before CLE event notices are distributed
- Assist the section with making catering selections and finalizing the Banquet Event Order (BEO) with the facility
- Assist the section with audio visual equipment selection

Section CLE Services

Product Sales Services

ONLINE VIDEO STREAMING

- Section to pay for professional video recording and provide a copy to OSB CLE Seminars (copy will be returned)
- Section can offer either the entire program or Individual program sessions for sale
- Section to provide electronic course materials
- Section to provide copy of the brochure for catalog information
- Sales price cannot be less than \$35 per credit hour
- Section will receive 15% of the sales price
- Product will remain in the online catalog for the MCLE accreditation period unless the section requests otherwise

ONLINE MP3 FILES

- Bar staff will audio record the program, not to exceed two hours in length
- Section to provide electronic course materials
- Section to provide copy of the brochure for catalog information

- Sales price cannot be less than \$35 per credit hour
- Section will receive 15% of the sales price
- Product will remain in the online catalog for the MCLE accreditation period unless the section requests otherwise

CDs or DVDs

- Section to pay for audio or video recording and a provide a copy to OSB CLE Seminars for duplication
- Section to pay for all associated fees (e.g., accounting set up, credit card merchant fee, media duplication, etc.)
- Section to provide course materials either electronically or a file for hard copy printing
- Section to provide a copy of the brochure for catalog information
- Sales prices cannot be less than \$35 per credit hour
- Section will receive 30% of the sales price
- Product will remain in the catalog for the MCLE accreditation period unless the section requests otherwise

State (# sections)	CLE Policies
Alaska (28)	Sections must co-sponsor all programs with the Bar; section pays all expense and retains all net revenue. Short lunch programs may be held at the bar office; sections are not charged to use the facility.
Arizona (28)	Currently sections can do programs independently but the board is considering requiring sections to work with the bar CLE department. If they co-sponsor now, the bar gets 50% of the annual net revenue. Sections are charged \$450 to use the bar facility if the program isn't co-sponsored.
California (16)	Sections must co-sponsor with the bar. Sections pay all expenses but retain all revenue.
Idaho (21)	All CLE is done through the Idaho Bar Foundation. Sections do their own CLE, pay all expenses and retain all revenue. Staff keeps records of time spent assisting with programs and sections are charged for all of it.
Nevada (23)	Sections must work with the bar on CLE programs. The section pays an administrative fee plus a percentage of gross revenue for "standard" services. There is a lower administrative fee for "minimal" services which consists of the bar handling attendance, production of written materials and the MCLE application.
Utah (34)	Sections must co-sponsor with the bar; net revenues are split 50/50.
Washington (28)	Sections can do independent mini-CLEs of less than two hours and there is no charge for bar support. The bar takes care of the MCLE application, electronic registration, promotion of the program through email, preparation of sign-in sheets, and reporting of attendance after the program. If the section holds the program in the WSBA facility, there is a \$20/attendee fee (\$35 for a webcast). The facility charge includes coffee, tea and water. Sections can use the facility no more than 4x/year.

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Southern Oregon Firms and Solos:

I am on the board of Directors of Oregon Women Lawyers and currently president of the Rogue Women Lawyers, an affiliate organization.

As you may know, 2014 marks OWLS' 25th Anniversary. We will be celebrating on Friday, September 26, 2014, at our Fall CLE and 25th Anniversary Reception. I am writing on behalf of OWLS Board of Directors to invite you to the event and to see if you or your firm would consider joining other firms throughout the state in sponsoring the event. All sponsorships are \$250.

The success of OWLS' Fall CLE depends on sponsorships from firms, organizations and individuals in Oregon's legal community. We hope this price point encourages smaller firms and solo practitioners, as well as medium and large firms, to show their support of OWLS' mission: to transform the practice of law and ensure justice and equality by advancing women and minorities in the legal profession.

We are really excited about this year's CLE program: "Talking About My Generation: Bridging the Age Gap at Work."

The modern workplace is facing an unprecedented challenge as five generations now work side by side. In an interactive program, key-note speakers Linda Williams Favero, M.S. and Professor Renee G. Heath, Ph. D. will share strategies for overcoming challenges presented by different generational perspectives of professionals in the workplace. The program will close with a panel of four Oregon lawyers, who span generations, joining our speakers for a practical conversation about how we can use our greater understanding of each other to improve inter-generational collaboration.

More details of the CLE and sponsorship recognition are attached for your review. I very much appreciate your consideration and hope to see you September 26, 2014.

Thank you for considering this request. Please feel free to contact me with additional questions, if any, or review the materials I have attached. Southern Oregon benefits from networking and interactions with the entire state, and sponsorship is a wonderful way to make your firm, locale, and specific areas of practice known to the larger Oregon legal community. I hope you can spread the word about the CLE to your colleagues as well.

Regards,

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SPONSORSHIP OPPORTUNITY

Oregon Women Lawyers

25th Anniversary Reception

& Fall Conference

OWLS APPRECIATES OUR 2014

FALL CONFERENCE AND

25th ANNIVERSARY SPONSORS

Sponsors will be acknowledged for their

support on or in:

OWLS' website with embedded link

OWLS' quarterly newsletter,
the *AdvanceSheet*

OWLS' electronic newsletter

OWLS' members-only Listserve, reaching
1100 legal professionals

In conference program materials

All sponsorships are \$250

Panelists



Ellen
Rosenblum



Judge
Darleen
Ortega



Anne
Talcott



Jacqueline
Alarcón

Oregon
Attorney
General

Oregon
Court
of
Appeals

Schwabe
Williamson
& Wyatt

Yates
Matthews
& Eaton

Early
Baby
Boomer

Later
Baby
Boomer

Gen X

Gen Y



OWLS 25th Anniversary Reception

Following the Fall Conference

September 26 at 5:00 pm

With a welcome by OWLS member
Congresswoman Suzanne Bonamici

Join OWLS after the fall
conference to celebrate 25 years
of promoting women and
minorities in Oregon's legal
community.



www.oregonwomenlawyers.org

Talking About My Generation

Bridging the age gap at work

September 26, 2014 | 1:00-5:00 pm

Embassy Suites, 319 SW Pine Street

Portland

Oregon Women Lawyers

2014 Fall Conference &

25th Anniversary Reception



Renee Heath, PhD



Linda Favero, MS

Featuring
Renee Heath, PhD
and
Linda Favero, MS

Five generations now work side by side, each shaped by different social, economic, and cultural events, with different expectations of work.

Join OWLS for our Fall CLE where featured guests will address the stereotypes and conflicts surrounding the generations. They will also explore the impact of changing structures and technologies in the workplace and on women lawyers' attempts to balance work and life.

During an interactive session, they will provide attendees with new frames for thinking about intergenerational conflict.

During the third hour, four Oregon lawyers representing the generations will join the speakers for a practical conversation about how we can use our greater understanding of each other to improve intergenerational collaboration in our profession.